



2017 ADOPTED BUDGET

UPDATED MULTI-YEAR FINANCIAL PLAN FISCAL 2017-2020

ORDINANCE NO. 177- 2016 AS CONFORMED TO THE
2017-2020 MULTI-YEAR FINANCIAL PLAN APPROVED PURSUANT TO NASSAU
COUNTY INTERIM FINANCE AUTHORITY RESOLUTION 16-654
JUNE 2017

ECONOMIC INDICATORS ON THE RISE

 **25,000 New Jobs**



LOWEST UNEMPLOYMENT RATE IN THE REGION!

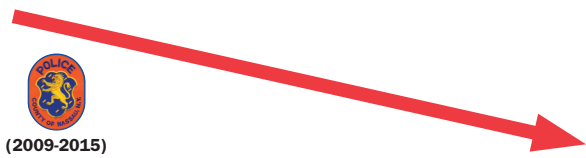
 **Increase in Public Safety**

CRIME DOWN 27%



(2009-2015)

2009 2010 2011 2012 2013 2014 2015



 **3,500 New Housing Opportunities**



ENDED THE VETERAN HOMELESSNESS CRISIS

 **Increase in Population & Home Values**



 **Growth at the Hub**



Memorial Sloan-Kettering
Cancer Center
The Best Cancer Care. Anywhere.

 **Increased Reserves, Efficiencies
and Strengthened Finances**



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EXECUTIVE SUMMARY



OVERVIEW

The Mangano Administration is proud of the transformation that Nassau County has gone through over the last seven years. The economy is growing stronger, local quality of life continues to be enhanced and the County's finances are being strengthened. The adopted 2017-2020 Multi-Year Financial Plan (MYP) and this MYP Update demonstrate the Administration's ability to provide County government services through efficiencies, innovation, and increased productivity. The MYP is built on a commitment to spending restraints that ensure long-term fiscal stability so that Nassau County's suburban quality of life is enjoyed by current and future generations.

While challenges remain, they will not serve as obstacles to maintaining Nassau County's quality of life. However, it must be recognized that although the Administration has right-sized the government, the costs to maintain services does increase every year due to contractually agreed to increases and the continual skyrocketing costs for healthcare and pension contributions. In addition, the MYP includes funding for litigation without utilizing the County's abundant fund balance. As a result, additional revenue is required to support the increased costs. Included in this update are numerous contingency items which may have to be implemented if the County Legislature does not approve the necessary revenue adjustments. These items will impact services and quality of life, but without additional revenue there are no alternatives.

With cooperation from the Legislature and NIFA, the County has made notable progress. This Administration has improved finances by addressing two decades of non-structural fiscal policies with systematic reforms rather than burdening homeowners with enormous tax increases. The Administration cut \$330 million in wasteful spending – the equivalent of a 34% property tax increase. Progress includes:

- reducing the size of government by over 1,700 full-time positions - which reduces costs for this generation and will save future generations significant dollars in reduced pension and healthcare costs (offset by the addition of 150 new police officers in the 2017 Adopted Budget);
- consolidating 10 departments into four, saving taxpayers \$4 million annually;
- new (2014) labor agreements that save hundreds of millions of dollars, compared to prior contracts, by implementing a new salary structure and requiring new employee contributions to healthcare and pension costs while reforming work rules and settling litigation;
- implementing a Residential Small Claims Assessment Review Settlement Program to reduce potential liability and the accumulation of future debt;
- establishing a Commercial Disputed Assessment Fund which will drastically reduce by tens of millions of dollars annually the taxes or debt necessary to fund commercial property assessment tax refunds; and
- establishing pay-go for all employee termination costs.



The County’s operations have improved despite a leaner workforce. Residents of Nassau County can be proud of the services, facilities and infrastructure provided to them by Nassau’s workforce. The Mangano Administration has had the vision to cultivate the County’s parks system and create a legacy of enduring aesthetic and economic value. Highlights include:

- The Northwell Health Ice Center at Eisenhower Park hosts official NY Islander practices, youth hockey leagues and share their profits with the County.



- New athletic fields were constructed Countywide, including a first-of-its-kind field for differently-abled children in Eisenhower Park.



- In East Rockaway, a brand new Bay Park is now open to the public with athletic fields and a playground.





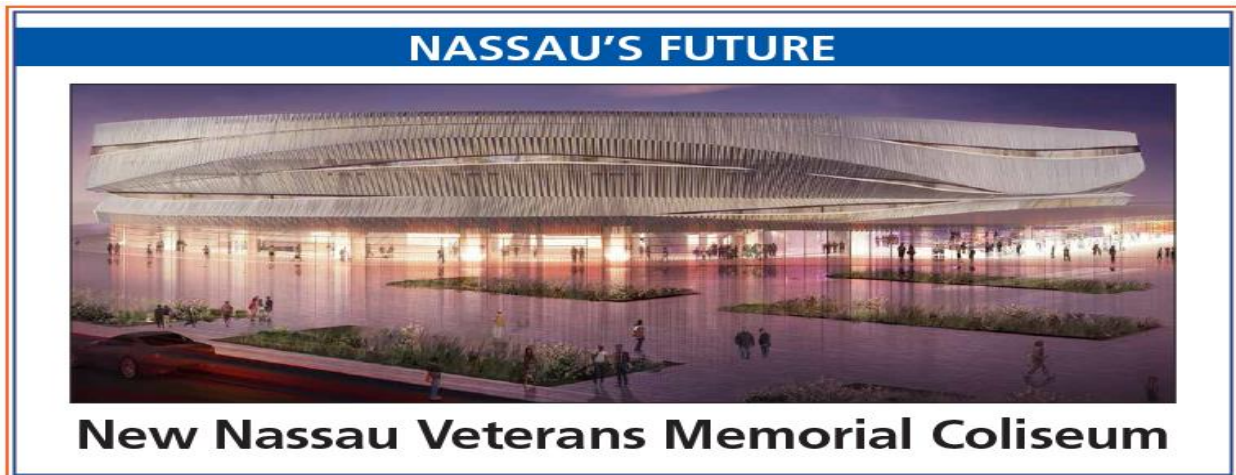
- Dog Runs at Bay Park, Cedar Creek Park, Nickerson Beach, Wantagh Park, Eisenhower Park, Christopher Morley Park, and Old Bethpage Village Restoration.



- The community center at Wantagh Park is being rebuilt after damage from Superstorm Sandy, a new mini golf course constructed by County employees is now open, and new athletic fields are open to residents.
 - A kayak launch and boardwalk was constructed at Milburn Creek Park.
 - New cabanas arrived at Nickerson Beach and a Pitch and Putt was built on the beach by County employees.
 - Cantiague Park showcases new fields and a renovated NHL-sized ice rink that now accommodates more youth hockey teams and figure skating.
 - Grant Park showcases a new ice rink.

Redevelopment of NYCB Live’s Nassau Veterans Memorial Coliseum is now complete. No taxpayer dollars were used for transformation of the aging arena, and in fact, \$165 million in private investment was spent on this world-class arena. Moreover, is guaranteed a minimum of \$334 million in rental income over 49 years, or 8% of gross income, whichever is greater. Additional revenues are expected to be derived from projected sales and related economic activity including entertainment, sales and hotel taxes, arena revenues (ticket fees, merchandising, rental/leasing, concessions), and plaza rental revenues. In addition, the County will no longer be responsible for expenses such as utilities, repairs and capital expenditures.

On the Coliseum property, much work continues beyond the arena. New housing opportunities are being discussed for the surrounding Plaza, along with restaurants, retail, and family entertainment options. The Administration’s vision for the Coliseum property is much greater than this sports-entertainment destination.



Joining the arena and plaza will be a new state-of-the-art, \$140-million cancer care facility. Memorial Sloan Kettering recently broke ground for this new first-class cancer treatment and clinical research center. This outpatient treatment facility will offer critical care to those fighting cancer without the wear and tear of traveling to Manhattan, while employing 250 people with an average salary of \$150 thousand. This is great news for residents fighting cancer and for those seeking employment in the health care industry.

Memorial Sloan Kettering Cancer Center is only the beginning of the Administration's vision to establish the site as an Innovation Center. Together with new lab space at Winthrop University Hospital, a new Primary Medical Care Center at NUMC and the new Hofstra-Northwell School of Medicine, Nassau's healthcare industry continues to grow and the Administration seeks to make the site a Center for Innovation in the healthcare and homeland defense industries. To support this vision, Governor Cuomo and the State Legislature announced an \$88 million investment in the site to free up land through structured parking. Additionally, State funds were announced to help connect the Coliseum site with surrounding property through the use of pedestrian bridges.



Good-paying job opportunities are the foundation of Nassau’s economy. The growth of the television and film industry in Nassau County has produced blockbuster films such as *The Amazing Spider-Man 2* and *Man on a Ledge*, and the live television productions of *The Wiz Live*, *The Sound of Music* and *Peter Pan*. Nassau County’s first live sitcom, starring Kevin James, now films in Bethpage. In addition, the Mangano Administration has attracted new employers including Hain Celestial, New York Vanity, R-Best Produce, and Supreme Screw Products; and has helped local employers expand their operations, including Dealertrack Technologies. These actions demonstrate that businesses are willing to put their faith in Nassau County and improve the economic outlook here.

After losing private sector jobs for more than 10 years, middle-class jobs have begun to return. Nassau continues to lead the region with the lowest unemployment rate. The County’s economic development team’s record includes creating and retaining more than 25,000 jobs. Success stories include winning Dealertrack Technologies and Hain Celestial’s headquarters for Nassau over that of other states. Jesco Lighting, R-Best Produce, Display Technologies, New York Vanity, Agua Enerviva, and Supreme Screw all relocated their jobs and headquarters from New York City boroughs to Nassau County.

For continued success, employers need access to an educated workforce, which Nassau County has thanks to the investment taxpayers make in our local schools. However, young people have been leaving Long Island over the past two decades due to a lack of housing opportunities. Accordingly, under the Mangano Administration more than 3,500 new apartments have opened or are now under construction in Nassau, with more than 1,000 units being constructed through the County Executive’s initiative to convert vacant office space into apartments near transit centers. In many cases, the County has incentivized local developers to create residences in downtown villages—known as transit-oriented communities—so that residents can easily take a train to Manhattan and shop in local villages. The Mangano Administration has also earmarked federal funds to study the conversion of empty office space into residences in Baldwin, Lynbrook, and



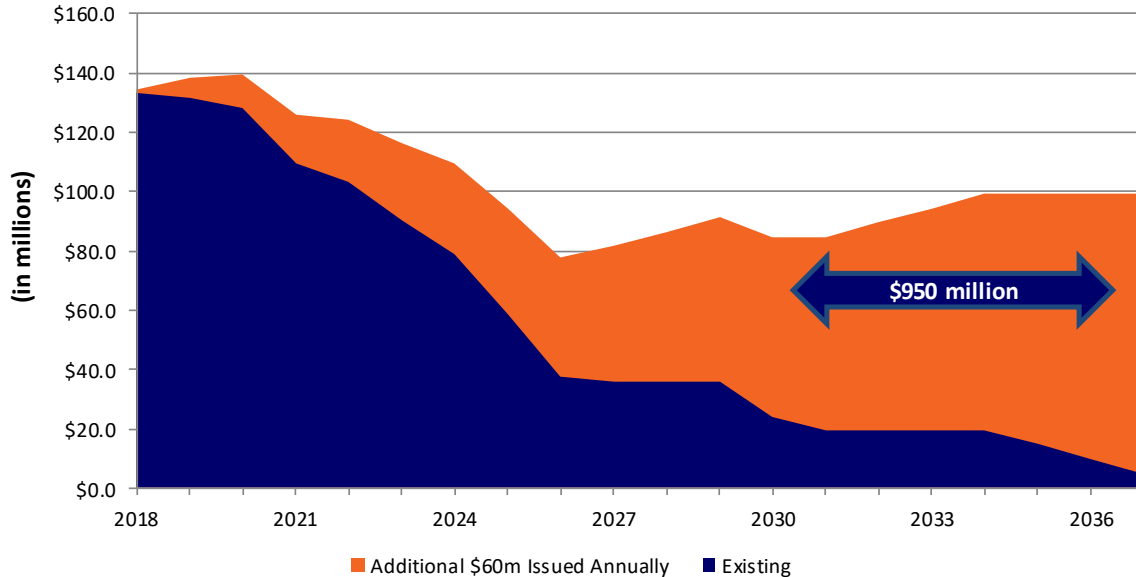
Valley Stream. The Mangano Administration has fostered a stronger economic environment in which businesses seek to locate their operations in Nassau County.

In 2017 the County finances will further benefit from the vision of the Administration to reform Nassau’s Property Tax Assessment System. Attempts by prior administrations to reform the County’s Property Tax Assessment System failed. Nassau County is unfairly burdened by the County guaranty, which requires the County (unlike any other county in New York) to fund the property tax refunds of the towns, special districts, and 55 out of the 56 school districts in the County. **For decades, the County has had no option but to borrow to fund this broken system, which requires it to pay one dollar in refunds for every 16 cents it receives in taxes.** The overwhelming liability from successful property assessment grievances is the most daunting fiscal challenge for the County. In the past, approximately \$100 million of property tax refunds have been financed with bonds each year, resulting in related outstanding long-term debt of approximately \$1 billion. County Executive Mangano has addressed this hurdle in two ways: one for commercial properties and one for residential.

On November 21, 2014, Governor Cuomo signed into law historic assessment legislation that will greatly aid the County in achieving structural balance. Simply put, this is the largest structural reform that Nassau County has ever achieved. This legislation created a Disputed Assessment Fund (DAF) that establishes a manageable and fiscally-sound process to satisfy most commercial tax certiorari refunds. This will end the need to borrow to pay for future tax refunds, which has been the practice of the County since the 1970s. This reform will save the County approximately \$950 million in debt service payments over 20 years. Rating agencies have recognized this as a credit positive as it will provide recurring funding for successful tax challenges and may result in lower interest rates for taxpayers.



Over \$950 million in savings



The DAF will end the need to borrow for future commercial property tax refunds, through self-funding the liability. The DAF went into effect with the school tax bills for 2016/2017.

Establishing the DAF to satisfy commercial cases will also result in a more equitable allocation of taxes between residential and commercial property owners. Currently, all property owners bear the burden of paying tax certiorari refunds. This creates an inequity between residential and commercial property owners because commercial property owners generate the vast majority of refunds and many taxpayers do not reside in areas that receive the benefit of a commercial tax base. This legislation addresses this disparate cost allocation.

In order to transition to the DAF, there was an agreement between the County Executive and the County Legislature, whereby transitional borrowing, as approved by the Nassau County Interim Finance Authority (NIFA), would provide for financing of tax certiorari refunds; the 2017 Adopted Budget included the final \$60 million of the transitional borrowing. However, due to the increased fund balance and reserves the Administration has been able to accelerate the fiscal recovery plan and will not need to borrow to fund the payment of tax certiorari refunds in 2017. The Adopted Budget also includes \$15 million of operating funds, an increase of \$5 million compared to the 2016 Budget, to help fund the outstanding liability. Moody’s Investor Service stated, “Nassau’s earlier than planned move to eliminate a source of the County’s historical reliance on borrowing for operations is credit positive.”

Recognizing the need for a contingency plan to fund the tax cert liability, the County Executive added an additional line, such as that in Suffolk County, to Nassau’s tax bill for tax certiorari payments. However, it should be noted that for 2017 the levy was \$0. It is possible that in 2018



there will need to be a levy to address the backlog. NIFA has expressed concerns that the original plan to pay \$30 million a year from operating funds will not be sufficient.

The savings that have been garnered on the residential properties was initiated for tax year 2011/2012. The implementation of a residential small claims settlement program has reduced and will continue to reduce the tax refund liability for the County. This successful initiative has resulted in the County resolving nearly all residential small claims grievances - with the exception of condos and estate homes - prior to the finalization of the tax roll, which has provided homeowners with timely resolution of their challenges without generating costly refunds. In summary, these homeowners no longer pay property taxes they do not owe.

While challenges remain, they will not serve as obstacles to maintaining Nassau County's quality of life. The Administration will continue to improve operations and seek new efficiencies. However, it must be recognized that although the Administration has right-sized the government, the costs to maintain services does increase every year. In addition, it is recognized that Nassau County is not immune from the threats from global terrorism, which is resulting in hiring additional police officers to combat these threats and preserve our residents' way of life.

Homeland security is a top priority given the current state of affairs throughout the world. In response to this, the Nassau County Police Department (NCPD) has built a significant intelligence function related to homeland security that includes the issuance of regular intelligence bulletins, monitoring of social media, and working with local, state, and federal partners in law enforcement to ensure that critical intelligence is shared and received in real-time.

The NCPD takes great pride in the fact that Nassau County is among the safest communities of its size in the United States.¹ In the County, major crime is down 27% since 2010, including a 50% decrease in residential burglaries a 46% reduction in stolen vehicles, and a 37% decrease in robberies. In addition to the dedicated men and women of the NCPD, rapid advances in technology have made it possible to effectively address and target crime patterns. The NCPD has been a leader in this transition with intelligence-led policing tactics, which uses statistics and complex analytical models to more effectively and efficiently direct police resources. Advancements in technology have made it possible for police officers to receive and input valuable intelligence through the computers within their patrol vehicles, enabling a more dynamic and interactive process. This pipeline of real-time intelligence has effectively turned these individual patrol vehicles into mobile police precincts, exponentially increasing the effectiveness of law enforcement.

Technology is very important to combating and preventing crime, but it does not completely reduce the need for people. There has been no more dangerous time in the world since 9/11. The Administration recognizes this and has provided the necessary resources in the 2017 Adopted Budget to safeguard the safety and security of the County's residents and visitors. The 2017 Budget increased the number of sworn personnel from 2,350 to 2,500. In addition, the budgeted

¹ New York State, Division of Criminal Justice Services' Uniform Crime Report

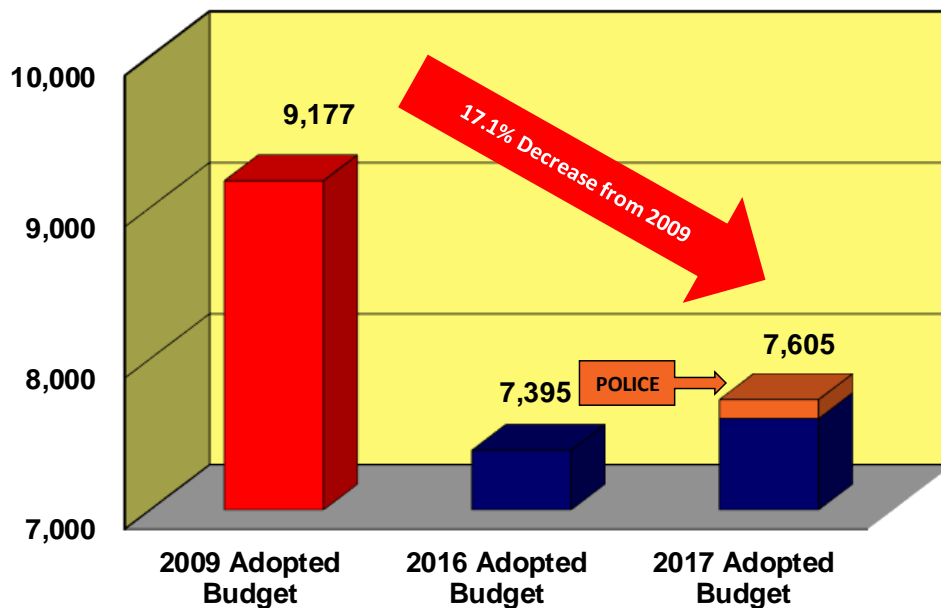


police civilian staff increased by 81 positions. These positions include police communication operators, security officers, police service aides who perform technical administrative functions that were previously performed by sworn members and intelligence analysts. There is a financial cost associated with increasing personnel, but the cost would have been significantly more if not for the labor agreements approved in 2014. The agreements brought historic first-time savings in areas such as contributions to the cost of health insurance for new employees and pension contributions for new police hires. Work rule changes and adjustments to vacation and compensatory leave will achieve additional savings.

The labor agreements, which are in place through the end of 2017, brought cost certainty to the labor situation and minimized litigation risk. Collective bargaining units gave up wage increases for fiscal 2013, which reduced the County’s potential liability from an adverse court decision with respect to retroactive increases to \$101 million from \$232 million.

Workforce management has been critical to maintaining the fiscal health of the County. The County successfully reduced its workforce in each year from 2010 through 2015 through a combination of voluntary separation incentive programs, layoffs, and attrition. In 2009, the County’s budgeted workforce was 9,177 full-time employees. As a result of strong fiscal management, the County’s budgeted workforce is 7,605 positions for 2017. The adopted headcount for 2017 is a reduction of 17.1%, from 2009 authorized levels.

The chart below illustrates the workforce reduction since 2009.



The Mangano Administration will continue to optimize workforce levels while ensuring that all essential services are provided for all County residents.



In addition to enhancing funding for the NCPD, the Mangano Administration included additional funding for the Nassau County District Attorney’s Office (NCDA). The NCDA requested an increase in both staffing and compensation levels for its Assistant District Attorney (ADA) workforce as it dedicates additional investigative and prosecutorial resources to fighting heroin and corruption. The requested adjustment was \$4.0 million over the 2016 allocation, which would enable the NCDA to grow to a standing labor force of 200 ADAs at salaries closer to those of neighboring jurisdictions. The NCDA has been subsisting at turn-of-the-century staffing levels while the court system, the profession of prosecution, the technological sophistication of crime, and the array of crime have all broadened in scope. In 2001, the NCDA had an allocation of 169 ADAs to staff nine bureaus; in 2016, it received an allocation of 178 ADAs to staff fifteen bureaus.

At the close of 2016, an NCDA ADA with five years’ meritorious employment was making \$68,464. This amount was less than a second-year ADA employed by Suffolk or Westchester Counties. By year six, that NCDA ADA would be making significantly less than a third-year Suffolk, Rockland, or Westchester ADA—indeed, the NCDA ADA would be making 37% less than her counterpart in Westchester, 18% less than her counterpart in Suffolk, 16% less than her counterpart in Rockland, and 12% less than her counterpart in New York. By the seventh year in her career, the NCDA ADA would have earned \$58,777 less than the Suffolk ADA, \$51,959 less than the Rockland ADA, \$35,185 less than the New York ADA, and a staggering \$88,258 less than the Westchester ADA.

Assistant District Attorney Salaries (2016)						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
<i>New York</i>	\$62,500	\$65,500	\$68,500	\$71,500	\$74,500	\$78,000
<i>Suffolk</i>	\$66,268	\$69,243	\$72,219	\$75,377	\$78,718	\$82,267
<i>Rockland</i>	\$65,437	\$68,247	\$71,182	\$74,235	\$77,420	\$80,753
<i>Westchester</i>	\$61,883	\$69,347	\$76,166	\$82,441	\$88,726	\$95,010
<i>Nassau</i>	\$60,000	\$60,000	\$63,138	\$64,175	\$68,464	\$69,538

Not surprisingly, this disparity caused severe attrition and recruitment issues for the NCDA. Indeed, annual resignations of NCDA ADAs rose from 16 in 2012 to 27 in 2016 (representing a 68.75% increase over a four-year span). Simultaneously, applications for NCDA ADA positions decreased a remarkable 69.35%. The vicious combination of these statistics meant that the NCDA was no longer able to attain minimum staffing levels.

Accordingly, the Administration agreed to increase the level of funding for NCDA ADA salaries over a two-year period (commencing in FY2017), in order to increase the NCDA’s ability to fill its numerous vacant positions, increase retention and grow the office to the appropriate levels. The NCDA utilized its first installment of funding to initially repair salary levels for non-management



ADAs with more than 5 years’ experience (in order to stabilize retention), with follow-up funding in 2018 to repair salary levels for junior staff (in order to stabilize recruitment). The ultimate objective of the two-year fiscal plan is to mirror salary levels of neighboring Suffolk County (which is the most comparable jurisdiction to Nassau), and, once achieved, to keep pace.

Assistant District Attorney Salary Plan (Est. Completion: FY2018)						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
<i>New York</i>	\$62,500	\$65,500	\$68,500	\$71,500	\$74,500	\$78,000
<i>Suffolk</i>	\$66,268	\$69,243	\$72,219	\$75,377	\$78,718	\$82,267
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The funding of employee fringe benefits presents a major challenge for the County over the MYP time period. The County’s two major fringe benefit costs are health insurance and employee pensions. The combined cost over the MYP for fringe benefits is projected to grow by \$79.7 million or 14.6%. Because of this high cost, it was critical that the Administration achieved a required 15% contribution to the cost of health insurance from new union employees. Over time, this concession will yield significant savings to the County.

The sources of revenue required to support increased employee costs and enhanced police protection are limited. The Adopted MYP includes an increase in the police force – with increased police patrols and 911 operators, and the formation of special units that may be needed from time-to-time such as anti-terror. This increase in force provides our police department a greater ability to intensify police patrols throughout local communities and assign officers to special crime prevention units. To help fund these costs the Adopted 2017 Budget includes a public safety fee. The public safety fee is assessed upon all traffic notice of liability (NOL) violations to safeguard, facilitate and encourage the health, safety and welfare of the residents and businesses of the County. This funding mechanism is required to preserve a quality level of police protection and public safety within Nassau County.

County’s sales tax collections through June 30, 2016 are up approximately 2.6% from the comparable period in 2016. The major growth areas in 2017 have been in retail trade, utilities and accommodation & food services sectors. Home sales continue to be strong, values at a high and our population has grown - including millennials.

The 2017 Adopted Budget reflects modest growth of 1.06% compared to the growth seen in 2016. Progress in the regional economy, rising inflation and gradual easing of foreclosure pressures on the housing market will enable moderate increases in the future. The proximity to New York City’s



vibrant economy coupled with the steadying influence of healthcare positions Nassau for moderate growth in the longer term.

The County is on a path that continues to provide for financial stability. The Mangano Administration, together with the County Legislature and NIFA, will continue to provide an affordable government for taxpayers, while maintaining safety and working tirelessly to make Nassau County the best place to live, work and raise a family. County Executive Mangano has made expense reduction a priority. He has resolved the tax certiorari debt problem for both residential and commercial properties and has negotiated labor agreements that, for the first time in County history, require union employees to contribute towards the cost of health insurance.

The County Executive has created a more efficient government and has done so while maintaining all essential services and complying with all state and federal mandates.

The tables that follow outline the County's current estimate of baseline gaps and initiatives to keep the budget in balance. It is the Administration's position that all of the services that were included in the 2017 budget should be retained, however we are including a list of contingency items that could be implemented if there is not support for the balanced budget and MYP that will be presented September 15, 2017.

FISCAL 2017–2020 MULTI-YEAR FINANCIAL PLAN UPDATE



Table 1: 2017-2020 Pre-Gap Closing Plan (Major Funds)

MAJOR FUNDS					
EXP/REV	Object	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	883,617,213	901,339,677	908,247,320	906,241,457
	AB - FRINGE BENEFITS	544,794,227	576,071,923	598,953,421	624,481,078
	AC - WORKERS COMPENSATION	35,305,186	35,305,186	35,305,186	35,305,186
	BB - EQUIPMENT	2,092,372	2,092,372	2,092,372	2,092,372
	DD - GENERAL EXPENSES	35,936,734	36,194,305	36,576,720	36,799,017
	DE - CONTRACTUAL SERVICES	248,241,301	256,941,425	256,941,425	256,941,425
	DF - UTILITY COSTS	35,944,203	36,639,333	38,279,470	39,420,875
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	115,685,919	126,673,541	123,289,239	125,122,110
	GA - LOCAL GOVT ASST PROGRAM	67,149,582	68,996,764	70,721,684	72,489,726
	GG - PRINCIPAL	94,230,001	106,325,099	117,238,210	127,872,598
	HH - INTERFUND CHARGES	27,484,271	27,243,188	24,479,896	24,197,064
	MM - MASS TRANSPORTATION	43,699,392	44,891,144	46,117,457	47,379,332
	NA - NCIFA EXPENDITURES	2,000,000	1,925,000	1,975,000	2,025,000
	OO - OTHER EXPENSE	218,248,602	245,047,102	243,295,215	228,371,302
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	134,500,000	137,190,000	139,933,800	142,732,476
	SS - RECIPIENT GRANTS	56,100,000	56,661,000	57,510,915	58,373,579
	TT - PURCHASED SERVICES	67,583,171	68,934,834	70,313,531	71,719,802
	WW - EMERGENCY VENDOR PAYMENTS	47,875,000	47,396,250	47,396,250	47,396,250
	XX - MEDICAID	234,975,566	237,685,256	237,685,256	237,685,256
Expenses Excluding Interdepartmental Transfers		2,900,462,740	3,018,553,400	3,061,352,367	3,091,645,904
Interdepartmental Trransfers		426,637,246	430,516,954	431,584,981	426,983,547
Expenses Including Interdepartmental Transfers		3,327,099,986	3,449,070,354	3,492,937,348	3,518,629,451
REV	BA - INT PENALTY ON TAX	35,200,000	35,200,000	35,200,000	35,200,000
	BC - PERMITS & LICENSES	20,224,235	19,224,235	20,224,235	19,224,235
	BD - FINES & FORFEITS	97,015,062	95,865,324	95,865,324	95,865,324
	BE - INVEST INCOME	1,507,382	1,507,382	1,507,382	1,507,382
	BF - RENTS & RECOVERIES	23,822,498	25,277,498	25,277,498	25,277,498
	BG - REVENUE OFFSET TO EXPENSE	14,400,000	14,400,000	14,400,000	14,400,000
	BH - DEPT REVENUES	234,477,971	239,177,971	239,177,971	239,177,971
	BO - PAYMENT IN LIEU OF TAXES	46,435,233	46,378,396	45,106,431	44,515,394
	BQ - CAPITAL RESOURCES FROM DEBT	3,450,000	2,531,685	2,531,685	2,654,190
	BS - OTB PROFITS	3,000,000	15,750,000	20,000,000	20,000,000
	BW - INTERFUND CHARGES REVENUE	80,818,426	83,363,965	84,925,359	86,296,772
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	134,055,443	135,164,245	136,264,119	137,353,316
	IF - INTERFUND TRANSFERS	8,000,000	0	0	0
	SA - STATE AID REIMBURSEMENT OF EXPENSES	212,366,593	213,307,923	214,777,098	216,274,664
	TA - SALES TAX COUNTYWIDE	1,054,394,190	1,078,118,059	1,105,071,011	1,132,697,786
	TB - PART COUNTY SALES TAX	88,097,286	100,324,538	102,914,996	99,627,549
	TL - PROPERTY TAX	811,531,185	808,207,224	806,583,043	806,309,003
	TO - OTB 5% TAX	2,511,262	2,165,283	1,966,609	1,787,188
	TX - SPECIAL TAXES	29,640,000	30,146,000	30,146,000	30,146,000
Revenues Excluding Interdepartmental Transfers		2,900,946,766	2,946,109,728	2,981,938,761	3,008,314,273
Interdepartmental Trransfers		426,637,246	430,516,954	431,584,981	426,983,547
Revenues including Interdepartmental Transfers		3,327,584,012	3,376,626,683	3,413,523,742	3,435,297,820
Projected Surplus / (Deficit)		484,027	(72,443,672)	(79,413,606)	(83,331,631)



**Table 2: 2017-2020
Gap Closing Plan (Major Funds)
(In millions)**

MYP 2017 - 2020			
	2018 Plan	2019 Plan	2020 Plan
Current Baseline Surplus / (Gap)	(72.4)	(79.4)	(83.3)
<u>Gap Closing Options</u>			
<u>Expense/Revenue Actions</u>			
Revenue Initiatives	50.0	56.0	56.0
VSIP/Worforce Management	15.0	17.0	20.0
Program/OTPS Reduction	8.0	8.0	8.0
Public Private Partnership (P3)	-	20.0	20.0
County's District Energy Facility	-	10.0	10.0
SUEZ Water Long Island Inc. Synergy Savings	-	4.5	4.6
Strategic Sourcing	-	3.0	4.0
eGovernment Revenues	-	2.0	4.0
ERP Implementation	-	1.5	3.0
Building Consolidation Efficiencies	-	1.0	4.0
<u>NYS Actions</u>			
Mandate Reform	14.0	28.7	28.7
Other NYS Legislative Actions		5.0	5.0
E-911 Reimbursement	3.5	6.9	6.9
NYS Highway Traffic Offense Reimbursement	2.8	5.7	5.7
Hotel Motel Tax Rate Increase	2.4	4.8	4.8
Gap Closing Options	95.7	174.1	184.7
Surplus/ (Deficit) After Gap Closing Actions	23.3	94.7	101.4



Discussion of Gap Closing Actions

Revenue Initiatives

Annually, the County reviews the various fees it charges for services to determine if they reflect increased costs. In addition, the Administration is committed to cost saving/revenue generating initiatives that would offset the growth of recurring expenses.

VSIP/Workforce Management

Every year the Mangano Administration has proven its ability to manage operations with fewer positions than are in the budget. The Administration will continue to optimize workforce levels while ensuring that the County provides essential services for all Nassau County residents. By analyzing the impact of each vacancy as it materializes, additional opportunities exist for savings. The savings can come from eliminating vacant positions, backfilling at lower salaries, and delayed hiring.

Program/OTPS Reduction

The MYP is based on the Administration's best assumptions as to how much it will cost to provide the necessary level of services. The Administration continues to develop creative ways to reduce costs, often with better service. The County will continue to explore public-private partnerships, consolidate departments, and renegotiate contracts to achieve savings for taxpayers.

Public-Private Partnership ("P3")

One of the largest components of the gap closing measures is a P3 for the sewer system. The Nassau County sewer system is one of the largest sewer systems in the State of New York. Unfortunately, the value of the system is not optimized and current sewer revenues are insufficient to meet the system's future needs. The administration identified a decades old operational deficit which relies upon reserves to balance the budget. Since 2011, the administration has sought to retain an expert to analyze all alternatives to raising rates prior to making a final determination for the future capital and operational needs of the system.

The County is currently in the process of selecting a financial advisor to explore a Public-Private Partnership (P3) to improve service to County residents and our infrastructure assets. The County's financial advisor for the potential sewer P3 is essential as the complexity and importance of a well thought-out and executed process will determine the success of the overall project. The following is a highlight of the various functions that the advisor will perform:

- Assess and define the project scope to best meet County goals on risk transfer objectives
- Advise on policy and commercial interest related to a potential P3 and or other structure
- Establish and refine project goals
- Assist in stakeholder and market outreach and communications
- Recommend strategies to maximize competition amongst potential proposers



- Assist in the architecture of the proposed solution to incentivize stakeholders, and secure efficiencies and asset conditions upon the termination of the agreement
- Recommend strategies to maximize the application of proceeds to address/improve structural gap

Why Utilize Public-Private Partnerships?

- ✓ Better asset, delivered faster and maintained over the long-term to a consistent standard
- ✓ A whole-life solution with rigorous hand-back standards
- ✓ Retained ownership of property and control of facility
- ✓ Contract improves control over schedule, operations and maintenance
- ✓ Predictable payment stream with smoother budget profile
- ✓ Private sector takes capital and maintenance cost risk
- ✓ Potential to deliver asset under long-term performance-based contract
- ✓ Implementation of repayment mechanism based on performance

The P3 transaction would be designed to ensure a high quality of service for all users of the system while also accomplishing a number of the County’s key objectives. The transaction would provide for continued County ownership and oversight of the sewer system, improve safety and environmental performance, transfer risk of compliance of environmental regulations to the concessionaire and guarantee performance and service levels over the long-term to optimize asset performance. Residents would benefit from improved customer service, an identified single point of accountability for service delivery, as well as from consistency with the United Water operations contract and a stable and transparent rate structure.

The P3 transaction would also deliver some key financial benefits. The County would retire sewer debt and reduce total County debt, which will ensure recurring debt service savings and improve cash flow liquidity. In addition, the County would transfer risk of long-term capital investment to the concessionaire to achieve the County-agreed asset condition. The P3 would give the County the opportunity to reinvest proceeds and make strategic investments that will lead to achieving the fiscal balance required by NIFA by 2018.

County’s District Energy Facility

The agreement between Nassau County and Suez Energy NA, the current operator of the County’s 57 megawatt cogeneration plant in Uniondale, which was set to expire June 1, 2016 was extended to May 31, 2018. This extension agreement has allowed for substantial savings for the term of the



contract. This plant provides Long Island Power Authority with safe, locally-produced electric power as well as thermal energy in the form of steam, chilled water, and high temperature hot water for cooling and heating purposes to several institutions and buildings in and around the Nassau Hub, including Nassau Community College, Nassau University Medical Center, the Nassau Veterans Memorial Coliseum, the Long Island Marriot Hotel, and the Nassau County Aquatic Center. The extension allows Nassau County to explore opportunities in depth that leverage and reimagine the use of the facility as an important clean and sustainable power resource and economic development tool.

The County is currently exploring a potential public-private partnership that could result in the sale, lease, or private operation of the County's district energy facility. The plant consists of a combined heat and power facility and central utility plant that provides thermal and electrical energy to the marketplace. The request for proposals was issued in January of 2016 and the responses are being reviewed.

SUEZ Water Long Island Inc. Synergy Savings

The County has committed to ensuring that there will not be layoffs to its workforce due to its contract with *SUEZ Water Long Island Inc.* The transaction guarantees \$10 million in labor savings annually. County employees not being utilized by *SUEZ Water Long Island Inc.* are being utilized to optimize workforce productivity in areas of County operations that can substantially reduce the use and cost of overtime, generate revenues, or decrease payments for services performed by contracted vendors.

Strategic Sourcing

The County continues to pursue efficiencies and savings through strategic sourcing as recommended by Grant Thornton LLP in its NIFA-commissioned report. The County has retained a vendor and has already garnered savings.

eGovernment

The County is exploring opportunities to develop and utilize internet-based technologies to improve resident and business interaction with County government. These improvements will enhance customer service, reduce costs, improve productivity, and increase revenue.

ERP Implementation

The new enterprise resource planning (ERP) system will streamline core business processes that will lead to efficiencies and savings. This initiative, recommended by Grant Thornton LLP, is currently underway and the first phase (Personnel and Payroll) is anticipated to be operational by the end of 2017.

Building Consolidation Efficiencies

The County's dramatic workforce reduction has opened possibilities for centralization and downsizing of office space. The County has hired Smith & DeGroat Real Estate to review the County's real estate assets for potential sale of excess property, consolidation of office space, lease



renewal terms, etc. The Administration will continue to reduce overall rental costs, as it did with the lease at 60 Charles Lindbergh and generate new revenues through sales.

Mandate Reform

New York State has begun to realize the enormous burdens placed on local governments through State-mandated programs. Recent audits performed by the State Comptroller highlight skyrocketing costs and fraud within pre-school special education programs throughout New York State. The County believes that numerous cost containment opportunities exist within these programs and other State-mandated programs.

NYS Legislative Initiatives

The County could be seeking NYS legislation for revisions on Department of Motor Vehicles Registration Fees provided in the New York Tax Law section 1202(e) and VTL 401(6)(d)(ii) for non-commercial vehicles 3,500 lbs. or less, non-commercial vehicles in excess of 3,500 lbs., and for commercial vehicles.

E-911 Reimbursement

The County will seek State approval to amend current County law and increase the reimbursement on certain telecommunication equipment and telephone service supplier customers in relation to providing an enhanced 911 (E911) emergency telephone system in the County. This would enable the County to raise revenue needed to cover costs associated with providing this technology within the County.

NYS Highway Traffic Offense Reimbursement

The County will seek approval of State legislation providing a mandatory reimbursement for traffic offenses for incidents occurring on the Long Island Expressway, the Seaford-Oyster Bay Expressway or Sunrise Highway. This will reimburse the County for NCPD costs associated with patrolling State roadways.

Hotel/Motel Tax Rate Increase

The County will seek approval of State legislation to provide for an increase in the Hotel/Motel Tax rate within the county from 3 percent to 5.875 percent, which is the tax rate allowed within the City of New York.



**Table 3: 2017-2020
After-Gap Closing Plan (Major Funds)**

MAJOR FUNDS					
EXP/REV	Object	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	883,617,213	892,339,677	894,547,320	889,941,457
	AB - FRINGE BENEFITS	544,794,227	570,071,923	590,353,421	614,681,078
	AC - WORKERS COMPENSATION	35,305,186	35,305,186	35,305,186	35,305,186
	BB - EQUIPMENT	2,092,372	2,092,372	2,092,372	2,092,372
	DD - GENERAL EXPENSES	35,936,734	36,194,305	36,576,720	36,799,017
	DE - CONTRACTUAL SERVICES	248,241,301	248,941,425	245,141,425	243,441,425
	DF - UTILITY COSTS	35,944,203	36,639,333	38,279,470	39,420,875
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	115,685,919	126,673,541	123,289,239	125,122,110
	GA - LOCAL GOVT ASST PROGRAM	67,149,582	68,996,764	70,721,684	72,489,726
	GG - PRINCIPAL	94,230,001	106,325,099	107,638,210	117,972,598
	HH - INTERFUND CHARGES	27,484,271	27,243,188	14,079,896	14,097,064
	MM - MASS TRANSPORTATION	43,699,392	35,891,144	22,417,457	23,679,332
	NA - NCIFA EXPENDITURES	2,000,000	1,925,000	1,975,000	2,025,000
	OO - OTHER EXPENSE	218,248,602	245,047,102	242,295,215	224,371,302
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	134,500,000	132,190,000	134,933,800	137,732,476
	SS - RECIPIENT GRANTS	56,100,000	56,661,000	57,510,915	58,373,579
	TT - PURCHASED SERVICES	67,583,171	68,934,834	70,313,531	71,719,802
	WW - EMERGENCY VENDOR PAYMENTS	47,875,000	47,396,250	47,396,250	47,396,250
	XX - MEDICAID	234,975,566	237,685,256	237,685,256	237,685,256
Expenses Excluding Interdepartmental Transfers		2,900,462,740	2,981,553,400	2,977,552,367	2,999,345,904
	Interdepartmental Trransfers	426,637,246	430,516,954	431,584,981	426,983,547
Expenses Including Interdepartmental Transfers		3,327,099,986	3,412,070,354	3,409,137,348	3,426,329,451
REV	BA - INT PENALTY ON TAX	35,200,000	35,200,000	35,200,000	35,200,000
	BC - PERMITS & LICENSES	20,224,235	19,224,235	20,224,235	19,224,235
	BD - FINES & FORFEITS	97,015,062	98,665,324	101,565,324	101,565,324
	BE - INVEST INCOME	1,507,382	1,507,382	1,507,382	1,507,382
	BF - RENTS & RECOVERIES	23,822,498	25,277,498	35,277,498	35,277,498
	BG - REVENUE OFFSET TO EXPENSE	14,400,000	14,400,000	14,400,000	14,400,000
	BH - DEPT REVENUES	234,477,971	289,177,971	297,177,971	299,177,971
	BO - PAYMENT IN LIEU OF TAXES	46,435,233	46,378,396	45,106,431	44,515,394
	BQ - CAPITAL RESOURCES FROM DEBT	3,450,000	2,531,685	2,531,685	2,654,190
	BS - OTB PROFITS	3,000,000	15,750,000	20,000,000	20,000,000
	BW - INTERFUND CHARGES REVENUE	80,818,426	83,363,965	84,925,359	86,296,772
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	134,055,443	135,164,245	136,264,119	137,353,316
	IF - INTERFUND TRANSFERS	8,000,000	0	0	0
	SA - STATE AID REIMBURSEMENT OF EXPENSES	212,366,593	213,307,923	214,777,098	216,274,664
	TA - SALES TAX COUNTYWIDE	1,054,394,190	1,078,118,059	1,105,071,011	1,132,697,786
	TB - PART COUNTY SALES TAX	88,097,286	100,324,538	102,914,996	99,627,549
	TL - PROPERTY TAX	811,531,185	808,207,224	806,583,043	806,309,003
	TO - OTB 5% TAX	2,511,262	2,165,283	1,966,609	1,787,188
	TX - SPECIAL TAXES	29,640,000	36,046,000	46,846,000	46,846,000
Revenues Excluding Interdepartmental Transfers		2,900,946,766	3,004,809,728	3,072,338,761	3,100,714,273
	Interdepartmental Trransfers	426,637,246	430,516,954	431,584,981	426,983,547
Revenues including Interdepartmental Transfers		3,327,584,012	3,435,326,683	3,503,923,742	3,527,697,820
Projected Surplus / (Deficit)		484,027	23,256,328	94,786,394	101,368,369



**Table 4: 2017-2020
Contingencies and Additional Opportunities
(In millions)**

	2018 Plan	2019 Plan	2020 Plan
Surplus/ (Deficit) After Gap Closing Actions	23.3	94.7	101.4
Contingency Gap Closing Options			
<u>Expense/Revenue Actions</u>			
Police Special Units	12.3	12.3	12.3
OTPS/Program Reductions	7.6	7.6	7.6
Youth Board Agencies	5.5	5.5	5.5
VEEB Contract elimination	4.4	4.4	4.4
NICE	2.5	2.5	2.5
Gap Closing Options	32.3	32.3	32.3
Surplus/ (Deficit) After Contingency Actions	55.6	127.0	133.7

FUND AND DEPARTMENTAL DETAIL

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GENERAL FUND

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	388,383,895	402,220,943	404,049,638	403,916,435
	AB - FRINGE BENEFITS	257,577,342	273,496,161	283,151,657	295,338,862
	AC - WORKERS COMPENSATION	20,788,214	20,788,214	20,788,214	20,788,214
	BB - EQUIPMENT	1,189,538	1,189,538	1,189,538	1,189,538
	DD - GENERAL EXPENSES	26,821,945	26,899,082	27,013,608	27,080,181
	DE - CONTRACTUAL SERVICES	231,068,470	239,768,594	239,768,594	239,768,594
	DF - UTILITY COSTS	31,237,639	31,814,926	33,290,665	34,302,290
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	GA - LOCAL GOVT ASST PROGRAM	67,149,582	68,996,764	70,721,684	72,489,726
	HD - DEBT SERVICE CHARGEBACKS	312,410,775	315,044,768	316,799,935	312,298,713
	HF - INTER DEPARTMENTAL CHARGES	44,490,332	44,490,332	44,490,332	44,490,332
	HH - INTERFUND CHARGES	27,484,271	27,243,188	24,479,896	24,197,064
	MM - MASS TRANSPORTATION	43,699,392	44,891,144	46,117,457	47,379,332
	NA - NCIFA EXPENDITURES	2,000,000	1,925,000	1,975,000	2,025,000
	OO - OTHER EXPENSE	52,900,165	93,934,585	94,337,560	94,749,473
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	134,500,000	137,190,000	139,933,800	142,732,476
	SS - RECIPIENT GRANTS	56,100,000	56,661,000	57,510,915	58,373,579
	TT - PURCHASED SERVICES	67,583,171	68,934,834	70,313,531	71,719,802
	WW - EMERGENCY VENDOR PAYMENTS	47,875,000	47,396,250	47,396,250	47,396,250
	XX - MEDICAID	234,975,566	237,685,256	237,685,256	237,685,256
EXP Total		2,053,235,297	2,145,570,579	2,166,013,530	2,182,921,116
REV	BA - INT PENALTY ON TAX	35,200,000	35,200,000	35,200,000	35,200,000
	BC - PERMITS & LICENSES	14,524,235	13,524,235	14,524,235	13,524,235
	BD - FINES & FORFEITS	70,323,341	69,681,438	69,681,438	69,681,438
	BE - INVEST INCOME	1,474,482	1,474,482	1,474,482	1,474,482
	BF - RENTS & RECOVERIES	23,739,313	25,194,313	25,194,313	25,194,313
	BG - REVENUE OFFSET TO EXPENSE	14,400,000	14,400,000	14,400,000	14,400,000
	BH - DEPT REVENUES	197,444,871	202,644,871	202,644,871	202,644,871
	BJ - INTERDEPT REVENUES	76,959,200	76,959,200	76,959,200	76,959,200
	BO - PAYMENT IN LIEU OF TAXES	20,334,597	20,277,760	19,005,795	18,414,758
	BS - OTB PROFITS	3,000,000	15,750,000	20,000,000	20,000,000
	BW - INTERFUND CHARGES REVENUE	49,358,084	46,018,217	43,253,675	42,972,834
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	128,178,641	129,287,443	130,407,332	131,538,421
	IF - INTERFUND TRANSFERS	8,000,000	0	0	0
	SA - STATE AID REIMBURSEMENT OF EXPENSES	211,597,593	212,538,923	214,008,098	215,505,664
	TA - SALES TAX COUNTYWIDE	1,054,394,190	1,078,118,059	1,105,071,011	1,132,697,786
	TB - PART COUNTY SALES TAX	88,097,286	100,324,538	102,914,996	99,627,549
	TL - PROPERTY TAX	52,164,388	48,840,427	47,216,246	46,942,206
	TO - OTB 5% TAX	2,511,262	2,165,283	1,966,609	1,787,188
	TX - SPECIAL TAXES	5,184,000	5,690,000	5,690,000	5,690,000
REV Total		2,056,885,484	2,098,089,189	2,129,612,301	2,154,254,946

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FIRE COMMISSION FUND

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	10,820,052	11,088,517	11,216,538	11,354,875
	AB - FRINGE BENEFITS	5,763,385	6,251,209	6,329,967	6,578,765
	BB - EQUIPMENT	45,914	45,914	45,914	45,914
	DD - GENERAL EXPENSES	271,422	271,422	271,422	271,422
	DE - CONTRACTUAL SERVICES	4,827,021	4,827,021	4,827,021	4,827,021
	HD - DEBT SERVICE CHARGEBACKS	790,765	805,413	808,959	786,507
	HF - INTER DEPARTMENTAL CHARGES	2,439,773	2,439,773	2,439,773	2,439,773
EXP Total		24,958,332	25,729,269	25,939,595	26,304,277
REV	BE - INVEST INCOME	900	900	900	900
	BH - DEPT REVENUES	8,900,600	8,900,600	8,900,600	8,900,600
	BO - PAYMENT IN LIEU OF TAXES	404,691	404,691	404,691	404,691
	SA - STATE AID REIMBURSEMENT OF EXPENSES	180,000	180,000	180,000	180,000
	TL - PROPERTY TAX	16,115,436	16,115,436	16,115,436	16,115,436
REV Total		25,601,627	25,601,627	25,601,627	25,601,627

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POLICE DISTRICT FUND

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	241,339,193	245,593,781	249,736,978	249,270,571
	AB - FRINGE BENEFITS	133,424,052	140,482,319	146,715,408	152,934,211
	AC - WORKERS COMPENSATION	8,632,821	8,632,821	8,632,821	8,632,821
	BB - EQUIPMENT	294,358	294,358	294,358	294,358
	DD - GENERAL EXPENSES	4,949,313	5,053,736	5,208,772	5,298,895
	DE - CONTRACTUAL SERVICES	999,728	999,728	999,728	999,728
	DF - UTILITY COSTS	1,354,564	1,401,707	1,479,065	1,529,999
	HD - DEBT SERVICE CHARGEBACKS	2,240,553	2,243,186	2,252,745	2,247,137
	HF - INTER DEPARTMENTAL CHARGES	20,246,736	20,246,736	20,246,736	20,246,736
EXP Total		413,481,318	424,948,372	435,566,612	441,454,455
REV	BC - PERMITS & LICENSES	4,820,000	4,820,000	4,820,000	4,820,000
	BD - FINES & FORFEITS	1,300,000	1,300,000	1,300,000	1,300,000
	BE - INVEST INCOME	20,000	20,000	20,000	20,000
	BF - RENTS & RECOVERIES	17,045	17,045	17,045	17,045
	BH - DEPT REVENUES	2,950,000	2,450,000	2,450,000	2,450,000
	BJ - INTERDEPT REVENUES	1,670,232	1,670,232	1,670,232	1,670,232
	BO - PAYMENT IN LIEU OF TAXES	16,758,062	16,758,062	16,758,062	16,758,062
	BW - INTERFUND CHARGES REVENUE	150,000	150,000	150,000	150,000
	TL - PROPERTY TAX	384,144,444	384,144,444	384,144,444	384,144,444
REV Total		411,829,782	411,329,782	411,329,782	411,329,782

FISCAL 2017–2020 MULTI-YEAR FINANCIAL PLAN UPDATE



POLICE HEADQUARTER FUND

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	243,074,073	242,436,436	243,244,165	241,699,576
	AB - FRINGE BENEFITS	148,029,448	155,842,234	162,756,388	169,629,240
	AC - WORKERS COMPENSATION	5,884,151	5,884,151	5,884,151	5,884,151
	BB - EQUIPMENT	562,562	562,562	562,562	562,562
	DD - GENERAL EXPENSES	3,894,054	3,970,065	4,082,918	4,148,520
	DE - CONTRACTUAL SERVICES	11,346,082	11,346,082	11,346,082	11,346,082
	DF - UTILITY COSTS	3,352,000	3,422,700	3,509,739	3,588,586
	HD - DEBT SERVICE CHARGEBACKS	20,449,720	21,678,154	20,977,909	20,905,757
	HF - INTER DEPARTMENTAL CHARGES	23,568,592	23,568,592	23,568,592	23,568,592
EXP Total		460,160,682	468,710,977	475,932,507	481,333,066
REV	BC - PERMITS & LICENSES	880,000	880,000	880,000	880,000
	BD - FINES & FORFEITS	25,391,721	24,883,887	24,883,887	24,883,887
	BE - INVEST INCOME	12,000	12,000	12,000	12,000
	BF - RENTS & RECOVERIES	66,140	66,140	66,140	66,140
	BH - DEPT REVENUES	25,182,500	25,182,500	25,182,500	25,182,500
	BJ - INTERDEPT REVENUES	12,116,001	12,116,001	12,116,001	12,116,001
	BO - PAYMENT IN LIEU OF TAXES	8,937,883	8,937,883	8,937,883	8,937,883
	BW - INTERFUND CHARGES REVENUE	200,000	200,000	200,000	200,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	1,064,600	1,064,600	1,064,600	1,064,600
	SA - STATE AID REIMBURSEMENT OF EXPENSES	589,000	589,000	589,000	589,000
	TL - PROPERTY TAX	359,106,917	359,106,917	359,106,917	359,106,917
	TX - SPECIAL TAXES	24,456,000	24,456,000	24,456,000	24,456,000
REV Total		458,002,762	457,494,928	457,494,928	457,494,928

FISCAL 2017–2020 MULTI-YEAR FINANCIAL PLAN UPDATE



DEBT SERVICE FUND

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	FF - INTEREST	115,685,919	126,673,541	123,289,239	125,122,110
	GG - PRINCIPAL	94,230,001	106,325,099	117,238,210	127,872,598
	OO - OTHER EXPENSE	165,348,437	151,112,517	148,957,655	133,621,829
EXP Total		375,264,357	384,111,157	389,485,104	386,616,537
REV	BQ - CAPITAL RESOURCES FROM DEBT	3,450,000	2,531,685	2,531,685	2,654,190
	BV - DEBT SERVICE CHARGEBACK REVENUE	335,891,813	339,771,521	340,839,548	336,238,114
	BW - INTERFUND CHARGES REVENUE	31,110,342	36,995,749	41,321,684	42,973,938
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	4,812,202	4,812,202	4,792,187	4,750,295
REV Total		375,264,357	384,111,157	389,485,104	386,616,537

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AC - DEPARTMENT OF INVESTIGATIONS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	196,667	196,667	196,667	196,667
	DD - GENERAL EXPENSES	11,300	11,300	11,300	11,300
	DE - CONTRACTUAL SERVICES	50,000	50,000	50,000	50,000
EXP Total		257,967	257,967	257,967	257,967

AR - ASSESSMENT REVIEW COMMISSION

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	2,345,847	2,390,841	2,404,926	2,410,950
	DD - GENERAL EXPENSES	33,831	33,831	33,831	33,831
EXP Total		2,379,678	2,424,672	2,438,757	2,444,781

AS - ASSESSMENT DEPARTMENT

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	9,014,890	9,271,033	9,365,104	9,418,178
	DD - GENERAL EXPENSES	303,251	303,251	303,251	303,251
	DE - CONTRACTUAL SERVICES	756,264	756,264	756,264	756,264
EXP Total		10,074,405	10,330,548	10,424,619	10,477,693
REV	BH - DEPT REVENUES	42,673,896	42,673,896	42,673,896	42,673,896
REV Total		42,673,896	42,673,896	42,673,896	42,673,896

AT - COUNTY ATTORNEY

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	7,754,517	7,792,123	7,814,276	7,833,702
	BB - EQUIPMENT	14,499	14,499	14,499	14,499
	DD - GENERAL EXPENSES	605,108	605,108	605,108	605,108
	DE - CONTRACTUAL SERVICES	5,171,310	5,171,310	5,171,310	5,171,310
EXP Total		13,545,434	13,583,040	13,605,193	13,624,619
REV	BD - FINES & FORFEITS	610,000	610,000	610,000	610,000
	BF - RENTS & RECOVERIES	745,000	745,000	745,000	745,000
	BH - DEPT REVENUES	200,000	5,400,000	5,400,000	5,400,000
	BJ - INTERDEPT REVENUES	905,789	905,789	905,789	905,789
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	215,000	215,000	215,000	215,000
REV Total		2,675,789	7,875,789	7,875,789	7,875,789

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BU - OFFICE OF MANAGEMENT AND BUDGET

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	1,805,443	4,255,588	4,255,588	4,255,588
	AB - FRINGE BENEFITS	24,156,957	25,430,625	26,778,468	28,204,833
	AC - WORKERS COMPENSATION	8,447,944	8,447,944	8,447,944	8,447,944
	BB - EQUIPMENT	4,833	4,833	4,833	4,833
	DD - GENERAL EXPENSES	110,714	110,714	110,714	110,714
	DE - CONTRACTUAL SERVICES	2,458,545	2,458,545	2,458,545	2,458,545
	GA - LOCAL GOVT ASST PROGRAM	67,149,582	68,996,764	70,721,684	72,489,726
	HD - DEBT SERVICE CHARGEBACKS	312,410,775	315,044,768	316,799,935	312,298,713
	HF - INTER DEPARTMENTAL CHARGES	3,616,556	3,616,556	3,616,556	3,616,556
	HH - INTERFUND CHARGES	27,484,271	27,243,188	24,479,896	24,197,064
	NA - NCIFA EXPENDITURES	2,000,000	1,925,000	1,975,000	2,025,000
	OO - OTHER EXPENSE	26,211,909	52,381,075	52,554,480	52,732,231
EXP Total		475,857,529	509,915,600	512,203,643	510,841,747
REV	BD - FINES & FORFEITS	900,000	900,000	900,000	900,000
	BF - RENTS & RECOVERIES	4,069,607	4,069,607	4,069,607	4,069,607
	BG - REVENUE OFFSET TO EXPENSE	13,800,000	13,800,000	13,800,000	13,800,000
	BH - DEPT REVENUES	620,000	620,000	620,000	620,000
	BJ - INTERDEPT REVENUES	51,599,945	51,599,945	51,599,945	51,599,945
	BO - PAYMENT IN LIEU OF TAXES	20,334,597	20,277,760	19,005,795	18,414,758
	BS - OTB PROFITS	3,000,000	15,750,000	20,000,000	20,000,000
	BW - INTERFUND CHARGES REVENUE	40,883,256	39,243,389	36,478,847	36,198,006
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	92,400	92,400	92,400	92,400
	SA - STATE AID REIMBURSEMENT OF EXPENSES	732,200	232,200	232,200	232,200
	TA - SALES TAX COUNTYWIDE	1,054,394,190	1,078,118,059	1,105,071,011	1,132,697,786
	TB - PART COUNTY SALES TAX	88,097,286	100,324,538	102,914,996	99,627,549
	TL - PROPERTY TAX	52,164,388	48,840,427	47,216,246	46,942,206
	TO - OTB 5% TAX	2,511,262	2,165,283	1,966,609	1,787,188
REV Total		1,333,199,131	1,376,033,608	1,403,967,656	1,426,981,645

CA - OFFICE OF CONSUMER AFFAIRS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	1,823,169	1,873,808	1,899,407	1,936,010
	BB - EQUIPMENT	11,223	11,223	11,223	11,223
	DD - GENERAL EXPENSES	14,912	14,912	14,912	14,912
EXP Total		1,849,304	1,899,943	1,925,542	1,962,145
REV	BC - PERMITS & LICENSES	5,425,050	4,425,050	5,425,050	4,425,050
	BD - FINES & FORFEITS	400,000	400,000	400,000	400,000
	BH - DEPT REVENUES	200	200	200	200
	SA - STATE AID REIMBURSEMENT OF EXPENSES	45,000	45,000	45,000	45,000
REV Total		5,870,250	4,870,250	5,870,250	4,870,250

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CC - NC SHERIFF/CORRECTIONAL CENTER

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	116,903,591	120,232,172	119,526,837	117,161,765
	AC - WORKERS COMPENSATION	9,856,359	9,856,359	9,856,359	9,856,359
	BB - EQUIPMENT	32,608	32,608	32,608	32,608
	DD - GENERAL EXPENSES	3,241,437	3,241,437	3,241,437	3,241,437
	DE - CONTRACTUAL SERVICES	17,195,537	27,195,537	27,195,537	27,195,537
	DF - UTILITY COSTS	1,790,912	1,822,861	1,921,847	1,985,380
EXP Total		149,020,444	162,380,974	161,774,625	159,473,086
REV	BD - FINES & FORFEITS	14,620	14,620	14,620	14,620
	BF - RENTS & RECOVERIES	289,423	289,423	289,423	289,423
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	2,250,000	2,250,000	2,250,000	2,250,000
	BJ - INTERDEPT REVENUES	150,000	150,000	150,000	150,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	4,101,919	4,101,919	4,101,919	4,101,919
	SA - STATE AID REIMBURSEMENT OF EXPENSES	55,000	55,000	55,000	55,000
REV Total		7,160,962	7,160,962	7,160,962	7,160,962

CE - COUNTY EXECUTIVE

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	2,009,333	2,009,333	2,009,333	2,009,333
	DD - GENERAL EXPENSES	80,000	80,000	80,000	80,000
	DE - CONTRACTUAL SERVICES	215,000	215,000	215,000	215,000
EXP Total		2,304,333	2,304,333	2,304,333	2,304,333

CF - OFFICE OF CONSTITUENT AFFAIRS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	2,131,852	2,158,644	2,166,061	2,170,880
	DD - GENERAL EXPENSES	1,162,494	1,162,494	1,162,494	1,162,494
EXP Total		3,294,346	3,321,138	3,328,555	3,333,374
REV	BJ - INTERDEPT REVENUES	539,428	539,428	539,428	539,428
REV Total		539,428	539,428	539,428	539,428

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CL - COUNTY CLERK

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	5,394,084	5,543,758	5,615,919	5,661,253
	BB - EQUIPMENT	50,000	50,000	50,000	50,000
	DD - GENERAL EXPENSES	305,000	305,000	305,000	305,000
	DE - CONTRACTUAL SERVICES	551,643	551,643	551,643	551,643
EXP Total		6,300,727	6,450,401	6,522,562	6,567,896
REV	BD - FINES & FORFEITS	44,000	44,000	44,000	44,000
	BF - RENTS & RECOVERIES	3,812	3,812	3,812	3,812
	BH - DEPT REVENUES	53,582,400	53,582,400	53,582,400	53,582,400
REV Total		53,630,212	53,630,212	53,630,212	53,630,212

CO - COUNTY COMPTROLLER

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	6,757,145	6,976,446	7,086,645	7,199,009
	BB - EQUIPMENT	5,000	5,000	5,000	5,000
	DD - GENERAL EXPENSES	127,000	127,000	127,000	127,000
	DE - CONTRACTUAL SERVICES	883,000	883,000	883,000	883,000
EXP Total		7,772,145	7,991,446	8,101,645	8,214,009
REV	BF - RENTS & RECOVERIES	250,000	250,000	250,000	250,000
	BH - DEPT REVENUES	12,300	12,300	12,300	12,300
REV Total		262,300	262,300	262,300	262,300

CS - CIVIL SERVICE

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	4,866,664	4,991,731	5,050,400	5,094,087
	DD - GENERAL EXPENSES	443,446	443,446	443,446	443,446
	DE - CONTRACTUAL SERVICES	14,499	14,499	14,499	14,499
EXP Total		5,324,609	5,449,676	5,508,345	5,552,032
REV	BF - RENTS & RECOVERIES	106,235	106,235	106,235	106,235
	BH - DEPT REVENUES	1,592,400	1,592,400	1,592,400	1,592,400
REV Total		1,698,635	1,698,635	1,698,635	1,698,635

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CT - COURTS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AB - FRINGE BENEFITS	1,251,891	1,323,790	1,399,855	1,480,326
EXP Total		1,251,891	1,323,790	1,399,855	1,480,326
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	1,095,151	1,095,151	1,095,151	1,095,151
REV Total		1,095,151	1,095,151	1,095,151	1,095,151

DA - DISTRICT ATTORNEY

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	36,818,350	39,074,027	39,211,840	39,332,210
	BB - EQUIPMENT	65,500	65,500	65,500	65,500
	DD - GENERAL EXPENSES	948,000	948,000	948,000	948,000
	DE - CONTRACTUAL SERVICES	1,306,974	1,306,974	1,306,974	1,306,974
EXP Total		39,138,824	41,394,501	41,532,314	41,652,684
REV	BF - RENTS & RECOVERIES	46,017	46,017	46,017	46,017
	BH - DEPT REVENUES	2,500	2,500	2,500	2,500
	BJ - INTERDEPT REVENUES	270,000	270,000	270,000	270,000
	BW - INTERFUND CHARGES REVENUE	250,000	250,000	250,000	250,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	35,000	35,000	35,000	35,000
	SA - STATE AID REIMBURSEMENT OF EXPENSES	69,100	69,100	69,100	69,100
REV Total		672,616	672,616	672,616	672,616

EL - BOARD OF ELECTIONS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	15,304,335	15,415,223	15,431,255	15,447,515
	BB - EQUIPMENT	125,000	125,000	125,000	125,000
	DD - GENERAL EXPENSES	3,127,655	3,127,655	3,127,655	3,127,655
	DE - CONTRACTUAL SERVICES	697,464	697,464	697,464	697,464
EXP Total		19,254,454	19,365,342	19,381,374	19,397,634
REV	BF - RENTS & RECOVERIES	120,000	120,000	120,000	120,000
	BH - DEPT REVENUES	70,000	70,000	70,000	70,000
REV Total		190,000	190,000	190,000	190,000

EM - EMERGENCY MANAGEMENT

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	669,298	678,032	683,071	688,098
	DD - GENERAL EXPENSES	4,834	4,834	4,834	4,834
EXP Total		674,132	682,866	687,905	692,932
REV	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	503,456	503,456	503,456	503,456
REV Total		503,456	503,456	503,456	503,456

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FB - FRINGE BENEFIT

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AB - FRINGE BENEFITS	232,168,494	246,741,746	254,973,335	265,653,703
EXP Total		232,168,494	246,741,746	254,973,335	265,653,703
REV	BF - RENTS & RECOVERIES	8,818	8,818	8,818	8,818
	IF - INTERFUND TRANSFERS	8,000,000	0	0	0
REV Total		8,008,818	8,818	8,818	8,818

HE - HEALTH DEPARTMENT

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	16,342,164	16,687,593	16,825,836	16,960,884
	BB - EQUIPMENT	68,629	68,629	68,629	68,629
	DD - GENERAL EXPENSES	889,417	889,417	889,417	889,417
	DE - CONTRACTUAL SERVICES	331,863	331,863	331,863	331,863
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	HF - INTER DEPARTMENTAL CHARGES	5,356,528	5,356,528	5,356,528	5,356,528
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	134,500,000	137,190,000	139,933,800	142,732,476
EXP Total		162,488,601	165,524,030	168,406,073	171,339,977
REV	BC - PERMITS & LICENSES	5,939,750	5,939,750	5,939,750	5,939,750
	BD - FINES & FORFEITS	200,000	200,000	200,000	200,000
	BF - RENTS & RECOVERIES	201,660	201,660	201,660	201,660
	BH - DEPT REVENUES	3,039,900	3,039,900	3,039,900	3,039,900
	BW - INTERFUND CHARGES REVENUE	57,516	57,516	57,516	57,516
	SA - STATE AID REIMBURSEMENT OF EXPENSES	71,857,500	73,200,650	74,570,663	75,968,076
REV Total		81,296,326	82,639,476	84,009,489	85,406,902

HI - HOUSING & INTERGOVERNMENTAL AFFAIRS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	811,676	811,676	811,676	811,676
EXP Total		811,676	811,676	811,676	811,676
REV	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	370,750	370,750	370,750	370,750
	SA - STATE AID REIMBURSEMENT OF EXPENSES	111,225	111,225	111,225	111,225
REV Total		481,975	481,975	481,975	481,975

HR - COMMISSION ON HUMAN RIGHTS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	546,878	552,545	555,507	558,472
	DD - GENERAL EXPENSES	5,450	5,450	5,450	5,450
EXP Total		552,328	557,995	560,957	563,922

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HS - DEPARTMENT OF HUMAN SERVICES

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	4,507,526	4,619,281	4,664,144	4,707,193
	BB - EQUIPMENT	19,000	19,000	19,000	19,000
	DD - GENERAL EXPENSES	1,025,134	1,025,134	1,025,134	1,025,134
	DE - CONTRACTUAL SERVICES	26,650,035	26,650,035	26,650,035	26,650,035
	HF - INTER DEPARTMENTAL CHARGES	2,524,951	2,524,951	2,524,951	2,524,951
EXP Total		34,726,646	34,838,401	34,883,264	34,926,313
REV	BD - FINES & FORFEITS	19,000	19,000	19,000	19,000
	BF - RENTS & RECOVERIES	972,890	972,890	972,890	972,890
	BH - DEPT REVENUES	300	300	300	300
	BJ - INTERDEPT REVENUES	100,000	100,000	100,000	100,000
	BW - INTERFUND CHARGES REVENUE	1,100,000	100,000	100,000	100,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	5,070,954	5,070,954	5,070,954	5,070,954
	SA - STATE AID REIMBURSEMENT OF EXPENSES	10,482,522	10,482,522	10,482,522	10,482,522
REV Total		17,745,666	16,745,666	16,745,666	16,745,666

IT - INFORMATION TECHNOLOGY

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	8,421,873	8,625,624	8,724,816	8,854,313
	BB - EQUIPMENT	0	0	0	0
	DD - GENERAL EXPENSES	427,431	427,431	427,431	427,431
	DE - CONTRACTUAL SERVICES	13,633,987	13,633,987	13,633,987	13,633,987
	DF - UTILITY COSTS	4,004,170	4,066,614	4,130,345	4,195,388
EXP Total		26,487,461	26,753,656	26,916,578	27,111,119
REV	BH - DEPT REVENUES	376	376	376	376
	BJ - INTERDEPT REVENUES	8,654,207	8,654,207	8,654,207	8,654,207
	BW - INTERFUND CHARGES REVENUE	179,038	179,038	179,038	179,038
REV Total		8,833,621	8,833,621	8,833,621	8,833,621

LE - COUNTY LEGISLATURE

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	5,804,083	6,478,732	6,478,883	6,479,038
	BB - EQUIPMENT	66,560	66,560	66,560	66,560
	DD - GENERAL EXPENSES	1,698,022	1,698,022	1,698,022	1,698,022
	DE - CONTRACTUAL SERVICES	1,007,000	1,007,000	1,007,000	1,007,000
EXP Total		8,575,665	9,250,314	9,250,465	9,250,620

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LR - OFFICE OF LABOR RELATIONS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	347,222	347,222	347,222	347,222
	DD - GENERAL EXPENSES	3,963	3,963	3,963	3,963
	DE - CONTRACTUAL SERVICES	386,640	386,640	386,640	386,640
EXP Total		737,825	737,825	737,825	737,825

MA - OFFICE OF MINORITY AFFAIRS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	468,240	468,264	468,288	468,313
	DD - GENERAL EXPENSES	25,000	25,000	25,000	25,000
	DE - CONTRACTUAL SERVICES	17,000	17,000	17,000	17,000
EXP Total		510,240	510,264	510,288	510,313

ME - MEDICAL EXAMINER

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	7,447,804	7,683,368	7,773,354	7,845,468
	BB - EQUIPMENT	38,744	38,744	38,744	38,744
	DD - GENERAL EXPENSES	665,059	665,059	665,059	665,059
	DE - CONTRACTUAL SERVICES	40,953	40,953	40,953	40,953
EXP Total		8,192,560	8,428,124	8,518,110	8,590,224
REV	BH - DEPT REVENUES	25,000	25,000	25,000	25,000
REV Total		25,000	25,000	25,000	25,000

PA - PUBLIC ADMINISTRATOR

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	565,967	568,727	568,775	568,818
	DD - GENERAL EXPENSES	3,354	3,354	3,354	3,354
	DE - CONTRACTUAL SERVICES	7,250	7,250	7,250	7,250
EXP Total		576,571	579,331	579,379	579,422
REV	BH - DEPT REVENUES	250,000	250,000	250,000	250,000
REV Total		250,000	250,000	250,000	250,000

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PB - PROBATION

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	17,050,573	17,547,351	17,906,474	18,226,987
	BB - EQUIPMENT	36,041	36,041	36,041	36,041
	DD - GENERAL EXPENSES	288,160	288,181	288,212	288,230
	DE - CONTRACTUAL SERVICES	557,572	557,572	557,572	557,572
	DF - UTILITY COSTS	500	507	535	553
	HF - INTER DEPARTMENTAL CHARGES	1,156,445	1,156,445	1,156,445	1,156,445
EXP Total		19,089,291	19,586,097	19,945,279	20,265,828
REV	BF - RENTS & RECOVERIES	3,300	3,300	3,300	3,300
	BH - DEPT REVENUES	1,534,000	1,534,000	1,534,000	1,534,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	30,000	30,000	30,000	30,000
	SA - STATE AID REIMBURSEMENT OF EXPENSES	5,266,609	5,266,609	5,266,609	5,266,609
REV Total		6,833,909	6,833,909	6,833,909	6,833,909

PE - DEPARTMENT OF HUMAN RESOURCES

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	834,481	834,497	834,514	834,530
	DD - GENERAL EXPENSES	10,636	10,636	10,636	10,636
	DE - CONTRACTUAL SERVICES	11,599	11,599	11,599	11,599
EXP Total		856,716	856,732	856,749	856,765

PK - PARKS, RECREATION AND MUSEUMS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	20,596,550	20,880,137	21,000,159	21,094,020
	BB - EQUIPMENT	426,301	426,301	426,301	426,301
	DD - GENERAL EXPENSES	2,030,206	2,030,206	2,030,206	2,030,206
	DE - CONTRACTUAL SERVICES	6,596,135	6,596,135	6,596,135	6,596,135
EXP Total		29,649,192	29,932,779	30,052,801	30,146,662
REV	BF - RENTS & RECOVERIES	2,368,024	2,368,024	2,368,024	2,368,024
	BH - DEPT REVENUES	22,929,221	22,929,221	22,929,221	22,929,221
	TX - SPECIAL TAXES	2,525,000	2,525,000	2,525,000	2,525,000
REV Total		27,822,245	27,822,245	27,822,245	27,822,245

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PR - SHARED SERVICES

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	897,201	933,148	946,734	957,531
	DD - GENERAL EXPENSES	20,066	20,066	20,066	20,066
	DE - CONTRACTUAL SERVICES	9,666	9,666	9,666	9,666
EXP Total		926,933	962,880	976,466	987,263
REV	BF - RENTS & RECOVERIES	350,000	350,000	350,000	350,000
	BH - DEPT REVENUES	251,800	251,800	251,800	251,800
REV Total		601,800	601,800	601,800	601,800

PW - PUBLIC WORKS DEPARTMENT

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	33,907,986	34,756,007	35,160,396	35,508,360
	AC - WORKERS COMPENSATION	2,483,911	2,483,911	2,483,911	2,483,911
	BB - EQUIPMENT	85,127	85,127	85,127	85,127
	DD - GENERAL EXPENSES	7,787,171	7,864,287	7,978,782	8,045,337
	DE - CONTRACTUAL SERVICES	133,706,151	132,206,151	132,206,151	132,206,151
	DF - UTILITY COSTS	25,442,057	25,924,944	27,237,938	28,120,968
	HF - INTER DEPARTMENTAL CHARGES	15,669,468	15,669,468	15,669,468	15,669,468
	MM - MASS TRANSPORTATION	43,699,392	44,891,144	46,117,457	47,379,332
	OO - OTHER EXPENSE	11,328,441	11,553,510	11,783,080	12,017,242
EXP Total		274,109,703	275,434,549	278,722,308	281,515,896
REV	BC - PERMITS & LICENSES	2,783,000	2,783,000	2,783,000	2,783,000
	BD - FINES & FORFEITS	1,000	1,000	1,000	1,000
	BF - RENTS & RECOVERIES	13,356,735	14,811,735	14,811,735	14,811,735
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	49,904,401	49,904,401	49,904,401	49,904,401
	BJ - INTERDEPT REVENUES	14,536,457	14,536,457	14,536,457	14,536,457
	BW - INTERFUND CHARGES REVENUE	6,858,274	6,158,274	6,158,274	6,158,274
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	6,879,000	6,879,000	6,879,000	6,879,000
	SA - STATE AID REIMBURSEMENT OF EXPENSES	68,907,800	68,907,800	68,907,800	68,907,800
REV Total		163,526,668	164,281,668	164,281,668	164,281,668

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RM - RECORDS MANAGEMENT

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	964,718	986,264	998,280	1,007,849
	BB - EQUIPMENT	105,000	105,000	105,000	105,000
	DD - GENERAL EXPENSES	60,500	60,500	60,500	60,500
	DE - CONTRACTUAL SERVICES	125,000	125,000	125,000	125,000
EXP Total		1,255,218	1,276,764	1,288,780	1,298,349

SA - COORD AGENCY FOR SPANISH AMERICANS

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	271,266	271,266	271,266	271,266
	DD - GENERAL EXPENSES	3,442	3,442	3,442	3,442
	DE - CONTRACTUAL SERVICES	12,500	12,500	12,500	12,500
EXP Total		287,208	287,208	287,208	287,208
REV	BH - DEPT REVENUES	25,000	25,000	25,000	25,000
	BW - INTERFUND CHARGES REVENUE	30,000	30,000	30,000	30,000
REV Total		55,000	55,000	55,000	55,000

SS - SOCIAL SERVICES

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	47,616,155	48,951,496	49,565,993	50,119,680
	BB - EQUIPMENT	20,298	20,298	20,298	20,298
	DD - GENERAL EXPENSES	728,875	728,875	728,875	728,875
	DE - CONTRACTUAL SERVICES	7,307,221	7,307,221	7,307,221	7,307,221
	HF - INTER DEPARTMENTAL CHARGES	16,166,384	16,166,384	16,166,384	16,166,384
	SS - RECIPIENT GRANTS	56,100,000	56,661,000	57,510,915	58,373,579
	TT - PURCHASED SERVICES	67,583,171	68,934,834	70,313,531	71,719,802
	WW - EMERGENCY VENDOR PAYMENTS	47,875,000	47,396,250	47,396,250	47,396,250
	XX - MEDICAID	234,975,566	237,685,256	237,685,256	237,685,256
EXP Total		478,372,670	483,851,615	486,694,723	489,517,345
REV	BF - RENTS & RECOVERIES	800,000	800,000	800,000	800,000
	BH - DEPT REVENUES	16,583,180	16,583,180	16,583,180	16,583,180
	BJ - INTERDEPT REVENUES	203,374	203,374	203,374	203,374
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	110,880,162	111,988,964	113,108,853	114,239,942
	SA - STATE AID REIMBURSEMENT OF EXPENSES	52,915,783	53,013,963	53,113,125	53,213,278
REV Total		181,382,499	182,589,481	183,808,532	185,039,774

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TC - TAXI & LIMOUSINE COMMISSION

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	448,334	484,197	492,860	501,382
	BB - EQUIPMENT	3,866	3,866	3,866	3,866
	DD - GENERAL EXPENSES	4,833	4,833	4,833	4,833
	DE - CONTRACTUAL SERVICES	0	0	0	0
EXP Total		457,033	492,896	501,559	510,081
REV	BC - PERMITS & LICENSES	376,435	376,435	376,435	376,435
	BD - FINES & FORFEITS	1,000,000	1,000,000	1,000,000	1,000,000
REV Total		1,376,435	1,376,435	1,376,435	1,376,435

TR - COUNTY TREASURER

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	2,217,176	2,250,366	2,256,890	2,267,333
	BB - EQUIPMENT	1,933	1,933	1,933	1,933
	DD - GENERAL EXPENSES	398,375	398,375	398,375	398,375
	DE - CONTRACTUAL SERVICES	246,966	246,966	246,966	246,966
	OO - OTHER EXPENSE	15,359,815	30,000,000	30,000,000	30,000,000
EXP Total		18,224,265	32,897,640	32,904,164	32,914,607
REV	BA - INT PENALTY ON TAX	35,200,000	35,200,000	35,200,000	35,200,000
	BD - FINES & FORFEITS	20,000	20,000	20,000	20,000
	BE - INVEST INCOME	1,474,482	1,474,482	1,474,482	1,474,482
	BF - RENTS & RECOVERIES	12,792	12,792	12,792	12,792
	BH - DEPT REVENUES	1,897,997	1,897,997	1,897,997	1,897,997
	TX - SPECIAL TAXES	2,659,000	3,165,000	3,165,000	3,165,000
REV Total		41,264,271	41,770,271	41,770,271	41,770,271

TV - TRAFFIC & PARKING VIOLATIONS AGENCY

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	4,035,783	4,129,624	4,180,442	4,205,373
	BB - EQUIPMENT	9,376	9,376	9,376	9,376
	DD - GENERAL EXPENSES	212,669	212,669	212,669	212,669
	DE - CONTRACTUAL SERVICES	11,118,696	11,318,820	11,318,820	11,318,820
EXP Total		15,376,524	15,670,489	15,721,307	15,746,238
REV	BD - FINES & FORFEITS	67,114,721	66,472,818	66,472,818	66,472,818
	BF - RENTS & RECOVERIES	35,000	35,000	35,000	35,000
REV Total		67,149,721	66,507,818	66,507,818	66,507,818

FISCAL 2017–2020 MULTI-YEAR FINANCIAL PLAN UPDATE



VS - VETERANS SERVICES AGENCY

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	485,054	494,133	499,802	505,481
	DD - GENERAL EXPENSES	15,200	15,200	15,200	15,200
	DE - CONTRACTUAL SERVICES	2,000	2,000	2,000	2,000
EXP Total		502,254	511,333	517,002	522,681
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	59,703	59,703	59,703	59,703
REV Total		59,703	59,703	59,703	59,703

APPENDICES



**APPENDIX A
MULTI-YEAR PLAN UPDATE BASELINE INFLATORS**

The Administration’s financial plans have been based on conservative assumptions for all fiscal years.

Table A.1 below identifies the primary assumptions in the Fiscal 2017 – 2020 Updated Multi-Year Financial Plan baseline.

Table A.1: MYP Adopted Baseline Inflators

Expense / Revenue Category	Baseline Inflator	Explanation
Employee Benefits		
Non-Police Pension Contribution	NYSERS, 2.07%, 1.13%	Estimates/Assumptions provided by the NYS Retirement System
Police Pension Contribution	NYSERS, 3.15%, 2.55%	Estimates/Assumptions provided by the NYS Retirement System
Health Insurance - Actives	5.38%, 5.38%, 5.38%	Highest average increase over last 3, 5 or 9 years
Health Insurance - Retirees	6.0%, 6.0% , 6.0%	Highest average increase over last 3, 5 or 9 years
Other-Than-Personal-Services	0.83%,1%,1%	
Utilities		
Light and Power	1.14%, 5.61%, 3.31%	EIA (DOE) 2016 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (June 2016) (Base reference Case)
Brokered Gas	1.87%, 4.43%, 3.80%	
Trigen	1.93%, 3.65%, 3.22%	Blended (2/3 weighting for Natural Gas for Electric Power [EIA 2016 AEO] and 1/3 weighting for the ten-year average CPI [2.65%])
Fuel	9.38%, 12.13%, 6.04%	EIA (DOE) 2016 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (June 2016) (Base reference Case)
Water	2.5%, 2.5%, 2.5%	
Telephone	2.06%, 2.06%, 2.06%	Historical trend
Medicaid	Flat, Flat +1 Wk, Flat	2017 goes back to Original Weekly Medicaid Cap prior to Relief
Social Services Entitlements	Variable	Reflects most current caseload information
Special Education Program	Variable	Reflects most current caseload information
State Aid	Variable	Variable based upon reimbursement formula
Federal Aid	Variable	Variable based upon reimbursement formula
Sales Tax	2.5%, 2.5%, 2.5%	



APPENDIX B: BORROWING SCHEDULE

2017-2020 Multi-Year Financial Plan
Debt Service Assumptions

MYP Assumptions ⁽¹⁾								
	Principal Amount	First Interest Sale Date	First Interest Payment Date	First Principal Payment Date	Final Principal Payment Date	Weighted Average Life	Interest Rate Mode	Coupon
2017								
<u>Capital Borrowings</u> ²								
Capital-General	45,110,000	01/26/17	07/15/17	01/15/17	01/15/31	8.35	Fixed	5.00%
Capital-SSWRD ³	-	-	-	-	-	-	-	-
Tax Certs	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-
Capital-General	105,810,000	06/01/17	04/01/18	04/01/18	04/01/37	12.37	Fixed	5.00%
Capital-SSWRD ³	-	-	-	-	-	-	-	-
Tax Certs	-	-	-	-	-	-	-	-
Total	150,920,000							
<u>Cash Flow Borrowings</u> ⁵								
BANs	45,000,000	6/1/2017	12/14/18		12/14/18	1.54	Fixed	2.50%
BANs ⁴	98,895,000	12/15/17	12/14/18		12/14/18	1.00	Fixed	2.50%
TANs	300,000,000	12/01/17	03/01/18	-	12/01/18	0.63	Fixed	2.50%
Total	443,895,000							
2018								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	01/15/18	07/15/18	01/15/19	01/15/38	12.10	Fixed	4.50%
Capital-SSWRD ³	25,000,000	01/15/18	07/15/18	01/15/19	01/15/38	12.10	Fixed	4.50%
Tax Certs	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-
Capital-General	75,000,000	06/01/18	12/01/18	06/01/19	06/01/38	12.10	Fixed	4.50%
Capital-SSWRD ³	25,000,000	06/01/18	12/01/18	06/01/19	06/01/38	12.10	Fixed	4.50%
Total	200,000,000							
<u>Cash Flow Borrowings</u>								
BANs ⁵	143,895,000	12/15/18	12/15/19		12/15/19	1.00	Fixed	2.50%
RANs	-	-	-	-	-	-	-	-
TANs	300,000,000	12/01/18	03/01/19	-	12/01/19	0.63	Fixed	2.50%
Total	443,895,000							



APPENDIX B: BORROWING SCHEDULE (continued)

2019									
<u>Capital Borrowings</u> ²									
Capital-General	75,000,000	01/15/19	07/15/19	01/15/20	01/15/39	12.10	Fixed	5.00%	
Capital-SSWRD ³	25,000,000	01/15/19	07/15/19	01/15/20	01/15/39	12.10	Fixed	5.00%	
Tax Certs	-	-	-	-	-	-	-	-	
Term Pay	-	-	-	-	-	-	-	-	
Capital-General	75,000,000	06/01/19	12/01/19	06/01/20	06/01/39	12.10	Fixed	5.00%	
Capital-SSWRD ³	25,000,000	06/01/19	12/01/19	06/01/20	06/01/39	12.10	Fixed	5.00%	
Total	200,000,000								
<u>Cash Flow Borrowings</u>									
BANs ⁵	143,895,000	12/15/19	12/15/20		12/15/20	1.00	Fixed	2.50%	
RANs	-	-	-	-	-	-	-	-	
TANs	300,000,000	12/01/19	03/01/20	-	12/01/20	0.63	Fixed	2.50%	
Total	443,895,000								
2020									
<u>Capital Borrowings</u> ²									
Capital-General	75,000,000	01/15/20	07/15/20	01/15/21	01/15/40	12.10	Fixed	5.00%	
Capital-SSWRD ³	25,000,000	01/15/20	07/15/20	01/15/21	01/15/40	12.10	Fixed	5.00%	
Tax Certs	-	-	-	-	-	-	-	-	
Term Pay	-	-	-	-	-	-	-	-	
Capital-General	75,000,000	06/01/20	12/01/20	06/01/21	06/01/40	12.10	Fixed	5.00%	
Capital-SSWRD ³	65,835,000	06/01/20	12/01/20	06/01/21	06/01/40	12.10	Fixed	5.00%	
Total	240,835,000								
<u>Cash Flow Borrowings</u>									
BANs ⁶	103,060,000	12/15/20	12/15/21		12/15/21	1.00	Fixed	2.50%	
RANs	-	-	-	-	-	-	-	-	
TANs	300,000,000	12/01/20	03/01/21	-	12/01/21	0.63	Fixed	2.50%	
Total	403,060,000								

- (1) Assumptions used to generate budget for debt service; size, timing and rates of actual borrowings may vary.
- (2) The County may substitute Bond Anticipation Notes for Bonds to finance the Capital Plan.
- (3) Projects for the SSWRD may be funded through borrowing by either the County, NYS EFC, or the NC SSWFA.
- (4) BANs represent roll-over of the 2015 Series C, 2016 Series A and 2016 Series C BANs.
- (5) BANs represent roll-over of the 2016 Series D and 2017 Series A BANs.
- (6) BANs represent roll-over of the 2017 Series A and portion of the 2016 Series D BANs.



APPENDIX C: DEBT SERVICE BASELINE

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<i>Existing Debt Service Obligations</i>				
<i>General Fund Obligations</i>				
Long Term Debt				
Principal	\$69,495,329	\$75,264,387	\$76,676,937	\$79,921,173
Interest	73,047,931	73,497,502	65,454,131	61,727,518
NIFA Set Asides				
Principal	118,189,562	108,747,726	112,271,902	103,848,374
Interest	29,022,436	24,750,400	20,449,282	15,749,489
Fees	2,637,341	2,144,821	1,583,450	857,371
Total	292,392,599	284,404,836	276,435,702	262,103,925
<i>Parks And Recreation</i>				
Long Term Debt				
Principal	4,236,823	4,334,605	5,250,090	5,582,349
Interest	5,883,422	5,900,672	5,363,253	5,092,647
NIFA Set Asides				
Principal	2,719,499	3,162,714	3,017,457	2,659,680
Interest	728,924	624,060	502,899	377,198
Fees	73,662	59,906	44,226	23,947
Total	13,642,330	14,081,957	14,177,925	13,735,821
<i>Environmental Bond Fund</i>				
Long Term Debt				
Principal	3,565,125	3,740,345	5,153,688	5,735,978
Interest	5,046,468	5,237,909	4,683,501	4,404,395
NIFA Set Asides				
Principal	424,555	429,414	467,949	461,918
Interest	145,575	126,559	106,884	85,059
Fees	4,681	3,807	2,810	1,522
Total	9,186,404	9,538,034	10,414,832	10,688,872
<i>Police District</i>				
Long Term Debt				
Principal	1,568,836	1,648,190	1,735,344	1,822,979
Interest	613,276	534,652	451,915	364,938
NIFA Set Asides				
Principal	43,694	47,583	54,867	51,137
Interest	13,857	12,037	10,084	7,794
Fees	890	724	535	289
Total	2,240,553	2,243,186	2,252,745	2,247,137
<i>Police Headquarters</i>				
Long Term Debt				
Principal	9,192,409	9,991,085	10,250,301	11,010,929
Interest	9,623,475	9,702,873	8,691,852	8,172,003
NIFA Set Asides				
Principal	1,371,751	1,601,290	1,726,392	1,499,085
Interest	399,439	344,264	280,836	208,293
Fees	47,515	38,642	28,528	15,447
Total	20,634,589	21,678,154	20,977,909	20,905,757



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<u>Fire Prevention Fund</u>				
Long Term Debt				
Principal	263,884	277,574	295,544	310,547
Interest	416,670	403,238	389,018	373,980
NIFA Set Asides				
Principal	83,167	101,477	105,897	88,764
Interest	24,025	20,669	16,687	12,235
Fees	3,019	2,455	1,813	981
Total	790,765	805,413	808,959	786,507
<u>Community College</u>				
Long Term Debt				
Principal	1,354,569	1,522,253	1,650,073	1,806,883
Interest	3,226,063	3,304,496	3,116,955	3,031,085
NIFA Set Asides				
Principal	1,299,328	1,390,049	718,584	613,762
Interest	204,129	163,474	115,752	85,234
Fees	19,372	15,754	11,631	6,298
Total	6,103,461	6,396,026	5,612,995	5,543,262
<u>Water Related Projects</u>				
Long Term Debt				
Principal	2,276,673	2,448,367	2,743,965	2,886,577
Interest	4,429,982	4,328,815	4,114,132	3,976,592
NIFA Set Asides				
Principal	1,337,066	1,256,528	1,224,453	1,057,286
Interest	296,274	249,251	200,255	148,357
Fees	32,455	26,394	19,486	10,551
Total	8,372,450	8,309,355	8,302,291	8,079,363
<u>Sewer Related Projects</u>				
Long Term Debt				
Principal	2,267,167	2,088,293	2,472,268	2,575,183
Interest	3,773,275	4,078,733	3,596,482	3,473,077
NIFA Set Asides				
Principal	2,337,211	2,600,720	2,921,833	2,697,495
Interest	692,815	599,612	496,811	375,888
Fees	74,395	60,502	44,667	24,185
Total	9,144,863	9,427,860	9,532,061	9,145,828
<u>Total General Improvement</u>				
Long Term Debt				
Principal	94,220,815	101,315,099	106,228,210	111,652,598
Interest	106,060,562	106,988,891	95,861,239	90,616,235
Total	200,281,377	208,303,990	202,089,449	202,268,833



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<u>Total NIFA</u>				
Principal	127,805,833	119,337,501	122,509,334	112,977,501
Interest	31,527,474	26,890,326	22,179,490	17,049,547
Fees	2,893,330	2,353,005	1,737,146	940,591
Total	162,226,637	148,580,832	146,425,970	130,967,639
Expense of Loans	2,237,205	2,531,685	2,531,685	2,654,190
Short Term Interest				
BAN Interest (Sewer Capital)	2,531,625	2,531,625	2,531,625	2,531,625
BAN Interest (Sandy)	155,100	-	-	-
RAN Interest	-	-	-	-
TAN Interest	5,224,135	4,687,500	4,687,500	4,687,500
Total	7,910,860	7,219,125	7,219,125	7,219,125
Total Existing Obligations	372,656,079	366,635,632	358,266,229	343,109,787
<u>Future Obligations</u>				
General Capital and Tax Certs				
Principal	-	2,765,000	7,135,000	11,390,000
Interest	2,288,000	7,521,650	13,543,000	19,588,500
SSWRD				
Principal	-	2,245,000	3,875,000	4,830,000
Interest	1,875,000	4,943,875	6,665,875	7,698,250
Judgments and Term Pay				
Principal	-	-	-	-
Interest	-	-	-	-
Environmental Bond Act				
Principal	-	-	-	-
Interest	-	-	-	-
<u>Total Future Obligations</u>				
Principal	-	5,010,000	11,010,000	16,220,000
Interest	4,163,000	12,465,525	20,208,875	27,286,750
Total	4,163,000	17,475,525	31,218,875	43,506,750
Total Debt Service	\$376,819,079	\$384,111,157	\$389,485,104	\$386,616,537



APPENDIX D

Note: The amounts reflected on this page are hypothetical and reflect assumptions on a "worst case" scenario, and in no way represent administrative decisions not yet made for any circumstances event or agreement.

Fiscal 2016-2019 Multi-Year Financial Plan 7/5/2016

NASSAU COMMUNITY COLLEGE
Fiscal 2016-2019 Multi-Year Financial Plan

	2015 <u>Operating Results</u>	Adopted 2016 <u>Budget</u>	2016 <u>Projected</u>	Adopted 2017 <u>Budget</u>	2018 <u>Projected</u>	2019 <u>Projected</u>
OPERATING EXPENSES:						
Salaries	130,321,467	128,675,989	127,336,624	124,837,737	127,334,492	129,881,182
Debt Service on Retirement Incentives		260,000	260,000	654,456	2,616,667	2,616,667
Fringe Benefits	58,760,445	58,805,000	58,740,847	60,580,000	63,609,000	66,789,450
Equipment	1,727,656	2,180,643	2,180,643	2,255,493	2,255,493	2,255,493
General Expenses	7,630,975	7,737,912	7,737,912	7,832,273	7,832,273	7,832,273
Contractual	7,379,034	7,938,519	7,938,519	7,866,675	7,866,675	7,866,675
Utility Costs	4,593,786	4,744,500	4,744,500	4,470,500	4,470,500	4,470,500
Interfund Charges	2,796,119	3,281,100	3,281,100	3,120,000	3,120,000	3,120,000
Other	468,471	55,000	215,000	55,000	55,000	55,000
Total Operating Expenses	213,677,953	213,678,663	212,435,145	211,672,134	219,160,100	224,887,240
% growth				-0.4%	3.5%	2.6%
OPERATING REVENUES:						
Investment Income	51,524	65,000	65,000	65,000	65,000	65,000
Rents & Recoveries	3,801,872	600,000	1,016,463	600,000	600,000	600,000
Revenue Offset to Expenses	4,004,837	4,642,365	4,642,364	4,642,364	4,642,364	4,642,364
Service Fees	6,936,224	6,887,285	6,589,413	7,259,942	7,259,942	7,259,942
Student Revenues	82,795,681	86,528,479	84,371,456	85,047,353	85,047,353	85,047,353
Revenue in Lieu of Spons Share	15,596,212	14,825,356	14,816,401	14,075,581	14,075,581	14,075,581
State Aid (Includes Categorical Aid)	47,265,496	47,923,295	47,983,467	47,775,011	45,558,641	43,845,237
Property Taxes	52,209,387	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883
Fund Balance	2,473,000	0	0	0	0	0
Total Operating Revenue	215,134,233	213,678,663	211,691,447	211,672,134	209,455,764	207,742,360
Operations Gain (Loss)-(Baseline Operating Results)*	1,456,280	0	(743,698)	0	(9,704,335)	(17,144,879)

* The Baseline Operating Results for future years is before the recognition of the impact of changes in enrollment, State Aid, Sponsor Support, Tuition rate or other revenue enhancement or cost savings measures.

Current Assumptions: (in Body)

Expense Assumptions (% Change in Out Years)

	2017	2018	2019
Salaries		2.00%	2.00%
Fringe Benefits		5.00%	5.00%
Equipment		0.00%	0.00%
General Expenses			
Contractual		0.00%	0.00%
Utility Costs including CUP		0.00%	0.00%

Revenue Assumptions

	2015	2016-Budget	2016-Projected	2017	2018	2019
Enrollment Increase	-2.430%	-2.000%	-4.840%	-5.000%	0.000%	0.000%
Aidable # FTE's (50/30/20 rule in 2015,16,17,18)	18,673.2	18,147.8	18,233.5	17,489.9	16,658.4	16,023.1
Projected actual FTE's	17,934.6	17,408.9	16,866.4	16,023.1	16,023.1	16,023.1
State Aid per Aidable FTE	2,497	2,597	2,597	2,697	2,697	2,697
Increase in FT Tuition	146	300	300	334	0	0
FT Tuition	4,234	4,534	4,534	4,868	4,868	4,868
Prop Tax Increase	0	0	0	0	0	0

FISCAL 2017-2020 MULTI-YEAR FINANCIAL PLAN UPDATE



Fiscal 2016-2019 Multi-Year Financial Plan

7/5/2016

NASSAU COMMUNITY COLLEGE Fiscal 2016-2019 Multi-Year Financial Plan

Note: Gap closers on this page are hypothetical and reflect amounts which may or may not materialize or amounts that will be different than reflected based on administrative decisions at the time budgets are prepared for the years reflected.

		<u>2017</u> <u>Budget</u>	<u>2018</u> <u>Projected</u>	<u>2019</u> <u>Projected</u>
BASELINE (GAP)		0	(9,704,335)	(17,144,879)
<u>GAP CLOSING MEASURES *</u>				
1. Initiatives- Planned				
A. 2016 Instructional Efficiencies (Attrition)			-	-
B. 2016 Staffing Efficiencies (Attrition)			-	-
C. OTPS Contracts				
D. Fee Adjustments				
E. Contingency Adjustment (Reserve for Items Not Materializing)				
Total Cost Reductions		-	-	-
2. State				
	FTE in body			
A. Increase in State Aid Rate in 2017	17,489.9	100	Already in Plan	
B. Increase in State Aid Rate in 2018	16,658.4	150		2,498,757
C. Increase in State Aid Rate in 2019	16,023.1	150		2,403,462
Total State Aid			-	4,806,924
3. Sponsor Support				
A. Increase in Sponsor Support 2017	\$ -	Already in Plan		
B. Increase in Sponsor Support 2018	\$ 500,000.00			500,000
C. Increase in Sponsor Support 2019	\$ 500,000.00			500,000
Total Sponsor			-	1,000,000
4. Tuition-				
A. Increase in Tuition in 2017	\$ 334	Already in Plan		
B. Increase in Tuition in 2018	\$ 300			4,904,692
C. Increase in Tuition in 2019	\$ 300			4,904,692
Total Tuition Increases			-	9,809,383
5. Enrollment Changes- Student Revenue 2107 in base Increases				
A. Enrollment impact-Student Revenue 2017		-5.00%	Already in Plan	
B. Enrollment impact-Student Revenue 2018		0.00%		-
C. Enrollment impact-Student Revenue 2019		0.00%		-
Total Enrollment impact-Student Revenue				-
6. Enrollment Changes- Instructional Cost Factor 2106 in base Enrollment Increases				
A. Enrollment impact-Instructional Cost Factor 2016		-5.00%		-
B. Enrollment impact-Instructional Cost Factor 2017		0.00%		-
C. Enrollment impact-Instructional Cost Factor 2018		0.00%		-
Total Enrollment impact-Instructional Cost Factor				-
7. Enrollment Changes- State Aid- 16,866.4 2107 in base				
A. 2017 Enrollment Impact-State Aid	-5.00%	0.00	Already in Plan	0
B. 2018 Enrollment Impact-State Aid	0.00%	0.00		0
C. 2019 Enrollment Impact-State Aid	0.00%	0.00		0
Total Enrollment impact-State Aid				0
8. Other Revenue Enhancements/ Savings Measures & Use of Fund Balance- To Be Determined				
A. 2017 Items			1,800,887	
B. 2018 Items				1,528,572
C. 2019 Items				1,528,572
Total Other			-	4,858,031
Total GAP Closers			9,704,335.64	17,144,879.28
Preliminary Balance Baseline GAP surplus/(deficit)			0	(0)

* Gap closing measures are for illustrative purposes only. Gap closing measures presented do not represent budgetary decisions for any year's budgets not yet approved.



APPENDIX E
NASSAU HEALTH CARE CORPORATION (FISCAL 2017 – 2020)
 (Provided by the Nassau Health Care Corporation)

Nassau Health Care Corporation and Subsidiaries
Projected Revenue & Expenses
Consolidated
 (In Thousands)

	Budgeted FYE 12/31/2017	Proposed FYE 12/31/2018	Proposed FYE 12/31/2019	Proposed FYE 12/31/2020
<u>Operating Revenues:</u>				
Net patient service revenue	405,704	409,761	413,859	417,997
<u>Other Operating Revenues:</u>				
NYS Intergovernmental transfer	54,500	55,000	55,000	55,000
DSRIP/IAAF	29,899	7,458	0	0
Nassau County Billings	18,480	18,000	18,000	18,000
Federal & State Aid	16,000	16,000	16,000	16,000
Miscellaneous	33,965	34,644	35,337	36,044
Total Operating Revenues	558,548	540,863	538,196	543,041
<u>Operating Expenses:</u>				
Salaries	253,966	257,141	260,355	263,609
Fringe Benefits	126,797	130,601	134,519	138,555
Supplies	42,353	43,200	44,064	44,945
Expenses	98,532	100,503	102,513	104,563
Utilities	16,038	16,519	17,015	17,525
Depreciation Expense	20,862	21,279	21,705	22,139
Total Operating Expenses	558,548	569,243	580,170	591,336
Income (loss) before OPEB expenses	-	(28,379)	(41,974)	(48,295)
Employee benefits - OPEB	(35,384)	(36,092)	(36,814)	(37,550)
Operating loss	(35,384)	(64,471)	(78,788)	(85,845)
<u>Non-Operating Activates</u>				
Interest Income	12	150	200	300
Interest Expense	(10,485)	(10,000)	(10,000)	(10,000)
Total Non-Operating Activities	(10,473)	(9,850)	(9,800)	(9,700)
Capital contributions	-	-	-	-
Change in Net Position	\$ (45,857)	\$ (74,321)	\$ (88,588)	\$ (95,545)
Change in Net Position	\$ (45,857)	\$ (74,321)	\$ (88,588)	\$ (95,545)
Net Position, beginning of year (as restated)	\$ (515,635)	\$ (561,492)	\$ (635,813)	\$ (724,401)
Net Position, end of year	\$ (561,492)	\$ (635,813)	\$ (724,401)	\$ (819,946)



APPENDIX F

NEW YORK STATE PROPERTY TAX REFUND FUND

EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	OO - OTHER EXPENSE	0	0	0	0
EXP Total		0	0	0	0
REV	AA - FUND BALANCE	0	0	0	0
REV Total		0	0	0	0



**APPENDIX G
SEWER AND STORM WATER RESOURCES DISTRICT FINANCIAL PLAN**

SEWER AND STORM WATER FINANCE AUTHORITY					
EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	DE - CONTRACTUAL SERVICES	900,000	900,000	900,000	900,000
	FF - INTEREST	7,202,750	6,685,500	6,144,750	5,576,250
	GG - PRINCIPAL	10,345,000	10,815,000	11,370,000	11,795,000
	LZ - TRANS OUT TO SSW FOR DEBT SERVICE	104,431,695	104,478,945	104,464,695	104,608,195
EXP Total		122,879,445	122,879,445	122,879,445	122,879,445
REV	BE - INVEST INCOME	15,000	15,000	15,000	15,000
	BO - PAYMENT IN LIEU OF TAXES	7,852,738	7,852,738	7,852,738	7,852,738
	TL - PROPERTY TAX	115,011,707	115,011,707	115,011,707	115,011,707
REV Total		122,879,445	122,879,445	122,879,445	122,879,445
SEWER AND STORM WATER RESOURCES DISTRICT					
EXP/REV	Obj	April Projections	2018 Plan	2019 Plan	2020 Plan
EXP	AA - SALARIES, WAGES & FEES	9,779,800	10,809,975	10,918,942	11,011,771
	AB - FRINGE BENEFITS	8,645,852	9,767,210	10,252,582	10,744,934
	BB - EQUIPMENT	36,761	36,761	36,761	36,761
	DD - GENERAL EXPENSES	122,671	122,671	122,671	122,671
	DE - CONTRACTUAL SERVICES	61,342,377	61,342,377	62,522,838	63,726,908
	DF - UTILITY COSTS	8,775,000	9,064,060	9,615,656	10,024,738
	FF - INTEREST	5,833,172	5,338,753	4,819,333	4,269,492
	GG - PRINCIPAL	9,529,367	9,713,490	10,116,051	10,545,174
	HH - INTERFUND CHARGES	32,481,615	38,015,392	41,464,529	42,842,743
	OO - OTHER EXPENSE	538,500	538,500	538,500	538,500
EXP Total		137,085,115	144,749,188	150,407,863	153,863,693
REV	BC - PERMITS & LICENSES	1,500,000	1,500,000	1,500,000	1,500,000
	BE - INVEST INCOME	125,152	100,000	100,000	100,000
	BF - RENTS & RECOVERIES	10,060,000	10,000,000	10,000,000	10,000,000
	BH - DEPT REVENUES	1,907,852	1,482,000	1,482,000	1,482,000
	BQ - CAPITAL RESOURCES FROM DEBT	300,000	0	0	0
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	71,566	0	0	0
	IF - INTERFUND TRANSFERS	104,431,695	104,478,945	104,464,695	104,608,195
REV Total		118,396,265	117,560,945	117,546,695	117,690,195
	OTPS not projected	4,551,512	3,759,072	3,238,832	3,426,502
	Projected Surplus / (Deficit)	(23,240,363)	(30,947,315)	(36,100,000)	(39,600,000)
	Use of Fund Balance	23,240,363	17,347,315	0	0
	Tax Increase	0	13,600,000	36,100,000	39,600,000
	Projected Surplus / (Deficit)	0	0	0	0

