

NASSAU COUNTY
NEW YORK



EDWARD P. MANGANO
COUNTY EXECUTIVE

PROPOSED BUDGET

PROPOSED MULTI-YEAR
FINANCIAL PLAN
FISCAL 2012-2015
SEPTEMBER 2011



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EXECUTIVE SUMMARY



OVERVIEW

The Multi-Year Financial Plan (MYP) is used to guide decision making and long-term planning. Given the current economic conditions, the County will continue to place increased emphasis on identifying cost saving measures, practice strict fiscal discipline, and implement strategies that ensure long-term fiscal stability.

On January 1, 2010, Edward P. Mangano was sworn in as County Executive of a government that spent too much, taxed too high and reformed too little. Accordingly, Nassau faces a projected \$310 million deficit for 2012 resulting from unaffordable labor contracts, coupled with a broken assessment system and a stagnant economy that have collectively created a fiscal storm.

As noted by Grant Thornton LLP, a financial advisory firm retained by the Nassau County Interim Finance Authority (“NIFA”), the inherited collective bargaining agreements “provide for an unsustainable level of compensation and benefits.” These labor contracts exceed compounded CPI growth by over \$500 million collectively over the life of the agreements. Grant Thornton has called for major changes to the current labor agreements including “across the board contribution by employees for health and retirement benefits” and “across the board reductions to paid leave.” Since assuming office, County Executive Mangano has called on labor unions for concessions to address these rapidly escalating costs; however, to date, the unions have not offered the requisite concessions necessary to bring the County’s total compensation costs down to the level needed to achieve structural balance.

Absent these labor concessions, the 2012 budget will substantially reduce the County’s workforce through layoffs and attrition. The benefits received by the workforce place an unacceptable burden on Nassau County taxpayers. Benefits received by union employees exceed benefits offered by similar municipalities. Examples include:

- Contractual Overtime – The Nassau County Police Department is the only major police department in the United States that has contractual guaranteed minimum staffing by precinct. An inefficient use of resources results in significantly more overtime than is necessary. The current minimum manning agreement necessitates calling officers in on overtime even when straight-time police are available.
- Health Insurance – Currently, the County’s union employees do not contribute to the cost of health care. New York State recently reached an agreement with its CSEA employees, whereby employees contribute 31% to the cost of family health insurance coverage and 16% for individual coverage. Consistent with the private sector and other governments, union employees in Nassau must contribute to their health insurance costs.
- As stated in the Grant Thornton report, “The average public safety employee is entitled to 61 days of annual paid leave.” This exceeds both government and private sector industry standards.
- As stated in the Grant Thornton report, “The average CSEA employee is entitled to 44 days of annual paid leave.” This also exceeds both government and private sector industry standards.

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These union employee benefits exceed those of the private sector and other government employees in different jurisdictions. In order for Nassau County to achieve budgetary structural balance, the benefits received by union employees need to align with the revenues that the County receives.

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**Table 1: 2012-15 Pre-Gap Closing Analysis
(Dollars)**

MAJOR FUNDS - MYP PROPOSED					
E/R	OBJECT	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	747,752,961	791,143,280	831,066,817	877,162,111
	AB - FRINGE BENEFITS	412,214,699	488,096,169	461,751,936	500,064,143
	AC - WORKERS COMPENSATION	30,399,332	31,280,913	32,188,059	33,121,513
	BB - EQUIPMENT	1,772,370	1,823,769	1,876,658	1,931,081
	DD - GENERAL EXPENSES	33,938,946	33,751,683	33,905,831	34,313,771
	DE - CONTRACTUAL SERVICES	99,500,676	102,748,626	106,088,951	109,524,287
	DF - UTILITY COSTS	36,012,740	35,959,251	36,212,946	36,581,699
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	94,692,796	104,082,391	111,558,248	119,112,667
	GA - LOCAL GOVT ASST PROGRAM	63,852,361	65,704,079	67,609,498	69,570,173
	GG - PRINCIPAL	67,606,202	74,510,186	78,040,624	87,671,557
	HC - NHC ASSN EXP - NASSAU HEALTH CARE ASSN	13,000,000	13,000,000	13,000,000	-
	HD - DEBT SERVICE CHARGEBACKS	326,763,418	358,295,480	357,480,698	352,923,098
	HF - INTER-DEPARTMENTAL CHARGES	167,351,841	167,351,841	167,351,841	167,351,841
	HH - INTERFD CHGS - INTERFUND CHARGES	19,332,746	18,184,980	25,242,167	25,499,897
	MM - MASS TRANSPORTATION	42,217,100	43,177,862	44,231,337	45,384,706
	NA - NCIFA EXPENDITURES	2,025,000	1,600,000	1,675,000	1,750,000
	OO - OTHER EXPENSE	350,253,040	351,957,071	346,161,830	329,898,272
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	172,975,000	177,254,250	181,652,778	186,174,070
	SS - RECIPIENT GRANTS	74,645,000	76,511,125	78,423,903	80,384,501
	TT - PURCHASED SERVICES	57,944,683	58,813,853	60,284,200	61,188,463
	WW - EMERGENCY VENDOR PAYMENTS	64,396,824	66,972,697	68,981,878	70,361,515
	XX - MEDICAID	249,938,445	252,938,445	255,938,445	258,938,445
EXP Total		3,133,586,180	3,320,157,951	3,365,723,644	3,453,907,810
REV	BA - INT PENALTY ON TAX	28,500,000	28,500,000	28,500,000	28,500,000
	BC - PERMITS & LICENSES	12,029,332	12,029,332	12,029,332	12,029,332
	BD - FINES & FORFEITS	59,305,426	54,305,426	54,305,426	54,305,426
	BE - INVEST INCOME	3,626,400	10,626,400	17,626,400	24,626,400
	BF - RENTS & RECOVERIES	19,144,401	17,144,401	17,144,401	17,144,401
	BG - REVENUE OFFSET TO EXPENSE	21,984,354	21,984,354	21,984,354	21,984,354
	BH - DEPT REVENUES	126,969,397	126,969,397	126,969,397	126,969,397
	BI - CAP BACKCHARGES	9,887,864	10,233,939	10,592,127	10,962,852
	BJ - INTERDEPT REVENUES	167,351,841	167,351,841	167,351,841	167,351,841
	BO - PAY LIEU TAX - PAYMENT IN LIEU OF TAXES	8,661,865	8,661,865	8,661,865	8,661,865
	BQ - D/S FROM CAP - DEBT SERVICE FROM CAPITAL	41,000,000	20,960,000	20,640,000	20,436,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	326,763,417	358,295,480	357,480,698	352,923,098
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	74,139,205	76,899,899	87,544,250	90,552,011
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	160,555,707	162,506,067	164,155,747	165,491,987
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	182,141,429	185,409,797	188,598,910	191,704,547
	TA - SALES TAX CO - SALES TAX COUNTYWIDE	970,802,675	998,955,953	1,027,925,675	1,057,735,520
	TB - PART COUNTY - SALES TAX PART COUNTY	85,385,709	87,861,895	90,409,890	93,031,776
	TL - PROPERTY TAX	804,331,558	804,331,558	804,331,558	804,331,558
	TO - OTB 5% TAX	3,229,600	2,906,433	2,615,791	2,615,791
	TX - SPECIAL TAXES - SPECIAL TAXES	27,776,000	27,776,000	27,776,000	27,776,000
REV Total		3,133,586,180	3,183,710,036	3,236,643,662	3,279,134,156
Projected Baseline Gap			(136,447,914)	(129,079,982)	(174,773,654)



**Table 2: 2012-15 Gap Closing Plan (Major Funds)
(Dollars)**

	2012 Plan	2013 Plan	2014 Plan	2015 Plan
Current Baseline Gap (w/ 2012 Proposed Actions Carried Forward)	-	(136.4)	(129.1)	(174.8)
Gap Closing Options				
Financing Options/Asset Sales				
Surplus Land Sales		5.0	10.0	10.0
Public Private Partnership (Sewer System)	135.0	125.0	50.0	25.0
Expense /Revenue Actions				
Labor Actions (Combination of layoffs and furloughs)	120.0			
NYS Actions				
Elimination of MTA Station Maintenance	28.1	29.0	30.0	31.0
Red Light Camera Phase II	18.0	12.0	9.0	7.0
LIE Ticket Surcharge	5.0	5.0	5.0	5.0
Tax Certiorari Savings				
Guarantee Removal Savings		14.0	28.0	42.0
Assessment Grievance Band (Addition to Guarantee Removal)		-	6.0	12.0
Continuation of NIFA Wage Freeze		27.3	61.9	100.2
Value of New Construction		3.0	6.0	9.0
Gap Closing Actions		220.3	205.9	241.2
		83.9	76.8	66.4

Discussion of Gap Closing Actions

Project Description - Nassau County Sewer System P3

Nassau County has engaged Morgan Stanley & Co. LLC (“Morgan Stanley”) as sell-side advisor to assist in evaluating a public-private partnership transaction (the “P3 Transaction”) involving the assets of the County’s sewer system (the “System”). The System is responsible for the collection, treatment, and disposal of sewage in a large area of the County, with a current customer base of approximately 1.0 million.

A P3 Transaction may consist of (a) the concession, lease, or other similar arrangement involving the System, including but not limited to a public-private partnership, or (b) the sale, transfer, or other disposition involving all or any portion of the System.

Under any P3 Transaction, the County would receive an upfront payment from a private investor as compensation for transferring operations of the System to that investor. In return, the investor will collect all charges for System usage as well as assume responsibility for all System operations, maintenance and capital expenditures. However, the County, or another appropriate State entity, will continue to ensure that all regulatory standards are met.

To serve as either an operator of or bidder for a P3 Transaction of the System, private operators and investors will need to meet the County’s qualifications. The County plans to select a private operator to direct the day-to-day operations of the System under the P3 Transaction prior to identifying the private investor who will fund the upfront payment to the County.

The P3 Transaction will accomplish a number of the County’s key financial objectives while ensuring a high ongoing quality of service for all County residents who use the System.



Morgan Stanley's Role

Morgan Stanley will serve as advisor to the County in structuring the P3 Transaction and running a process to qualify and select an operator and winning private investor for the P3 Transaction. Morgan Stanley is the #1 firm in global mergers and acquisitions (“M&A”) in 2010 and for the first half of 2011. In addition, since 1990, Morgan Stanley has completed privatization transactions for more than 70 government clients worldwide, consisting of not only initial mandates but also follow-on advisory and financing assignments for a wide range of government assets. Morgan Stanley was the global leader in transportation, infrastructure and utilities M&A from 2005 to 2010. The Morgan Stanley team that will advise the County has also worked on more than 75% of the brownfield municipal P3s announced in the U.S. over the past 5 years, bringing extensive experience regarding transaction structure, process execution and potential bidders.

Relevant Precedents

Many other U.S. governments have successfully pursued similar P3 transactions. For example, on July 26, 2010, the City of Indianapolis approved the \$1.7 billion acquisition of the City's Waterworks and Wastewater Systems by Citizens Energy Group. The acquisition is the largest municipal water and wastewater acquisition to date in the United States. Morgan Stanley served as the sole financial advisor and exclusive senior manager to Citizens Energy Group on this transaction, including serving as senior manager on Citizens Energy Group's \$1.0 billion transaction to finance the acquisition, capital improvements and working capital.

In addition, numerous states, cities and municipal entities have successfully completed P3 transactions involving assets across a broad range of sectors such as ports, highways, parking and airports and have occurred across all U.S. regions. In New York, past P3s include such projects as JFK's AirTrain system and JFK's Terminal 4. In Connecticut, the concession and gas services along I-95 were privatized.

Recently closed transactions include the privatization of the Indianapolis parking system, for which Morgan Stanley served as sole sell-side advisor, and which closed in December 2010, and the \$1.1 billion privatization of Puerto Rico's PR-22 and PR-5 toll roads, which was awarded to a winning bidder in June 2011. These past successful projects provide a strong framework from which the County can work when structuring and executing a P3 Transaction for the System. Finally, P3 transactions are not unique to the U.S.; for example, a large portion of water and sewer systems in the U.K. have been privatized and are now successfully under private operation.

Available Funding

Over the past five years, more than \$250 billion in equity capital has been raised specifically for infrastructure investments. Given significant volatility in other asset classes, pension funds continue to increase their allocation to this less economically sensitive sector. Currently, there is over \$50 billion of infrastructure-focused equity capital still available for investment, which translates into significantly more “purchasing power” assuming typical leverage levels. For example, \$50 billion in available equity capital would generate \$100 billion in total funding assuming moderate leverage.

However, despite the high degree of available capital for and investor interest in the infrastructure and utilities sectors, there currently are limited actionable investment opportunities in the United States. For example, currently no brownfield (i.e., existing / operating asset) wastewater systems in the U.S. are available for investment.



The process to select a private operator, and then a private investor to execute a P3 Transaction of the System will occur in two phases. With its advisor Morgan Stanley, the County will first undergo a process to select a private operator. Second, the County will follow a process to qualify and then select the private investor.

Other MYP Expense Reductions

The County continues to explore options to achieve expense reductions. All future years of the Multi-Year Financial Plan include the continuation of the NIFA imposed wage freeze. This condition may change if the unions engage in negotiations and offer concessions, or if there is a significant economic recovery.

The County also will continue its Assessment Reforms, which will produce savings in the Plan. The County has approximately \$1.1 billion of outstanding debt used to pay for successful property assessment challenges. Consequently, County Executive Mangano has made reducing this liability a priority. The MYP includes projected savings from the elimination of the County guarantee which causes the County to refund property taxes that were received by school districts, towns, and special districts. The savings estimates increase as successful challenges shift from before to after the effective date of the elimination of the guarantee. Additionally, the County plans to ask the State for legislation that prohibits property owners from filing challenges for properties whose assessments are within 15% of fair market value.

The County also intends pursuing efficiencies and savings through strategic sourcing and ERP implementation.

The MTA recently levied an onerous payroll tax on Nassau County employers. This costs the County approximately \$3 million annually and impacts businesses in Nassau County by approximately \$100 million. The County will be seeking New York State Legislation to eliminate Long Island Railroad station maintenance payments.

Other Revenue Initiatives

The County also continues to explore ways to maximize revenue. Going forward, the County will pursue New York State legislation to add red light cameras to an additional 50 intersections. It will also pursue State legislation seeking reimbursement for the cost of patrolling New York State highways in Nassau County.

In addition, the future years of the MYP include projected revenues from additional sales of surplus County land and estimated property taxes from new construction.

As a secondary contingency to the Public Private Partnership, the Mangano Administration would propose the following actions:

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Further Workforce Reduction - \$60 million

Should the unions choose not to work with the Administration in realigning the labor agreements to produce the required level of savings, a further reduction of the workforce would be necessary. This would result in the additional layoff of 600 employees at a savings of \$60 million.

Furloughs - \$60 million

The County would move to transition to a four-day work week for those employees not working in vital health and public safety areas.

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FUND AND DEPARTMENTAL DETAIL

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MAJOR FUNDS					
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	DE - CONTRACTUAL SERVICES	99,500,676	102,748,626	106,088,951	109,524,287
	DF - UTILITY COSTS	36,012,740	35,959,251	36,212,946	36,581,699
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
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	GA - LOCAL GOVT ASST PROGRAM	63,852,361	65,704,079	67,609,498	69,570,173
	GG - PRINCIPAL	67,606,202	74,510,186	78,040,624	87,671,557
	HC - NHC ASSN EXP - NASSAU HEALTH CARE ASSN	13,000,000	13,000,000	13,000,000	-
	HD - DEBT SERVICE CHARGEBACKS	326,763,418	358,295,480	357,480,698	352,923,098
	HF - INTER-DEPARTMENTAL CHARGES	167,351,841	167,351,841	167,351,841	167,351,841
	HH - INTERFD CHGS - INTERFUND CHARGES	19,332,746	18,184,980	25,242,167	25,499,897
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	NA - NCIFA EXPENDITURES	2,025,000	1,600,000	1,675,000	1,750,000
	OO - OTHER EXPENSE	350,253,040	351,957,071	346,161,830	329,898,272
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	172,975,000	177,254,250	181,652,778	186,174,070
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	TT - PURCHASED SERVICES	57,944,683	58,813,853	60,284,200	61,188,463
	WW - EMERGENCY VENDOR PAYMENTS	64,396,824	66,972,697	68,981,878	70,361,515
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EXP Total		3,133,586,180	3,320,157,951	3,365,723,644	3,453,907,810
REV	BA - INT PENALTY ON TAX	28,500,000	28,500,000	28,500,000	28,500,000
	BC - PERMITS & LICENSES	12,029,332	12,029,332	12,029,332	12,029,332
	BD - FINES & FORFEITS	59,305,426	54,305,426	54,305,426	54,305,426
	BE - INVEST INCOME	3,626,400	10,626,400	17,626,400	24,626,400
	BF - RENTS & RECOVERIES	19,144,401	17,144,401	17,144,401	17,144,401
	BG - REVENUE OFFSET TO EXPENSE	21,984,354	21,984,354	21,984,354	21,984,354
	BH - DEPT REVENUES	126,969,397	126,969,397	126,969,397	126,969,397
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	BJ - INTERDEPT REVENUES	167,351,841	167,351,841	167,351,841	167,351,841
	BO - PAY LIEU TAX - PAYMENT IN LIEU OF TAXES	8,661,865	8,661,865	8,661,865	8,661,865
	BQ - D/S FROM CAP - DEBT SERVICE FROM CAPITAL	41,000,000	20,960,000	20,640,000	20,436,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	326,763,417	358,295,480	357,480,698	352,923,098
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	74,139,205	76,899,899	87,544,250	90,552,011
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	160,555,707	162,506,067	164,155,747	165,491,987
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	182,141,429	185,409,797	188,598,910	191,704,547
	TA - SALES TAX CO - SALES TAX COUNTYWIDE	970,802,675	998,955,953	1,027,925,675	1,057,735,520
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	TL - PROPERTY TAX	804,331,558	804,331,558	804,331,558	804,331,558
	TO - OTB 5% TAX	3,229,600	2,906,433	2,615,791	2,615,791
	TX - SPECIAL TAXES - SPECIAL TAXES	27,776,000	27,776,000	27,776,000	27,776,000
REV Total		3,133,586,180	3,183,710,036	3,236,643,662	3,279,134,156
Projected Baseline Gap			(136,447,914)	(129,079,982)	(174,773,654)

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DEBT SERVICE FUND

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	FF - INTEREST	94,692,796	104,082,391	111,558,248	119,112,667
	GG - PRINCIPAL	67,606,202	74,510,186	78,040,624	87,671,557
	OO - OTHER EXPENSE	221,103,946	220,210,891	211,656,978	192,460,056
EXP Total		383,402,944	398,803,468	401,255,850	399,244,280
REV	BQ - D/S FROM CAP - DEBT SERVICE FROM CAPITAL	23,000,000	2,960,000	2,640,000	2,436,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	326,763,417	358,295,480	357,480,698	352,923,098
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	28,476,219	32,384,679	35,971,843	38,721,874
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	5,163,308	5,163,308	5,163,308	5,163,308
REV Total		383,402,944	398,803,467	401,255,849	399,244,280

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FIRE COMMISSION FUND

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	9,678,789	10,737,431	11,589,361	12,172,561
	AB - FRINGE BENEFITS	4,010,023	4,689,276	4,408,103	4,899,298
	BB - EQUIPMENT	27,700	28,503	29,330	30,180
	DD - GENERAL EXPENSES	134,300	138,195	142,202	146,326
	DE - CONTRACTUAL SERVICES	4,288,100	4,412,455	4,540,416	4,672,088
	HD - DEBT SERVICE CHARGEBACKS	338,713	314,875	296,523	271,597
	HF - INTER-DEPARTMENTAL CHARGES	2,655,373	2,655,373	2,655,373	2,655,373
EXP Total		21,132,998	22,976,108	23,661,309	24,847,424
REV	BE - INVEST INCOME	6,200	6,200	6,200	6,200
	BG - REVENUE OFFSET TO EXPENSE	28,700	28,700	28,700	28,700
	BH - DEPT REVENUES	6,392,065	6,392,065	6,392,065	6,392,065
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	104,600	104,600	104,600	104,600
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	190,000	190,000	190,000	190,000
	TL - PROPERTY TAX	14,411,433	14,411,433	14,411,433	14,411,433
REV Total		21,132,998	21,132,998	21,132,998	21,132,998

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



POLICE DISTRICT FUND

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	204,014,075	213,268,888	218,138,026	233,668,318
	AB - FRINGE BENEFITS	105,170,157	128,860,888	119,979,969	126,973,073
	AC - WORKERS COMPENSATION	7,264,619	7,475,293	7,692,076	7,915,147
	BB - EQUIPMENT	152,052	156,462	160,999	165,668
	DD - GENERAL EXPENSES	4,231,667	3,857,035	3,618,789	3,479,482
	DE - CONTRACTUAL SERVICES	894,900	920,852	947,557	975,036
	DF - UTILITY COSTS	1,239,200	1,132,139	1,064,869	1,023,587
	HD - DEBT SERVICE CHARGEBACKS	1,733,051	1,736,191	1,824,699	1,818,509
	HF - INTER-DEPARTMENTAL CHARGES	22,464,774	22,464,774	22,464,774	22,464,774
	OO - OTHER EXPENSE	2,552,100	2,615,903	2,681,300	2,748,333
EXP Total		349,716,595	382,488,425	378,573,059	401,231,925
REV	BC - PERMITS & LICENSES	2,828,500	2,828,500	2,828,500	2,828,500
	BD - FINES & FORFEITS	1,750,000	1,750,000	1,750,000	1,750,000
	BE - INVEST INCOME	271,400	271,400	271,400	271,400
	BF - RENTS & RECOVERIES	200,000	200,000	200,000	200,000
	BG - REVENUE OFFSET TO EXPENSE	1,460,000	1,460,000	1,460,000	1,460,000
	BH - DEPT REVENUES	5,911,700	5,911,700	5,911,700	5,911,700
	BJ - INTERDEPT REVENUES	354,257	354,257	354,257	354,257
	BQ - D/S FROM CAP - DEBT SERVICE FROM CAPITAL	2,000,000	2,000,000	2,000,000	2,000,000
	TL - PROPERTY TAX	334,940,738	334,940,738	334,940,738	334,940,738
REV Total		349,716,595	349,716,595	349,716,595	349,716,595

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



POLICE HEADQUARTERS FUND

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	182,235,921	187,816,075	196,295,783	206,759,674
	AB - FRINGE BENEFITS	97,593,008	117,478,964	110,001,041	116,710,854
	AC - WORKERS COMPENSATION	3,519,778	3,621,852	3,726,885	3,834,965
	BB - EQUIPMENT	422,841	435,103	447,721	460,705
	DD - GENERAL EXPENSES	4,650,000	4,500,650	4,431,112	4,420,041
	DE - CONTRACTUAL SERVICES	8,688,067	8,940,021	9,199,282	9,466,061
	DF - UTILITY COSTS	2,457,800	2,482,378	2,507,202	2,532,274
	HD - DEBT SERVICE CHARGEBACKS	10,708,488	10,215,775	10,291,785	10,171,590
	HF - INTER-DEPARTMENTAL CHARGES	24,251,608	24,251,608	24,251,608	24,251,608
	OO - OTHER EXPENSE	1,500,000	1,537,500	1,575,938	1,615,336
EXP Total		336,027,511	361,279,926	362,728,356	380,223,107
REV	BC - PERMITS & LICENSES	900,000	900,000	900,000	900,000
	BE - INVEST INCOME	17,300	17,300	17,300	17,300
	BG - REVENUE OFFSET TO EXPENSE	1,996,200	1,996,200	1,996,200	1,996,200
	BH - DEPT REVENUES	29,832,500	29,832,500	29,832,500	29,832,500
	BI - CAP BACKCHARGES	1,812,400	1,875,834	1,941,488	2,009,440
	BJ - INTERDEPT REVENUES	13,338,458	13,338,458	13,338,458	13,338,458
	BQ - D/S FROM CAP - DEBT SERVICE FROM CAPITAL	1,000,000	1,000,000	1,000,000	1,000,000
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	356,000	356,000	356,000	356,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	1,664,600	1,664,600	1,664,600	1,664,600
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	589,000	589,000	589,000	589,000
	TL - PROPERTY TAX	260,620,053	260,620,053	260,620,053	260,620,053
	TX - SPECIAL TAXES - SPECIAL TAXES	23,901,000	23,901,000	23,901,000	23,901,000
REV Total		336,027,511	336,090,945	336,156,599	336,224,551



AC - DEPARTMENT OF INVESTIGATIONS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	DD - GENERAL EXPENSES	100	103	106	109
	DE - CONTRACTUAL SERVICES	15,300	15,744	16,200	16,670
EXP Total		15,400	15,847	16,306	16,779



AR - ASSESSMENT REVIEW COMMISSION

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	1,800,980	1,951,720	2,070,930	2,186,671
	DD - GENERAL EXPENSES	33,033	33,991	34,977	35,991
	DE - CONTRACTUAL SERVICES	12,250	12,605	12,971	13,347
	HF - INTER-DEPARTMENTAL CHARGES	333,648	333,648	333,648	333,648
EXP Total		2,179,911	2,331,964	2,452,526	2,569,657

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



AS - ASSESSMENT DEPARTMENT

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	8,434,763	9,241,382	9,896,490	10,481,217
	BB - EQUIPMENT	5,000	5,145	5,294	5,448
	DD - GENERAL EXPENSES	303,900	312,713	321,782	331,113
	DE - CONTRACTUAL SERVICES	39,000	40,131	41,295	42,492
	HF - INTER-DEPARTMENTAL CHARGES	412,068	412,068	412,068	412,068
EXP Total		9,194,731	10,011,439	10,676,929	11,272,338
REV	BH - DEPT REVENUES	100,400	100,400	100,400	100,400
	BI - CAP BACKCHARGES	155,300	160,736	166,361	172,184
REV Total		255,700	261,136	266,761	272,584

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



AT - COUNTY ATTORNEY

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	7,786,438	8,201,920	8,324,129	8,425,867
	BB - EQUIPMENT	15,000	15,435	15,883	16,343
	DD - GENERAL EXPENSES	427,400	439,795	452,549	465,673
	DE - CONTRACTUAL SERVICES	5,000,000	5,145,000	5,294,205	5,447,737
EXP Total		13,228,838	13,802,149	14,086,765	14,355,620
REV	BD - FINES & FORFEITS	590,000	590,000	590,000	590,000
	BF - RENTS & RECOVERIES	620,000	620,000	620,000	620,000
	BH - DEPT REVENUES	95,000	95,000	95,000	95,000
	BJ - INTERDEPT REVENUES	3,124,796	3,124,796	3,124,796	3,124,796
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	300,000	300,000	300,000	300,000
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	75,000	75,000	75,000	75,000
REV Total		4,804,796	4,804,796	4,804,796	4,804,796

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



BU - OFFICE OF MANAGEMENT AND BUDGET

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	2,314,399	4,458,891	9,221,999	9,448,940
	AB - FRINGE BENEFITS	21,897,810	23,339,033	24,887,651	26,562,748
	AC - WORKERS COMPENSATION	12,314,600	12,671,723	13,039,203	13,417,340
	BB - EQUIPMENT	10,000	10,290	10,588	10,895
	DD - GENERAL EXPENSES	50,500	51,965	53,471	55,022
	DE - CONTRACTUAL SERVICES	(12,196,400)	(12,115,096)	(12,031,433)	(11,945,345)
	GA - LOCAL GOVT ASST PROGRAM	63,852,361	65,704,079	67,609,498	69,570,173
	HC - NHC ASSN EXP - NASSAU HEALTH CARE ASSN	13,000,000	13,000,000	13,000,000	-
	HF - INTER-DEPARTMENTAL CHARGES	5,947,211	5,947,211	5,947,211	5,947,211
	HH - INTERFD CHGS - INTERFUND CHARGES	19,322,746	18,174,980	25,232,167	25,489,897
	NA - NCIFA EXPENDITURES	2,025,000	1,600,000	1,675,000	1,750,000
	OO - OTHER EXPENSE	41,166,094	43,176,921	45,329,828	47,637,264
EXP Total		169,704,321	176,019,999	193,975,185	187,944,146
REV	BD - FINES & FORFEITS	2,850,000	2,850,000	2,850,000	2,850,000
	BF - RENTS & RECOVERIES	1,020,000	1,020,000	1,020,000	1,020,000
	BG - REVENUE OFFSET TO EXPENSE	15,110,954	15,110,954	15,110,954	15,110,954
	BH - DEPT REVENUES	620,000	620,000	620,000	620,000
	BJ - INTERDEPT REVENUES	63,386,962	63,386,962	63,386,962	63,386,962
	BO - PAY LIEU TAX - PAYMENT IN LIEU OF TAXES	8,661,865	8,661,865	8,661,865	8,661,865
	BQ - D/S FROM CAP - DEBT SERVICE FROM CAPITAL	15,000,000	15,000,000	15,000,000	15,000,000
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	39,643,146	38,495,380	45,552,567	45,810,297
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	118,400	118,400	118,400	118,400
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	2,405,000	2,405,000	2,405,000	2,405,000
	TA - SALES TAX CO - SALES TAX COUNTYWIDE	970,802,675	998,955,953	1,027,925,675	1,057,735,520
	TB - PART COUNTY - SALES TAX PART COUNTY	85,385,709	87,861,895	90,409,890	93,031,776
	TL - PROPERTY TAX	194,359,334	194,359,334	194,359,334	194,359,334
	TO - OTB 5% TAX	3,229,600	2,906,433	2,615,791	2,615,791
REV Total		1,402,593,645	1,431,752,175	1,470,036,438	1,502,725,899

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



CA - OFFICE OF CONSUMER AFFAIRS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	1,690,540	1,790,330	1,893,768	2,007,893
	BB - EQUIPMENT	2,400	2,470	2,541	2,615
	DD - GENERAL EXPENSES	14,700	15,126	15,565	16,016
EXP Total		1,707,640	1,807,926	1,911,875	2,026,525
REV	BC - PERMITS & LICENSES	2,922,307	2,922,307	2,922,307	2,922,307
	BD - FINES & FORFEITS	470,000	470,000	470,000	470,000
	BH - DEPT REVENUES	200	200	200	200
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	45,000	45,000	45,000	45,000
REV Total		3,437,507	3,437,507	3,437,507	3,437,507

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



CC - NC SHERIFF/CORRECTIONAL CENTER

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	117,412,839	123,206,081	131,070,812	137,696,862
	AC - WORKERS COMPENSATION	5,260,135	5,412,679	5,569,647	5,731,166
	BB - EQUIPMENT	101,700	104,649	107,684	110,807
	DD - GENERAL EXPENSES	3,213,800	3,307,000	3,402,903	3,501,587
	DE - CONTRACTUAL SERVICES	19,160,600	19,643,687	20,138,970	20,646,756
	DF - UTILITY COSTS	740,400	734,225	736,720	742,353
	HF - INTER-DEPARTMENTAL CHARGES	431,772	431,772	431,772	431,772
EXP Total		146,321,246	152,840,093	161,458,509	168,861,304
REV	BD - FINES & FORFEITS	20,000	20,000	20,000	20,000
	BF - RENTS & RECOVERIES	819,000	819,000	819,000	819,000
	BG - REVENUE OFFSET TO EXPENSE	500,000	500,000	500,000	500,000
	BH - DEPT REVENUES	7,312,500	7,312,500	7,312,500	7,312,500
	BJ - INTERDEPT REVENUES	290,000	290,000	290,000	290,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	17,101,550	17,101,550	17,101,550	17,101,550
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	372,000	372,000	372,000	372,000
REV Total		26,415,050	26,415,050	26,415,050	26,415,050

**CE - COUNTY EXECUTIVE**

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	1,751,629	1,811,529	1,813,125	1,814,753
	DD - GENERAL EXPENSES	80,000	82,320	84,707	87,164
	DE - CONTRACTUAL SERVICES	225,000	231,525	238,239	245,148
EXP Total		2,056,629	2,125,374	2,136,072	2,147,065



CF - OFFICE OF CONSTITUENT AFFAIRS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	1,703,507	1,893,292	1,973,749	2,041,115
	BB - EQUIPMENT	1,000	1,029	1,059	1,090
	DD - GENERAL EXPENSES	2,026,200	2,084,960	2,145,424	2,207,641
EXP Total		3,730,707	3,979,281	4,120,231	4,249,845
REV	BJ - INTERDEPT REVENUES	1,348,363	1,348,363	1,348,363	1,348,363
REV Total		1,348,363	1,348,363	1,348,363	1,348,363

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



CL - COUNTY CLERK

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	5,412,219	5,816,009	6,161,759	6,479,179
	BB - EQUIPMENT	50,000	51,450	52,942	54,477
	DD - GENERAL EXPENSES	300,000	308,700	317,652	326,864
	DE - CONTRACTUAL SERVICES	300,000	308,700	317,652	326,864
EXP Total		6,062,219	6,484,859	6,850,005	7,187,384
REV	BD - FINES & FORFEITS	200,000	200,000	200,000	200,000
	BH - DEPT REVENUES	23,952,000	23,952,000	23,952,000	23,952,000
REV Total		24,152,000	24,152,000	24,152,000	24,152,000

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



CO - COUNTY COMPTROLLER

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	6,410,289	7,143,508	7,547,876	7,938,888
	BB - EQUIPMENT	5,000	5,145	5,294	5,448
	DD - GENERAL EXPENSES	75,000	77,175	79,413	81,716
	DE - CONTRACTUAL SERVICES	425,000	437,325	450,007	463,058
EXP Total		6,915,289	7,663,153	8,082,590	8,489,109
REV	BF - RENTS & RECOVERIES	250,000	250,000	250,000	250,000
	BH - DEPT REVENUES	16,300	16,300	16,300	16,300
REV Total		266,300	266,300	266,300	266,300



CS - CIVIL SERVICE

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	3,858,344	4,141,579	4,349,879	4,546,508
	DD - GENERAL EXPENSES	327,400	336,895	346,665	356,718
	DE - CONTRACTUAL SERVICES	11,000	11,319	11,647	11,985
	HH - INTERFD CHGS - INTERFUND CHARGES	10,000	10,000	10,000	10,000
EXP Total		4,206,744	4,499,792	4,718,190	4,925,211
REV	BF - RENTS & RECOVERIES	138,961	138,961	138,961	138,961
	BH - DEPT REVENUES	612,000	612,000	612,000	612,000
REV Total		750,961	750,961	750,961	750,961



CT - COURTS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AB - FRINGE BENEFITS	1,390,381	1,488,477	1,594,183	1,708,110
EXP Total		1,390,381	1,488,477	1,594,183	1,708,110
REV	BG - REVENUE OFFSET TO EXPENSE	284,600	284,600	284,600	284,600
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	1,105,781	1,105,781	1,105,781	1,105,781
REV Total		1,390,381	1,390,381	1,390,381	1,390,381

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



DA - DISTRICT ATTORNEY

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	28,218,694	29,973,319	30,908,014	31,834,969
	BB - EQUIPMENT	75,500	77,690	79,942	82,261
	DD - GENERAL EXPENSES	1,002,300	1,031,367	1,061,276	1,092,053
	DE - CONTRACTUAL SERVICES	1,057,500	1,088,168	1,119,724	1,152,196
EXP Total		30,353,994	32,170,543	33,168,957	34,161,479
REV	BF - RENTS & RECOVERIES	250,000	250,000	250,000	250,000
	BH - DEPT REVENUES	12,000	12,000	12,000	12,000
	BJ - INTERDEPT REVENUES	366,454	366,454	366,454	366,454
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	34,400	34,400	34,400	34,400
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	39,400	39,400	39,400	39,400
REV Total		702,254	702,254	702,254	702,254



DS - DEBT SERVICE

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	HD - DEBT SERVICE CHARGEBACKS	313,983,166	346,028,639	345,067,691	340,661,402
EXP Total		313,983,166	346,028,639	345,067,691	340,661,402



EL - BOARD OF ELECTIONS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	12,192,047	12,960,522	13,206,905	13,476,936
	BB - EQUIPMENT	119,100	122,554	126,108	129,765
	DD - GENERAL EXPENSES	3,560,500	3,663,755	3,770,003	3,879,333
	DE - CONTRACTUAL SERVICES	1,046,500	1,076,849	1,108,077	1,140,211
EXP Total		16,918,147	17,823,679	18,211,094	18,626,245
REV	BF - RENTS & RECOVERIES	120,000	120,000	120,000	120,000
	BH - DEPT REVENUES	35,000	35,000	35,000	35,000
REV Total		155,000	155,000	155,000	155,000

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



EM - EMERGENCY MANAGEMENT

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	581,771	588,856	594,625	600,997
	DD - GENERAL EXPENSES	9,500	9,776	10,059	10,351
	DE - CONTRACTUAL SERVICES	100,000	102,900	105,884	108,955
EXP Total		691,271	701,531	710,568	720,303
REV	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	491,571	491,571	491,571	491,571
REV Total		491,571	491,571	491,571	491,571



FB - FRINGE BENEFIT

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AB - FRINGE BENEFITS	182,153,320	212,239,531	200,880,988	223,210,060
EXP Total		182,153,320	212,239,531	200,880,988	223,210,060
REV	BG - REVENUE OFFSET TO EXPENSE	2,603,900	2,603,900	2,603,900	2,603,900
REV Total		2,603,900	2,603,900	2,603,900	2,603,900

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



HE - HEALTH DEPARTMENT

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	14,028,653	15,413,556	16,402,192	17,365,299
	BB - EQUIPMENT	27,600	28,400	29,224	30,072
	DD - GENERAL EXPENSES	1,822,635	1,875,491	1,929,881	1,985,847
	DE - CONTRACTUAL SERVICES	548,000	563,892	580,245	597,072
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	HF - INTER-DEPARTMENTAL CHARGES	6,311,999	6,311,999	6,311,999	6,311,999
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	172,975,000	177,254,250	181,652,778	186,174,070
EXP Total		200,713,887	206,447,589	211,906,318	217,464,358
REV	BC - PERMITS & LICENSES	4,085,925	4,085,925	4,085,925	4,085,925
	BD - FINES & FORFEITS	277,900	277,900	277,900	277,900
	BF - RENTS & RECOVERIES	807,300	807,300	807,300	807,300
	BH - DEPT REVENUES	11,429,450	11,429,450	11,429,450	11,429,450
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	477,640	477,640	477,640	477,640
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	95,021,780	97,346,871	99,738,129	102,197,504
REV Total		112,099,995	114,425,086	116,816,344	119,275,719

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



HI - HOUSING & INTERGOVERNMENTAL AFFAIRS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	82,700	84,583	84,675	84,768
	DD - GENERAL EXPENSES	5,400	5,557	5,718	5,884
	HF - INTER-DEPARTMENTAL CHARGES	316,885	316,885	316,885	316,885
EXP Total		404,985	407,025	407,277	407,537



HR - COMMISSION ON HUMAN RIGHTS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	270,333	276,860	283,854	291,690
	DD - GENERAL EXPENSES	5,450	5,608	5,771	5,938
	DE - CONTRACTUAL SERVICES	11,600	11,936	12,283	12,639
EXP Total		287,383	294,405	301,907	310,267

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



HS - DEPARTMENT OF HUMAN SERVICES

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	6,780,727	7,561,085	8,008,262	8,448,727
	BB - EQUIPMENT	1,000	1,029	1,059	1,090
	DD - GENERAL EXPENSES	651,200	670,085	689,517	709,513
	DE - CONTRACTUAL SERVICES	29,628,447	30,487,672	31,371,814	32,281,597
	HF - INTER-DEPARTMENTAL CHARGES	4,216,267	4,216,267	4,216,267	4,216,267
EXP Total		41,277,641	42,936,137	44,286,919	45,657,194
REV	BD - FINES & FORFEITS	40,000	40,000	40,000	40,000
	BF - RENTS & RECOVERIES	-	-	-	-
	BH - DEPT REVENUES	16,800	16,800	16,800	16,800
	BJ - INTERDEPT REVENUES	18,818,511	18,818,511	18,818,511	18,818,511
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	565,000	565,000	565,000	565,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	5,632,871	5,632,871	5,632,871	5,632,871
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	13,541,152	13,541,152	13,541,152	13,541,152
REV Total		38,614,334	38,614,334	38,614,334	38,614,334

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



IT - INFORMATION TECHNOLOGY

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	6,904,265	7,660,291	8,132,796	8,600,221
	DD - GENERAL EXPENSES	308,150	317,086	326,282	335,744
	DE - CONTRACTUAL SERVICES	8,609,797	8,859,481	9,116,406	9,380,782
	DF - UTILITY COSTS	4,245,500	4,281,379	4,317,617	4,354,217
	HF - INTER-DEPARTMENTAL CHARGES	1,341,876	1,341,876	1,341,876	1,341,876
EXP Total		21,409,588	22,460,114	23,234,976	24,012,840
REV	BH - DEPT REVENUES	5,000	5,000	5,000	5,000
	BI - CAP BACKCHARGES	2,500,000	2,587,500	2,678,063	2,771,795
	BJ - INTERDEPT REVENUES	4,462,594	4,462,594	4,462,594	4,462,594
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	433,500	433,500	433,500	433,500
REV Total		7,401,094	7,488,594	7,579,157	7,672,889

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



LE - COUNTY LEGISLATURE

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	5,468,188	5,577,709	5,582,172	5,586,886
	BB - EQUIPMENT	45,777	47,105	48,471	49,876
	DD - GENERAL EXPENSES	1,682,331	1,731,119	1,781,321	1,832,979
	DE - CONTRACTUAL SERVICES	2,068,274	2,128,254	2,189,973	2,253,483
EXP Total		9,264,570	9,484,186	9,601,937	9,723,224

**LR - OFFICE OF LABOR RELATIONS**

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	227,000	265,197	257,720	249,377
	DD - GENERAL EXPENSES	5,700	5,865	6,035	6,210
	DE - CONTRACTUAL SERVICES	407,900	419,729	431,901	444,426
EXP Total		640,600	690,791	695,656	700,013



MA - OFFICE OF MINORITY AFFAIRS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	280,017	280,087	280,158	280,231
	DD - GENERAL EXPENSES	6,000	6,174	6,353	6,537
	DE - CONTRACTUAL SERVICES	51,400	52,891	54,424	56,003
EXP Total		337,417	339,152	340,936	342,771

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



ME - MEDICAL EXAMINER

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	4,836,109	5,349,094	5,596,330	5,864,753
	BB - EQUIPMENT	11,800	12,142	12,494	12,857
	DD - GENERAL EXPENSES	425,500	437,840	450,537	463,602
	DE - CONTRACTUAL SERVICES	57,160	58,818	60,523	62,279
	HF - INTER-DEPARTMENTAL CHARGES	4,105,866	4,105,866	4,105,866	4,105,866
EXP Total		9,436,435	9,963,759	10,225,751	10,509,357
REV	BH - DEPT REVENUES	20,000	20,000	20,000	20,000
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	166,200	166,200	166,200	166,200
REV Total		186,200	186,200	186,200	186,200

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



PA - PUBLIC ADMINISTRATOR

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	453,354	476,101	495,794	517,525
	DD - GENERAL EXPENSES	9,000	9,261	9,530	9,806
	DE - CONTRACTUAL SERVICES	13,700	14,097	14,506	14,927
EXP Total		476,054	499,459	519,829	542,257
REV	BH - DEPT REVENUES	550,000	550,000	550,000	550,000
REV Total		550,000	550,000	550,000	550,000

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



PB - PROBATION

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	16,623,623	18,363,923	19,420,707	20,584,628
	BB - EQUIPMENT	30,900	31,796	32,718	33,667
	DD - GENERAL EXPENSES	319,800	329,013	338,512	348,299
	DE - CONTRACTUAL SERVICES	535,725	551,261	567,248	583,698
	DF - UTILITY COSTS	500	505	515	525
	HF - INTER-DEPARTMENTAL CHARGES	865,428	865,428	865,428	865,428
EXP Total		18,375,976	20,141,926	21,225,128	22,416,245
REV	BH - DEPT REVENUES	1,883,500	1,883,500	1,883,500	1,883,500
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	5,305,800	5,305,800	5,305,800	5,305,800
REV Total		7,189,300	7,189,300	7,189,300	7,189,300

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



PE - DEPARTMENT OF HUMAN RESOURCES

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	708,004	756,853	756,626	756,285
	DD - GENERAL EXPENSES	44,400	45,688	47,013	48,376
	DE - CONTRACTUAL SERVICES	22,500	23,153	23,824	24,515
EXP Total		774,904	825,693	827,462	829,176



PK - PARKS, RECREATION AND MUSEUMS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	13,502,466	14,495,251	15,169,804	15,797,626
	BB - EQUIPMENT	516,500	531,479	546,891	562,751
	DD - GENERAL EXPENSES	1,754,700	1,805,586	1,857,948	1,911,829
	DE - CONTRACTUAL SERVICES	3,647,700	3,753,483	3,862,334	3,974,342
	HF - INTER-DEPARTMENTAL CHARGES	80,000	80,000	80,000	80,000
EXP Total		19,501,366	20,665,799	21,516,978	22,326,548
REV	BF - RENTS & RECOVERIES	1,587,340	1,587,340	1,587,340	1,587,340
	BH - DEPT REVENUES	20,429,150	20,429,150	20,429,150	20,429,150
	TX - SPECIAL TAXES - SPECIAL TAXES	675,000	675,000	675,000	675,000
REV Total		22,691,490	22,691,490	22,691,490	22,691,490

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



PR - PURCHASING DEPARTMENT

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	1,083,245	1,207,173	1,263,941	1,326,522
	DD - GENERAL EXPENSES	17,500	18,008	18,530	19,067
	DE - CONTRACTUAL SERVICES	1,500	1,544	1,588	1,634
EXP Total		1,102,245	1,226,724	1,284,059	1,347,223
REV	BF - RENTS & RECOVERIES	100,000	100,000	100,000	100,000
	BH - DEPT REVENUES	212,500	212,500	212,500	212,500
REV Total		312,500	312,500	312,500	312,500

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



PW - PUBLIC WORKS DEPARTMENT

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	26,537,741	29,713,337	31,670,182	33,454,568
	AC - WORKERS COMPENSATION	2,040,200	2,099,366	2,160,247	2,222,895
	BB - EQUIPMENT	93,000	95,697	98,472	101,328
	DD - GENERAL EXPENSES	4,631,300	4,375,726	4,228,172	4,159,315
	DE - CONTRACTUAL SERVICES	5,690,791	5,855,824	6,025,643	6,200,386
	DF - UTILITY COSTS	27,329,340	27,328,625	27,586,023	27,928,743
	HF - INTER-DEPARTMENTAL CHARGES	13,480,936	13,480,936	13,480,936	13,480,936
EXP Total		79,803,308	82,949,510	85,249,675	87,548,171
REV	BC - PERMITS & LICENSES	1,292,600	1,292,600	1,292,600	1,292,600
	BD - FINES & FORFEITS	10,000	10,000	10,000	10,000
	BH - DEPT REVENUES	1,779,000	1,779,000	1,779,000	1,779,000
	BI - CAP BACKCHARGES	5,420,164	5,609,870	5,806,215	6,009,433
	BJ - INTERDEPT REVENUES	8,154,796	8,154,796	8,154,796	8,154,796
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	3,630,000	3,630,000	3,630,000	3,630,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	25,000	25,000	25,000	25,000
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	100,000	100,000	100,000	100,000
REV Total		20,411,560	20,601,266	20,797,611	21,000,829

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



RE - OFFICE OF REAL ESTATE SERVICES

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	757,249	790,836	826,357	862,891
	DD - GENERAL EXPENSES	85,700	88,185	90,743	93,374
	DE - CONTRACTUAL SERVICES	101,000	103,929	106,943	110,044
	MM - MASS TRANSPORTATION	42,217,100	43,177,862	44,231,337	45,384,706
	OO - OTHER EXPENSE	13,930,900	14,415,857	14,917,786	15,437,284
EXP Total		57,091,949	58,576,668	60,173,166	61,888,299
REV	BF - RENTS & RECOVERIES	13,231,800	11,231,800	11,231,800	11,231,800
	BH - DEPT REVENUES	183,000	183,000	183,000	183,000
	BJ - INTERDEPT REVENUES	11,868,200	11,868,200	11,868,200	11,868,200
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	720,400	720,400	720,400	720,400
REV Total		26,003,400	24,003,400	24,003,400	24,003,400



RM - RECORDS MANAGEMENT

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	758,395	820,569	875,728	928,012
	BB - EQUIPMENT	5,000	5,145	5,294	5,448
	DD - GENERAL EXPENSES	160,500	165,155	169,944	174,872
	DE - CONTRACTUAL SERVICES	125,000	128,625	132,355	136,193
EXP Total		1,048,895	1,119,494	1,183,321	1,244,526

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



SA - COORD AGENCY FOR SPANISH AMERICANS

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	250,950	256,049	253,788	251,275
	DD - GENERAL EXPENSES	2,800	2,881	2,965	3,051
	DE - CONTRACTUAL SERVICES	12,500	12,863	13,236	13,619
EXP Total		266,250	271,793	269,988	267,946
REV	BH - DEPT REVENUES	18,000	18,000	18,000	18,000
REV Total		18,000	18,000	18,000	18,000

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



SS - SOCIAL SERVICES

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	47,611,546	51,364,950	54,941,487	58,341,012
	BB - EQUIPMENT	24,000	24,696	25,412	26,149
	DD - GENERAL EXPENSES	982,700	1,011,198	1,040,523	1,070,698
	DE - CONTRACTUAL SERVICES	7,931,409	8,161,420	8,398,101	8,641,646
	HF - INTER-DEPARTMENTAL CHARGES	20,083,243	20,083,243	20,083,243	20,083,243
	SS - RECIPIENT GRANTS	74,645,000	76,511,125	78,423,903	80,384,501
	TT - PURCHASED SERVICES	57,944,683	58,813,853	60,284,200	61,188,463
	WW - EMERGENCY VENDOR PAYMENTS	64,396,824	66,972,697	68,981,878	70,361,515
	XX - MEDICAID	249,938,445	252,938,445	255,938,445	258,938,445
EXP Total		523,557,850	535,881,627	548,117,192	559,035,672
REV	BH - DEPT REVENUES	14,701,232	14,701,232	14,701,232	14,701,232
	BJ - INTERDEPT REVENUES	100,600	100,600	100,600	100,600
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	130,024,007	131,974,367	133,624,047	134,960,287
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	62,885,116	63,828,393	64,626,248	65,272,510
REV Total		207,710,955	210,604,592	213,052,126	215,034,629



TR - COUNTY TREASURER

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	2,086,810	2,259,578	2,376,832	2,506,122
	BB - EQUIPMENT	7,700	7,923	8,153	8,390
	DD - GENERAL EXPENSES	243,700	250,767	258,040	265,523
	DE - CONTRACTUAL SERVICES	69,100	71,104	73,166	75,288
	OO - OTHER EXPENSE	70,000,000	70,000,000	70,000,000	70,000,000
EXP Total		72,407,310	72,589,373	72,716,191	72,855,322
REV	BA - INT PENALTY ON TAX	28,500,000	28,500,000	28,500,000	28,500,000
	BD - FINES & FORFEITS	20,000	20,000	20,000	20,000
	BE - INVEST INCOME	3,331,500	10,331,500	17,331,500	24,331,500
	BH - DEPT REVENUES	850,100	850,100	850,100	850,100
	TX - SPECIAL TAXES - SPECIAL TAXES	3,200,000	3,200,000	3,200,000	3,200,000
REV Total		35,901,600	42,901,600	49,901,600	56,901,600

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



TV - TRAFFIC & PARKING VIOLATIONS AGENCY

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	2,835,441	2,988,487	3,144,288	3,290,378
	BB - EQUIPMENT	21,800	22,432	23,083	23,752
	DD - GENERAL EXPENSES	325,180	334,610	344,314	354,299
	DE - CONTRACTUAL SERVICES	10,899,656	11,215,746	11,541,003	11,875,692
	HF - INTER-DEPARTMENTAL CHARGES	287,668	287,668	287,668	287,668
EXP Total		14,369,745	14,848,943	15,340,355	15,831,789
REV	BD - FINES & FORFEITS	53,077,526	48,077,526	48,077,526	48,077,526
	BJ - INTERDEPT REVENUES	10,899,656	10,899,656	10,899,656	10,899,656
REV Total		63,977,182	58,977,182	58,977,182	58,977,182

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



VS - VETERANS SERVICES AGENCY

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	AA - SALARIES, WAGES & FEES	168,901	180,380	185,896	191,967
	DD - GENERAL EXPENSES	9,000	9,261	9,530	9,806
	DE - CONTRACTUAL SERVICES	700	720	741	763
	HF - INTER-DEPARTMENTAL CHARGES	1,165,219	1,165,219	1,165,219	1,165,219
EXP Total		1,343,820	1,355,580	1,361,386	1,367,755
REV	BJ - INTERDEPT REVENUES	1,538,194	1,538,194	1,538,194	1,538,194
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	-	-	-	-
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	32,900	32,900	32,900	32,900
REV Total		1,571,094	1,571,094	1,571,094	1,571,094

FISCAL 2012–2015 MULTI-YEAR FINANCIAL



RED LIGHT CAMERA FUND

E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	HF - INTER-DEPARTMENTAL CHARGES	29,300,000	29,300,000	29,300,000	29,300,000
	HH - INTERFD CHGS - INTERFUND CHARGES	-	-	-	-
EXP Total		29,300,000	29,300,000	29,300,000	29,300,000
REV	BJ - INTERDEPT REVENUES	29,300,000	29,300,000	29,300,000	29,300,000
	BW - INTERFD CHGS - INTERFUND CHARGES REVENUE	-	-	-	-
REV Total		29,300,000	29,300,000	29,300,000	29,300,000



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 2012-2015 Multi-Year Financial Plan Update baseline.

Table A.1: MYP Update Baseline Inflat

Expense / Revenue Category	Baseline Inflat	Explanation
Wages	Variable	Reflect terms of existing contracts
Non-Police Pension Contribution	State Rates	Reflects State Comptroller's effective rate, and preliminary 2012 estimates
Police Pension Contribution	State Rates	Reflects State Comptroller's effective rate, and preliminary 2012 estimates
Health Insurance - Actives	5.87%,5.87%,5.87%	Reflects NYSHIP'S estimated increase for 2012 adjusted for Headcount assumptions
Health Insurance - Retirees	8.27%,8.27%,8.27%	Reflects NYSHIP'S estimated increase for 2012 adjusted for Headcount assumptions
Other-Than-Personal-Services	2.9%,2.9%,2.9%	
Utilities		
Light and Power	1.00%,2.00%,2.00%	For 2013 - 2015 respectively, U.S. Dept of Energy Estimates
Brokered Gas	4.94%,-2.78%,4.92%	For 2013 - 2015 respectively, U.S. Dept of Energy Estimates
Trigen	2.00%,2.00%,2.00%	For 2013 - 2015 respectively, U.S. Dept of Energy Estimates
Fuel	-17.4%, -14.4%, -11.20%	Reflects current market rates
Water	1.00%,1.00%,1.00%	Reflects current market rates
Telephone	1.00%,1.00%,1.00%	For 2013 - 2015 respectively
Medicaid	\$3m,\$3m,\$3m	Reflects most current caseload information
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	2.90%, 2.90%, 2.90%	
Property Tax	None	No property tax increase in the baseline



APPENDIX B: BORROWING SCHEDULE

Nassau County
2012 Budget and the 2012-2015 Multi Year Plan
Debt Service Assumptions Schedule
September 15, 2011

<i>MYP Assumptions</i>								
	Proceed Requirement	Sale Date	First Interest Payment Date	First Principal Payment Date	Final Principal Payment Date	Weighted Average Life	Interest Rate Mode	Coupon
2011 Remaining								
<u>Capital Borrowings</u> ^{2,3}								
Capital-General	165,000,000	10/01/11	04/01/12	04/01/12	04/01/31	11.95	Fixed	6.00%
Capital-SSWRD ⁴	25,000,000	10/01/11	04/01/12	04/01/12	04/01/31	11.95	Fixed	6.00%
Environmental Bond Act	29,630,000	10/01/11	04/01/12	04/01/12	04/01/31	11.95	Fixed	6.00%
Judgments & Settlements	<u>100,000,000</u>	10/01/11	04/01/12	04/01/12	04/01/21	5.49	Fixed	6.00%
Total	319,630,000							
<u>Cash Flow Borrowings</u> ¹								
RANs (New)		N/A	N/A	N/A	N/A	N/A	N/A	N/A
TAN (New)	<u>230,000,000</u>	12/01/11	11/01/12	N/A	11/01/12	0.92	Fixed	3.00%
	230,000,000							
2012								
<u>Capital Borrowings</u> ^{2,3}								
Capital-General	120,000,000	04/01/12	10/01/12	04/01/13	04/01/32	12.53	Fixed	6.25%
Capital-SSWRD ⁴	55,000,000	04/01/12	10/01/12	04/01/13	04/01/32	12.53	Fixed	6.25%
Environmental Bond Act	-	04/01/12	10/01/12	04/01/13	04/01/32	12.53	Fixed	6.25%
Judgments & Settlements	<u>20,000,000</u>	04/01/12	10/01/12	04/01/13	04/01/22	6.01	Fixed	6.25%
Total	195,000,000							
<u>Cash Flow Borrowings</u> ¹								
RANs (New)	<u>325,000,000</u>	06/01/12	11/01/12	N/A	02/01/13	0.67	Fixed	3.00%
TAN (New)	<u>225,000,000</u>	12/01/12	11/01/13	N/A	11/01/13	0.92	Fixed	3.00%
	550,000,000							
2013								
<u>Capital Borrowings</u> ^{2,3}								
Capital-General	120,000,000	04/01/13	10/01/13	04/01/14	04/01/33	12.60	Fixed	6.50%
Capital-SSWRD ⁴	45,000,000	04/01/13	10/01/13	04/01/14	04/01/33	12.60	Fixed	6.50%
Environmental Bond Act	-	04/01/13	10/01/13	04/01/14	04/01/33	12.60	Fixed	6.50%
Judgments & Settlements	<u>20,000,000</u>	04/01/13	10/01/13	04/01/14	04/01/23	6.03	Fixed	6.50%
Total	185,000,000							
<u>Cash Flow Borrowings</u> ¹								
RANs (New)	-	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TAN (New)	<u>300,000,000</u>	12/01/13	11/01/14	N/A	11/01/14	0.92	Fixed	4.50%
	300,000,000							
2014								
<u>Capital Borrowings</u> ^{2,3}								
Capital-General	110,000,000	04/01/14	10/01/14	04/01/15	04/01/34	12.60	Fixed	6.50%
Capital-SSWRD ⁴	35,000,000	04/01/14	10/01/14	04/01/15	04/01/34	12.60	Fixed	6.50%
Environmental Bond Act	-	04/01/14	10/01/14	04/01/15	04/01/34	12.60	Fixed	6.50%
Judgments & Settlements	<u>20,000,000</u>	04/01/14	10/01/14	04/01/15	04/01/24	6.03	Fixed	6.50%
Total	165,000,000							
<u>Cash Flow Borrowings</u> ¹								
RANs (New)	-	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TAN (New)	<u>325,000,000</u>	12/01/14	11/01/15	N/A	11/01/15	0.92	Fixed	4.50%
	325,000,000							
2015								
<u>Capital Borrowings</u> ^{2,3}								
Capital-General	115,500,000	04/01/15	10/01/15	04/01/16	04/01/35	12.60	Fixed	6.50%
Capital-SSWRD ⁴	36,750,000	04/01/15	10/01/15	04/01/16	04/01/35	12.60	Fixed	6.50%
Environmental Bond Act	-	04/01/15	10/01/15	04/01/16	04/01/35	12.60	Fixed	6.50%
Judgments & Settlements	<u>-</u>	04/01/15	10/01/15	04/01/16	04/01/25	6.03	Fixed	6.50%
Total	152,250,000							
<u>Cash Flow Borrowings</u> ¹								
RANs (New)	-	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TAN (New)	<u>350,000,000</u>	12/01/15	11/01/16	N/A	11/01/16	0.92	Fixed	4.50%
	350,000,000							

¹ Estimated borrowing need

² Assumptions above were used to generate budget for debt service; size and timing of actual borrowing will vary.

³ As warranted; the County may substitute Bond Anticipation Notes for Bonds to finance the Capital Improvement Plan

⁴ Projects for the SSWRD may be funded through borrowing from either the County, NYS EFC, or the NC SSWFA.



APPENDIX C: DEBT SERVICE BASELINE

<i>Nassau County</i>				
<i>2012-2015 MYP (Proposed)</i>				
<i>Baseline</i>				
	<u>12/31/2012</u>	<u>12/31/2013</u>	<u>12/31/2014</u>	<u>12/31/2015</u>
<i>Existing Debt Service Obligations</i>				
<u>General Fund Obligations</u>				
Long Term Debt				
Principal	41,184,262	42,118,897	38,889,942	41,257,706
Interest	40,393,369	38,712,624	36,961,640	35,417,490
NIFA Set Asides				
Principal	135,102,661	141,582,147	141,115,418	130,770,879
Interest	62,472,352	56,139,594	49,574,405	43,096,971
Fees	3,367,313	3,302,779	3,020,124	2,693,068
Total	282,519,956	281,856,041	269,561,529	253,236,114
<u>Parks And Recreation</u>				
Long Term Debt				
Principal	3,523,045	3,107,000	2,855,098	2,760,249
Interest	1,521,785	1,389,114	1,276,621	1,170,720
NIFA Set Asides				
Principal	3,309,507	3,201,758	3,096,587	2,674,811
Interest	1,477,516	1,321,742	1,174,724	1,034,244
Fees	93,991	92,190	84,300	75,171
Total	9,925,845	9,111,804	8,487,330	7,715,195
<u>Envirmental Bond Fund</u>				
Long Term Debt				
Principal	3,463,664	3,723,586	3,942,231	4,171,760
Interest	4,982,912	4,861,110	4,737,952	4,604,193
NIFA Set Asides				
Principal	713,205	835,777	914,972	852,728
Interest	327,355	295,589	257,174	215,254
Fees	5,973	5,858	5,357	4,777
Total	9,493,108	9,721,920	9,857,686	9,848,712
<u>Police District</u>				
Long Term Debt				
Principal	837,328	880,298	1,004,662	1,044,311
Interest	834,475	793,100	750,131	710,528
NIFA Set Asides				
Principal	35,889	39,020	47,949	43,971
Interest	24,223	22,659	20,938	18,789
Fees	1,136	1,114	1,019	909
Total	1,733,051	1,736,191	1,824,699	1,818,509
<u>Police Headquarters</u>				
Long Term Debt				
Principal	4,338,383	4,161,922	4,456,873	4,703,771
Interest	4,041,050	3,865,917	3,688,016	3,512,624
NIFA Set Asides				
Principal	1,527,795	1,459,693	1,489,071	1,369,250
Interest	740,631	668,776	603,447	537,456
Fees	60,628	59,466	54,377	48,489
Total	10,708,488	10,215,775	10,291,785	10,171,590



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>12/31/2011</u>	<u>12/31/2012</u>	<u>12/31/2013</u>	<u>12/31/2014</u>
<i>Fire Prevention Fund</i>				
Long Term Debt				
Principal	51,910	62,684	64,260	66,911
Interest	64,989	62,252	59,170	56,499
NIFA Set Asides				
Principal	158,368	134,203	123,921	105,079
Interest	59,594	51,958	45,717	40,027
Fees	3,852	3,778	3,455	3,081
Total	338,713	314,875	296,523	271,597
<i>Community College</i>				
Long Term Debt				
Principal	1,425,240	1,505,821	1,217,855	1,320,124
Interest	1,981,137	1,922,694	1,858,501	1,813,665
NIFA Set Asides				
Principal	2,159,133	2,111,824	1,728,348	1,341,600
Interest	658,739	553,306	450,661	367,500
Fees	24,718	24,244	22,169	19,769
Total	6,248,967	6,117,889	5,277,534	4,862,658
<i>Water related project</i>				
Long Term Debt				
Principal	1,398,032	1,281,236	1,305,544	1,375,154
Interest	1,961,694	1,903,935	1,849,039	1,792,353
NIFA Set Asides				
Principal	1,632,917	1,607,173	1,503,951	1,345,840
Interest	645,960	567,740	492,198	422,397
Fees	39,278	38,525	35,228	31,413
Total	5,677,881	5,398,609	5,185,961	4,967,158
<i>Sewer related project</i>				
Long Term Debt				
Principal	1,889,338	1,568,742	1,584,159	1,681,571
Interest	1,628,079	1,556,513	1,492,203	1,424,720
NIFA Set Asides				
Principal	2,068,858	1,955,072	2,069,782	1,927,507
Interest	1,177,428	1,081,797	996,544	907,156
Fees	94,926	93,107	85,139	75,919
Total	6,858,630	6,255,230	6,227,827	6,016,873
<i>Total General Improvement</i>				
Long Term Debt				
Principal	58,111,202	58,410,186	55,320,624	58,381,557
Interest	57,409,490	55,067,259	52,673,273	50,502,792
Less: Existing Water Related				
Less: Series 1993 Retirement Bonds				
Defeasance	-	-	-	-
Total	115,520,692	113,477,445	107,993,897	108,884,349



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>12/31/2011</u>	<u>12/31/2012</u>	<u>12/31/2013</u>	<u>12/31/2014</u>
<i>Total Existing NIFA</i>				
Principal	146,708,333	152,926,667	152,090,000	140,431,667
Interest	67,583,797	60,703,161	53,615,809	46,639,794
Fees	3,691,816	3,621,063	3,311,168	2,952,595
Total	217,983,946	217,250,891	209,016,978	190,024,056
Expense of Loans	3,120,000	2,960,000	2,640,000	2,436,000
Short Term Interest				
RAN Interest	5,963,056	6,500,000	-	-
TAN Interest	6,325,000	6,187,500	12,375,000	13,406,250
Total	12,288,056	12,687,500	12,375,000	13,406,250
Total General Obligation	348,912,694	346,375,836	332,025,875	314,750,655
TOTAL EXISTING OBLIGATION	348,912,694	346,375,836	332,025,875	314,750,655
<i>Future Obligations</i>				
General Capital				
Principal	6,520,000	10,030,000	13,680,000	17,315,000
Interest	18,238,800	25,388,419	32,136,556	38,504,413
SSWRD				
Principal	665,000	2,130,000	3,395,000	4,500,000
Interest	3,198,800	6,294,419	8,722,169	10,805,231
Judgments				
Principal	1,505,000	3,085,000	4,740,000	6,515,000
Interest	1,779,850	2,915,294	3,973,050	4,270,081
Environmental Bond Act				
Principal	805,000	855,000	905,000	960,000
Interest	1,777,800	1,729,500	1,678,200	1,623,900
Total Future Obligations				
Principal	9,495,000	16,100,000	22,720,000	29,290,000
Interest	24,995,250	36,327,632	46,509,975	55,203,625
Total	34,490,250	52,427,632	69,229,975	84,493,625
TOTAL COUNTY DEBT SERVICE	383,402,944	398,803,468	401,255,850	399,244,280





APPENDIX D

NASSAU COMMUNITY COLLEGE
Fiscal 2010-2014 Multi-Year Financial Plan

	Adopted 2010 Budget	2010 Projection (a) as of 8/11/10	Adopted 2011 Budget	2012 Projected	2013 Projected	2014 Projected
OPERATING EXPENSES:						
Salaries	131,307,833	129,242,110	129,410,450	135,492,741	141,860,900	148,953,945
Fringe Benefits	43,987,109	44,417,724	47,481,621	50,330,518	53,350,349	56,551,370
Increased Fringe from Optional Retirement Plan	774,823					
Increased Fringe from MTA Payroll Tax						
Equipment	1,797,542	2,200,000	1,600,000	1,648,000	1,697,440	1,748,363
General Expenses	7,798,956	9,400,000	8,775,000	9,038,250	9,309,398	9,588,679
Contractual	6,794,515	7,039,970	6,650,000	6,849,500	7,054,985	7,266,635
Utility Costs (Telephone & Other)	1,582,500	1,582,500	1,575,156	1,622,411	1,671,083	1,721,215
Utility Costs (LIPA)	4,810,000	4,100,000	4,200,000	4,410,000	4,630,500	4,862,025
Interfund Charges	3,534,000	3,100,000	3,200,000	3,360,000	3,528,000	3,704,400
Other	55,000	55,000	55,000	55,000	55,000	55,000
Lease of ENDO Building- Rent&Other	999,750					
Lease of 900 Stewart(Including Utilities)						
Banner Maintenance	700,000					
Total Operating Expenses	204,142,028	201,137,304	202,947,227	212,806,420	223,157,655	234,451,633
		% growth		104.9%	104.9%	105.1%
OPERATING REVENUES:						
Investment Income	550,000	180,000	200,000	275,000	350,000	400,000
Rents & Recoveries	950,000	580,000	950,000	950,000	950,000	950,000
Revenue Offset to Expenses	3,921,000	3,450,000	4,000,000	3,700,000	3,775,000	4,250,000
Service Fees	5,634,000	5,600,000	5,324,000	5,750,000	5,800,000	5,850,000
Student Revenues	72,931,586	74,550,028	77,826,901	78,350,392	78,350,392	78,350,392
Revenue in Lieu of Spons Share	14,885,000	14,100,000	14,133,758	14,382,000	14,450,000	14,550,000
Federal Aid	250,000	250,000	250,000	250,000	250,000	250,000
State Operating Aid- Base Rate + \$100,000 hi	49,918,893	48,017,587	45,461,560	43,835,068	43,835,068	43,835,068
State Rental Aid (50% assumption)Endo 418,375	406,125		406,125	443,375	443,375	443,375
Property Taxes	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883
Fund Balance	2,488,541	3,322,856	2,188,000	0	0	0
Total Operating Revenue	204,142,028	202,257,354	202,947,227	200,142,718	200,410,718	201,085,718
Operations Gain (Loss)-(Baseline Operating Results)*	0	1,120,050	b	(12,663,702)	(22,746,936)	(33,365,914)

* The Baseline Operating Results for future years is before the recognition of the impact of increased enrollment (except 2010), State Aid, Sponsor Support, Tuition or other revenue enhancement or cost savings measures.

- a - Preliminary - does not include balance of activity for the remainder of the year not captured in the projection. Significant items for the Accounts Receivable write - off, Summer Chargebacks and Trigen utility charges are estimated and differences from those estimates can have a material impact on the projection.
- b - The 2011 Budget included State Aid at \$2,360 per FTE. That amount assumed a \$100 increase to the Governor's proposal which did not materialize and causes a shortfall of approximately \$1,922,100 in 2011. It is reflected in 2012,13,14 above.

Current Assumptions: (in Body)	2010	2011	2012	2013	2014
Enrollment Increase	5.020%	0.000%	0.000%	0.000%	0.000%
# FTE's (2009= 18,426.8);2010=8/11/10 proj;2011=proj at time	19,351.8	19,221.0	19,351.8	19,351.8	19,351.8
Base Aid per FTE (\$2,675 1st. Qtr.)	2,545	2,260	2,260	2,260	2,260
Increase in FT Tuition		0	0	0	0
FT Tuition	3,622	3,732	3,732	3,732	3,732
Prop Tax Increase		0.00%	0.00%	0.00%	0.00%

Tuition revenue - Budgeted AUDIT TRAIL	74,046,191	2010 projection at time of Bud prep = Mar 2010
	110/3622	Tuition increase
	2%	Enrollment assumption
	<u>2011 budget</u>	<u>77,820,851</u> diff due to rounding
2011 Projected and outyear amounts	74,550,028	2010 projection at 8/11/2010
	110/3622	Tuition increase
	2%	Enrollment assumption
	2011 Projection	78,350,392

2014- Reflects a 0.5% enrollment decrease.

State Aid - Base Aid is Calculated on Prior Year Projected FTE Enrollment		
2011 Budget	\$2,260	base rate
	19,221	FTEs
	\$100	43,439,460 original estimate
		reinstatement
		45,361,560
		hi needs
		100,000
		Adopted Bud
		45,461,560 agrees to above
		\$100 non-reinst
		(1,900,000)
		revised
		43,561,560
2011 projection at 8/11/2010	\$2,260	base rate
	19,351.8	updated 2010 FTEs
	43,735,068	
	100,000	hi needs
	43,835,068	projected



APPENDIX D

NASSAU COMMUNITY COLLEGE
Fiscal 2010-2014 Multi-Year Financial Plan

		<u>2012</u> <u>Projected</u>	<u>2013</u> <u>Projected</u>	<u>2014</u> <u>Projected</u>
BASELINE (GAP)		(12,663,702)	(22,746,936)	(33,365,914)
GAP CLOSING MEASURES				
1. Presidential Task Force				
A. Expense Reduction Target 2012				
B. Expense Reduction Target 2013				
C. Expense Reduction Target 2014				
D. Revenue Growth Target				
Total Cost Reductions		-	-	-
2. State				
Impact of the \$100 non reinstate is reflected in 2012,13,14 body	FTE in body			
A. Increase in State Aid Rate in 2012	0 = 2260	19,351.8		
B. Increase in State Aid Rate in 2013	100 = 2360	19,351.8	1,935,180	1,935,180
C. Increase in State Aid Rate in 2014	100 = 2460	19,351.8		1,935,180
Total State Aid		-	1,935,180	3,870,360
3. Sponsor Support				
A. Increase in Sponsor Support 2012		3.90%	-	-
B. Increase in Sponsor Support 2013		3.90%	2,036,068	2,036,068
C. Increase in Sponsor Support 2014		3.90%		2,115,475
Total Fund Balance		-	2,036,068	4,151,544
4. Tuition- <i>(Note: Tuition rates may vary significantly from amounts shown)</i>				
Impact of inc enroll 2010 Summer is reflected in 2012,13,14 yrs body				
A. Increase in Tuition in 2012 from 3,732	\$ 150	3,190,385	3,190,385	3,190,385
B. Increase in Tuition in 2013 from 3,882	\$ 150		3,190,385	3,190,385
C. Increase in Tuition in 2014 from 4,032	\$ 150			3,190,385
Total Tuition Increases		3,190,385	6,380,770	9,571,155
5. Enrollment Increases- Student Revenue				
Enrollment 2011 incr to 19,605 (Per IR -9-8-10 email), 19,351.8 in Body				
A. Enrollment impact-Student Revenue 2012		1.31%	1,026,390	1,026,390
B. Enrollment impact-Student Revenue 2013		0.00%	-	-
C. Enrollment impact-Student Revenue 2014		0.00%		-
Total Enrollment impact-Student Revenue		-0.50%		(444,740)
			1,026,390	581,650
6. Enrollment Increases- State Aid				
A. Enrollment 2011 incr to 19,605 (Per IR -9-8-10 email), 19,351.8 in Body		253.2	572,232	572,232
B. 2012 Enrollment Increase-State Aid	2,360 11=19605	0.00	0	0
C. 2013 Enrollment Increase-State Aid	2,460 12=19605	0.00	0	0
D. 2014 Enrollment Increase-State Aid	2,560 13=19605	0.00		0
Total Enrollment impact-State Aid			0	0
7. Fund Balance				
A. Use of Fund Balance in 2012				
B. Use of Fund Balance in 2013				
C. Use of Fund Balance in 2014				
Total Fund Balance			-	-
8. Other Revenue Enhancements/ Savings Measures & Use of Fund Balance- To Be Determined				
A. 2012 Items		8,446,927	-	-
B. 2013 Items			11,368,528	
C. 2014 Items				15,191,206
Total Other		8,446,927	11,368,528	15,191,206
Total GAP Closers		12,663,702	22,746,936	33,365,915
Preliminary Balance Baseline GAP surplus/(deficit)		0	0	0



APPENDIX E

NASSAU HEALTH CARE CORPORATION (FISCAL 2010-2013)
(Provided by the Nassau Health Care Corporation)

Nassau Health Care Corporation and Subsidiaries

As of 9/27/10

2011 Approved Budget

Consolidated

(In Thousands)

	Approved 2011 Budget	2012 Projected	2013 Projected	2014 Projected
Operating Revenues:				
Net patient service revenue	393,079	397,739	402,448	407,207
NYS Intergovernmental transfer	102,528	96,109	96,109	96,109
Nassau County Billings	0	0	0	0
Historical Mission/Article VI Payments	5,000	5,000	5,000	5,000
Federal & State Aid	3,372	3,416	3,461	3,506
Miscellaneous	<u>18,232</u>	<u>18,364</u>	<u>18,498</u>	<u>18,634</u>
Total operating revenue	<u>522,211</u>	<u>520,628</u>	<u>525,516</u>	<u>530,456</u>
Operating Expenses:				
Salaries	254,965	257,866	260,804	263,779
Fringe Benefits	99,377	104,863	96,101	99,392
Supplies	28,035	28,854	29,697	30,565
Expenses	91,511	93,893	96,345	98,870
Utilities	25,100	25,627	26,164	26,713
Depreciation	18,636	20,636	22,636	24,636
Interest Expense	11,964	11,843	11,721	11,481
Bad Debt Expense	<u>40,746</u>	<u>41,337</u>	<u>41,936</u>	<u>42,543</u>
Total operating expenses	<u>570,334</u>	<u>584,919</u>	<u>585,404</u>	<u>597,979</u>
Gain (Loss) From Operations	<u>(48,123)</u>	<u>(64,291)</u>	<u>(59,888)</u>	<u>(67,523)</u>
NonOperating Revenues:				
Investment Income	<u>1,236</u>	<u>1,236</u>	<u>1,236</u>	<u>1,236</u>
BASELINE SURPLUS (GAP) AS OF January 1, 2011	<u>(46,887)</u>	<u>(63,055)</u>	<u>(58,652)</u>	<u>(66,287)</u>

** NHCC, Ltd not eliminated, NHCF Eliminated

Major Assumptions

- 1) Pension expense is projected at 14.3% for 2011, 15.3% for 2012 and 10% for 2013 and 2014.
- 2) Annual growth in health insurance premiums is 12% for 2011 and approximately 8.5% (\$3,060 per year) 2012-2014
- 3) Salary cost include 1.25% step increase each year and a cost of living (COLA) of 0% in 2011 through 2014.
- 4) Nassau County Mission Payment and Article VI funding is assumed to remain at \$18 million for 2011-2014 of which \$13 Million will be contribute to the IGT distribution.
- 5) Nassau County Billings exclude approximately \$10 Million of pass-through items such as Termination pay and Health Insurance for retirees incurred on behalf of Nassau County.
- 6) Baseline Gap and Assumptions exclude expenses for Post Employment Benefits (OPEB).
The annual required contribution for OPEB will be a non-cash item.



APPENDIX E

NASSAU HEALTH CARE CORPORATION (FISCAL 2010-2013)
(Provided by the Nassau Health Care Corporation)

Nassau Health Care Corporation and Subsidiaries
2011 Approved Budget

As of 9/27/10

Consolidated
(In Thousands)

Approved

2011 <u>Projected</u>	2012 <u>Projected</u>	2013 <u>Projected</u>	2014 <u>Projected</u>
(46,887)	(63,055)	(58,652)	(66,287)

BASELINE SURPLUS (GAP) AS OF January 1, 2011

Revenue Programs to Eliminate Gap ("PEG")

Entity	Program	Start Date	2011	2012	2013	2014
NUMC	Dialysis Expansion - I/P	01/01/11	\$ 2,000	\$ 2,020	\$ 2,040	\$ 2,060
NUMC	Clinical Integration NSLIJ	01/01/12	\$ -	\$ 6,000	\$ 10,000	\$ 15,000
NUMC	NYSDOH Psychiatric Rate Increase Part 2	01/01/11	\$ 2,000	\$ 2,020	\$ 2,040	\$ 2,060
NUMC	Charge Capture - CDM	11/01/10	\$ 3,000	\$ 3,030	\$ 3,060	\$ 3,091
NUMC	Revenue Cycle - Denial Management	11/01/10	\$ 3,000	\$ 3,030	\$ 3,060	\$ 3,091
NUMC	ARRA HIT Incentive payments	10/01/11	\$ 7,057	\$ 5,209	\$ 3,361	\$ 1,513
NUMC	Program Restructuring - Hospitalists	01/01/11	\$ 7,800	\$ 15,000	\$ 18,000	\$ 20,000
NUMC	Program Restructuring - Neurosurgery	01/01/11	\$ 4,800	\$ 4,848	\$ 4,896	\$ 4,945
NUMC	Program Restructuring - Plastics	01/01/11	\$ 1,000	\$ 1,010	\$ 1,020	\$ 1,030
NUMC	Program Restructuring - Cardiology	01/01/11	\$ 2,200	\$ 2,222	\$ 2,244	\$ 2,266
NUMC	Program Restructuring - Anesthesia	01/01/11	\$ 1,200	\$ 1,212	\$ 1,224	\$ 1,236
NUMC	IGT Impact on Revenue Initiatives		\$ -	\$ -	\$ (8,514)	\$ (11,400)
AHP	Property Closing	12/01/11	\$ 1,000	\$ -	\$ -	\$ -
AHP	Rate Appeal Approval	07/01/11	\$ -	\$ 4,000	\$ 4,040	\$ 4,080
Sub-Total Revenue Initiatives			\$ 35,057	\$ 49,601	\$ 46,471	\$ 48,972

Expense PEG

NUMC	IGT Impact for Expense Initiatives		\$ -	\$ -	\$ -	\$ (625)
NUMC	Health Insurance Restructuring	01/01/11	\$ 3,000	\$ 6,000	\$ 6,000	\$ 6,000
NUMC	340B Inpatient	01/01/12	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
Sub-Total Expense Initiatives			\$ 3,000	\$ 11,000	\$ 11,000	\$ 10,375

Total Initiatives - Pending

\$ 38,057	\$ 60,601	\$ 57,471	\$ 59,347
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TOTAL SURPLUS/ (DEFICIT) AFTER GAP

CLOSING MEASURES

\$ (8,830)	\$ (2,454)	\$ (1,181)	\$ (6,940)
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APPENDIX F

SEWER AND STORM WATER RESOURCE DISTRICT FINANCIAL PLAN

SEWER AND STORM WATER FINANCE AUTHORITY					
E/R	OBJ	2012 Proposed	2013 Plan	2014 Plan	2015 Plan
EXP	DE - CONTRACTUAL SERVICES	950,000	950,000	950,000	950,000
	FF - INTEREST	7,678,894	7,309,831	6,956,531	6,606,881
	GG - PRINCIPAL	7,800,000	7,955,000	8,425,000	8,545,000
	LZ - TRANS OUT TO SSW FOR DEBT SERVICE	100,872,046	101,116,109	101,029,409	101,289,059
EXP Total		117,300,940	117,330,940	117,360,940	117,390,940
REV	BE - INVEST INCOME	30,000	60,000	90,000	120,000
	TL - PROPERTY TAX	117,270,940	117,270,940	117,270,940	117,270,940
REV Total		117,300,940	117,330,940	117,360,940	117,390,940

Surplus / (Deficit)	-	-	-	-
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SEWER AND STORM WATER RESOURCE DISTRICT					
E/R	OBJ	2012 Proposed	2013 Proposed	2014 Proposed	2015 Proposed
EXP	AA - SALARIES, WAGES & FEES	18,541,440	20,129,164	21,821,202	23,047,124
	AB - FRINGE BENEFITS	9,671,972	10,884,842	10,600,264	11,536,368
	BB - EQUIPMENT	323,900	333,293	342,959	352,904
	DD - GENERAL EXPENSES	14,540,674	14,811,423	15,134,710	15,499,493
	DE - CONTRACTUAL SERVICES	24,020,600	24,717,197	25,433,996	26,171,582
	DF - UTILITY COSTS	10,749,300	10,898,903	11,068,848	11,252,801
	FF - INTEREST	9,143,079	8,318,051	7,573,137	6,896,107
	GG - PRINCIPAL	16,677,500	14,434,000	13,803,000	12,939,000
	HH - INTERFD CHGS - INTERFUND CHARGES	36,720,711	40,398,659	43,851,357	46,609,662
	OO - OTHER EXPENSE	21,095,600	21,109,063	21,122,862	21,137,006
EXP Total		161,484,776	166,034,595	170,752,334	175,442,047
REV	AA - FUND BALANCE	15,594,836	19,877,842	24,375,335	28,844,427
	BC - PERMITS & LICENSES	734,800	734,800	734,800	734,800
	BE - INVEST INCOME	1,141,500	1,141,500	1,251,500	1,361,500
	BF - RENTS & RECOVERIES	71,000	71,000	71,000	71,000
	BG - REVENUE OFFSET TO EXPENSE	164,900	164,900	164,900	164,900
	BH - DEPT REVENUES	40,004,300	40,004,300	40,004,300	40,004,300
	BI - CAP BACKCHARGES	650,000	672,750	696,296	720,667
	BR - DUE FR GOVTS - DUE FROM OTHER GOVTS	2,251,394	2,251,394	2,251,394	2,251,394
	IF - INTERFD TSFS - INTERFUND TRANSFERS	100,872,046	101,116,109	101,202,809	101,289,059
REV Total		161,484,776	166,034,595	170,752,334	175,442,047

Surplus / Deficit	-	-	-	-
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