

2020 NIFA APPROVED BUDGET

UPDATED MULTI-YEAR FINANCIAL PLAN

FISCAL 2020-2023
SUBMITTED JUNE 2020



BY

LAURA CURRAN
NASSAU COUNTY EXECUTIVE



Common sense government,
responsible fiscal management.



OFFICE OF MANAGEMENT AND BUDGET

Deputy County Executive

Raymond J. Orlando

Budget Director

Andrew Persich

FINANCE & OPERATIONS

**Donna Chisena
Steve Conkling
Shirley Dews
Joanne Feld
Randy Ghisone
Nadiya Gumieniak
Sanju Jacob
Steve Munzing
Jeff Nogid
Christopher Nolan
Irfan Qureshi
Irina Sedighi
Dennis Steiner
Elizabeth Valerio
Phillip Wasserman**

TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	1
II.	FUND AND DEPARTMENTAL DETAIL	17
III.	APPENDICES	
	A. MULTI-YEAR FINANCIAL PLAN BASELINE INFLATORS	60
	B. BORROWING SCHEDULE	61
	C. DEBT SERVICE BASELINE	63
	D. NASSAU COMMUNITY COLLEGE FINANCIAL PLAN UPDATE	66
	E. NASSAU HEALTH CARE CORPORATION FINANCIAL PLAN UPDATE	67
	F. SEWER & STORM WATER RESOURCES DISTRICT FINANCIAL PLAN	68

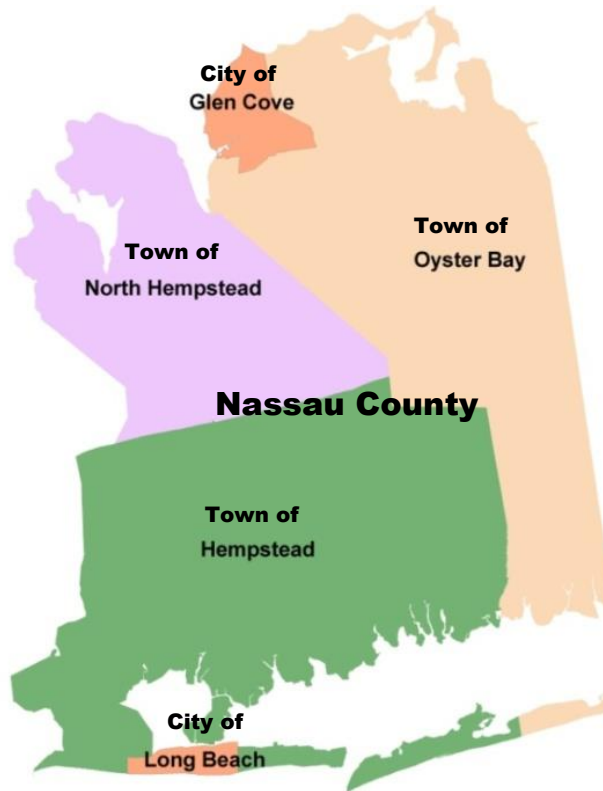
(This page intentionally left blank)

EXECUTIVE SUMMARY

(This page intentionally left blank)



EXECUTIVE SUMMARY



Overview

The Multi-Year Financial Plan Update (MYP) is balanced for current year operations. The Curran Administration is committed to delivering a GAAP balanced budget for 2020. The County is expecting a significant impact on the County’s financial condition because of the unprecedented impact of COVID-19 in the current fiscal year and in upcoming future fiscal years. Nassau County has never in its history seen such a sudden and deep drop in economic activity – we are truly in uncharted waters. We anticipate a partial recovery from the NY Pause shutdown starting in the third quarter of 2020. The unprecedented current economic conditions and related uncertainties have made it extremely difficult to accurately forecast FY2020 and out years.

Sales tax accounts for approximately 40% of County’s total revenues, and NY Pause has significantly reduced our sales tax collections. In addition, Other Revenues including, departmental revenues, fines, mortgage recording fees and GIS mapping fees, OTB, permit renewal fees, are being negatively impacted by COVID-19. Furthermore, the enacted 2021 State budget allows for State Aid reimbursement rates to be adjusted by the Governor and the State Division of Budget throughout the State’s Fiscal Year 2020-2021.

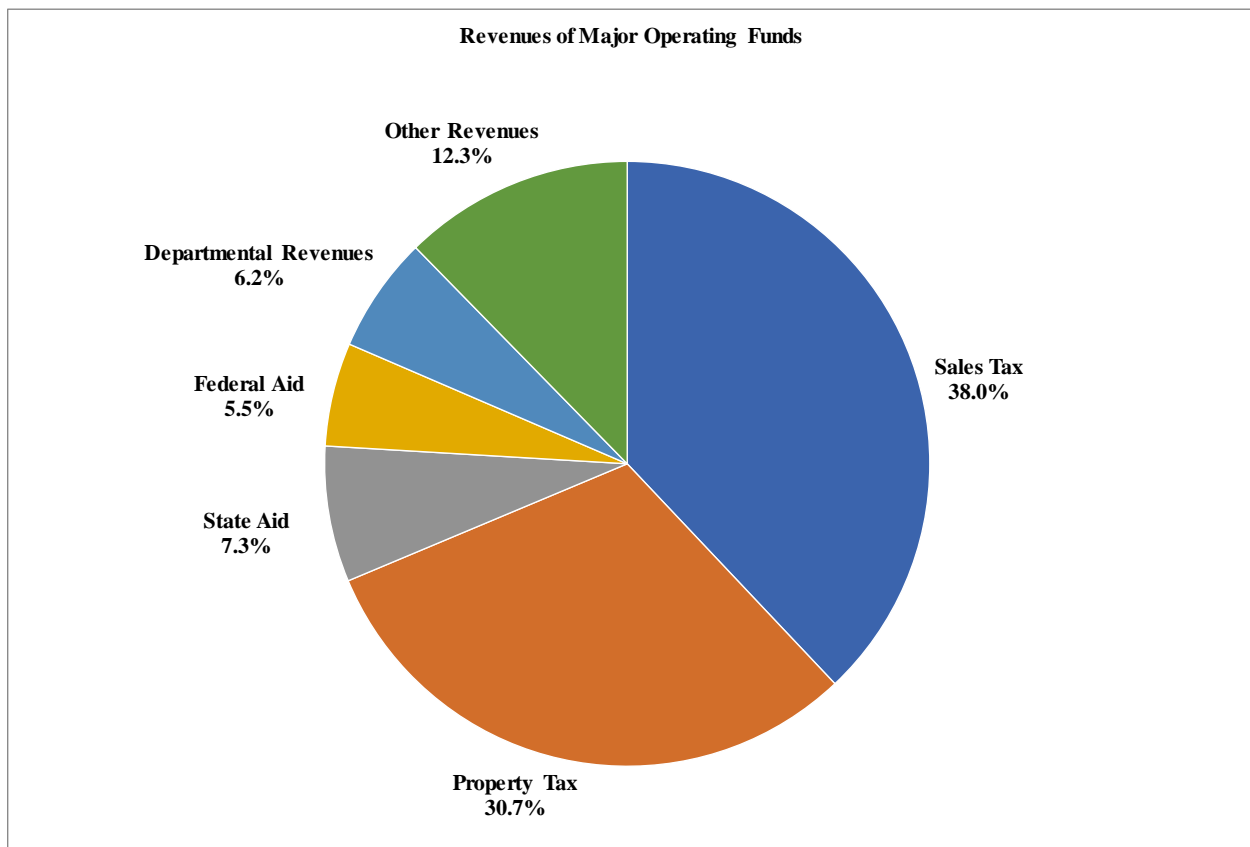


We will continue to monitor expense growth and react to continuous changes in the local economy. We are committed to reducing expenses in order to close the GAP driven by the pandemic and are vigilant in evaluating the impact to the level and quality of services we provide to our residents.

The MYP Update accounts for the services we are delivering now with money we are collecting now. Pandemic driven unemployment in Nassau County is at a record level of 15.6%. In April, Long Island lost more than 262,000 jobs — nearly 20% of the region's job market, according to Labor Department data released at the time. We are carefully monitoring the impact to unemployment and the broader Nassau County economy as we move through the phased reopening plan.

REVENUE

Our total revenue projection for FY 2020 is \$3.1 billion. The County receives limited support from the State and Federal Governments to support its operations. County-generated resources are the source of 87.2% of all County revenue, with the State providing 7.3% and the Federal Government providing only 5.5%.



Federal Aid – Federal Aid to Nassau County has dropped significantly since FY 2010 with the 2019 uptick related to additional funding for the State Criminal Alien Assistance Program, Federal



Transportation Authority, and Social Services Programs. Increased funding in 2020 is related predominantly to COVID-19 related reimbursements.

\$ in Millions

Fiscal Year	Federal Aid	Inc/(Dec)
2010	\$208	
2011	\$177	(\$31)
2012	\$166	(\$11)
2013	\$125	(\$41)
2014	\$133	\$8
2015	\$141	\$8
2016	\$148	\$7
2017	\$133	(\$15)
2018	\$135	\$2
2019	\$160	\$25
2020	\$148	(\$12)

We will work with our partners in Washington, DC to ensure that Nassau County receives its fair share of federal funding.

State Aid – State funding to Nassau County has been flat in recent years with the increase in 2019 related to reimbursement for increased costs in Pre-School Special Education. In 2020, we expect State Aid to significant decline due to the impact of COVID-19.

\$ in Millions

Fiscal Year	State Aid	Inc/(Dec)
2010	\$171	
2011	\$183	\$12
2012	\$207	\$24
2013	\$202	(\$5)
2014	\$199	(\$3)
2015	\$211	\$12
2016	\$215	\$4
2017	\$214	(\$1)
2018	\$212	(\$2)
2019	\$233	\$21
2020	\$194	(\$39)

We will work with our partners in Albany to ensure that Nassau County receives its fair share of State funds.

County Revenues – The County’s \$2.8 billion of County-generated revenues are composed of three main sources: Sales Tax Revenues, Property Tax Revenues, and Fees.

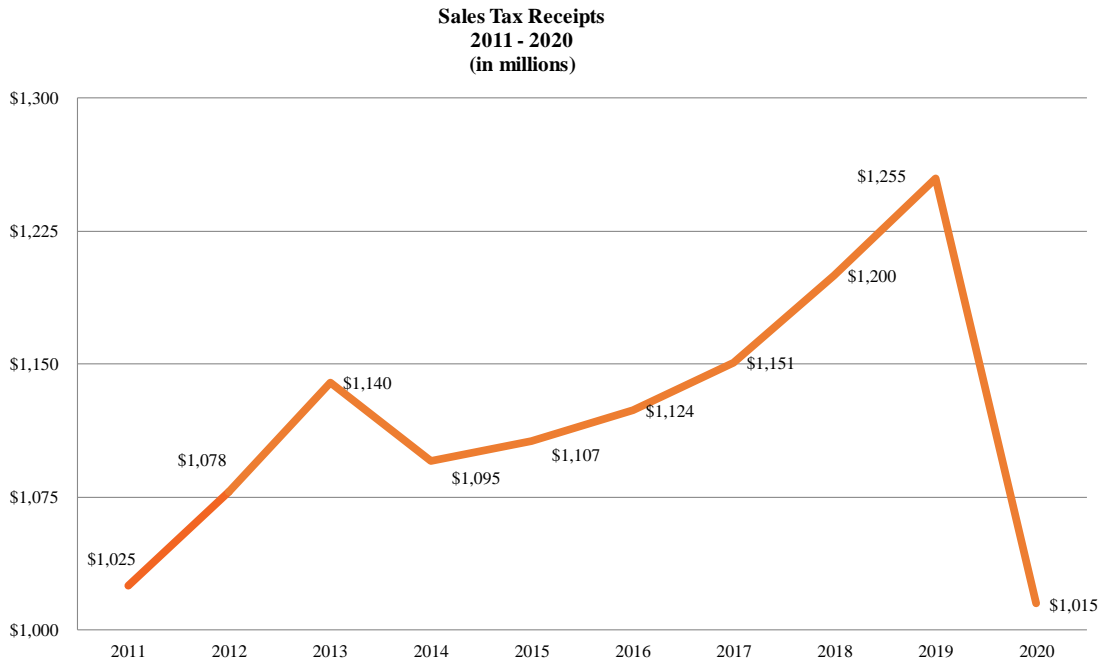


Sales Tax	\$1.0 Billion
Property Tax	\$0.9 Billion
Fees	\$0.3 Billion
All Other	\$0.6 Billion
TOTAL	\$2.8 Billion

Sales Tax – Sales Tax is the largest component of County Revenue, and it is a volatile revenue source, dependent not just on the overall economic health of the County, but also that of the State and ultimately the Nation. The Sales Tax Revenues are extremely sensitive to the County’s overall economy, growing in good times and shrinking when times are tougher. Our May 2020 Projection adjusts the sales tax forecast down by \$240 million (approximately 20%) when compared to 2019 actual receipts, reflecting the observed pandemic NY Pause driven decline in sales tax collected YTD and the forecasted phased recovery.

\$ in Billions

FISCAL YEAR	SALES TAX	Inc/(Dec)
2010	\$0.984	
2011	\$1.025	\$0.041
2012	\$1.078	\$0.053
2013	\$1.140	\$0.062
2014	\$1.095	(\$0.045)
2015	\$1.107	\$0.012
2016	\$1.124	\$0.017
2017	\$1.150	\$0.026
2018	\$1.200	\$0.049
2019	\$1.255	\$0.055
2020	\$1.015	(\$0.240)



Property Tax – The Property Tax Revenues of the County have grown at a sluggish pace. From FY 2011 through FY 2020, the actual Property Tax revenues have only grown by 5.4%. That equates to an average increase of 0.5% per year, while inflation has grown by an average rate of 1.6% during the same time-period.

Fiscal Year	Property Tax	Inc/(Dec)
2011	\$802	\$ -
2012	\$806	\$4
2013	\$803	(\$3)
2014	\$803	\$ -
2015	\$832	\$29
2016	\$842	\$10
2017	\$845	\$3
2018	\$846	\$1
2019	\$850	\$4
2020	\$856	\$6

Note: The property tax was increased in FY 2015-16

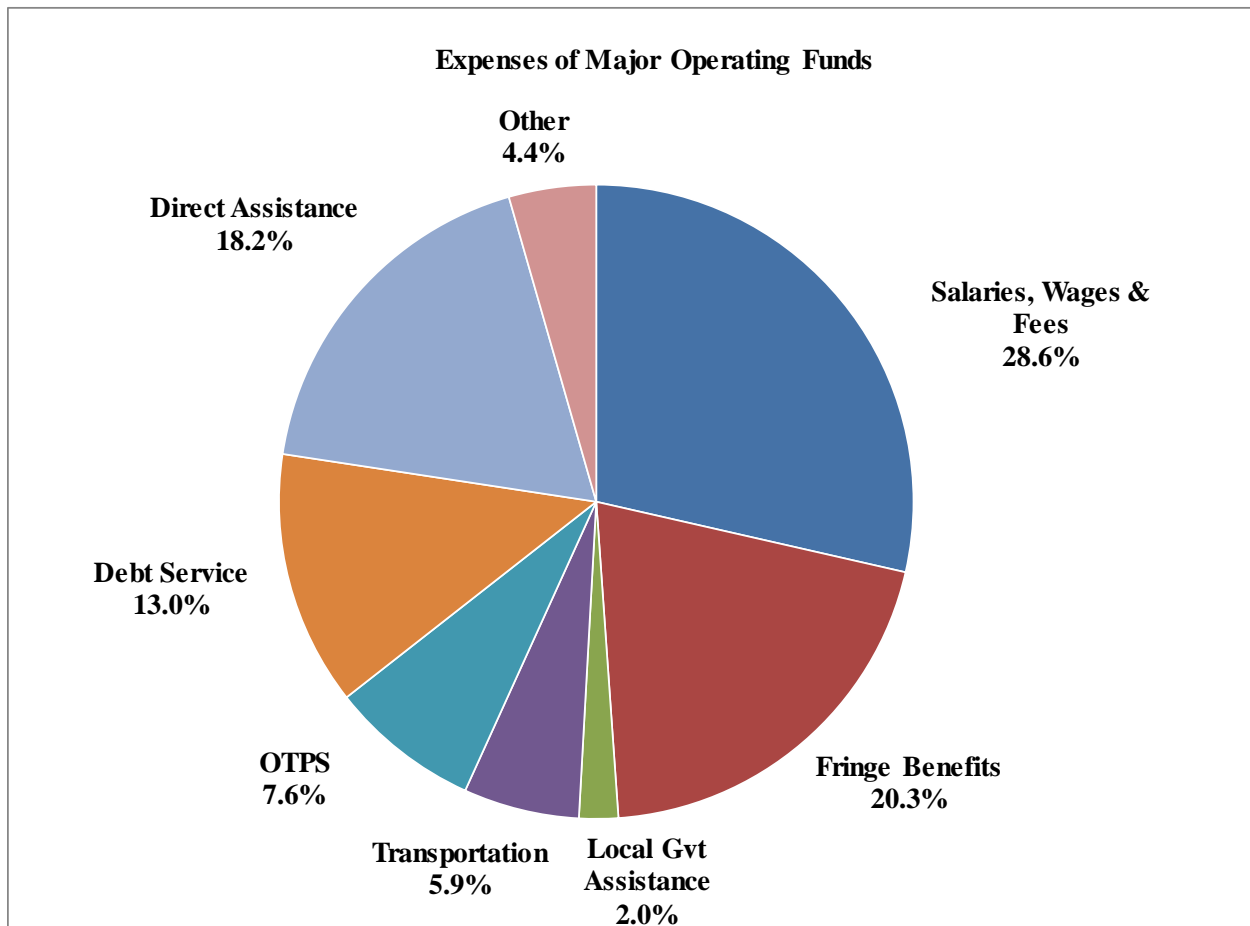
Fees - Fee revenues are dependent on the activities of County residents, and frequently depend on uncontrollable circumstances. Some fees are dependent on the weather such as greens fees at



County golf courses; and other fees are dependent on the level of interest of County residents such as Park usage fees. COVID-19 and N.Y. Pause has significantly impacted County revenue collections. The 2020 revenue projections were adjusted to reflect these revenue declines.

EXPENSES

The County’s expenses are projected at \$3.5 billion in FY 2020. Salaries and Wages and Fringe Benefits for employees are 48.9% of all County expenses. Direct expenses are 18.2% of County expenses, while Debt Service is 13% of all expenses. All other expenses including OTPS, Local Government Assistance, Utilities and Transportation are 19.9%.



Salaries & Wages – Salaries & Wages have increased significantly since FY 2010. In 2012, salary decreased for two reasons. First, 2012 was the first full year impact of the imposed Nassau County Interim Finance Authority (NIFA) wage freeze, which it implemented in March 2011. Second, Salaries in 2012 reflected the impact of the County’s personnel response to Superstorm Sandy, which allocated overtime and other salary expense related to the storm to the FEMA Fund. In 2014, Salaries & Wages increased due to the lifting of the NIFA imposed wage freeze and the impact of the Civil Service Employees Association (CSEA), Sheriff’s Correction Officers Benevolent Association (COBA), Superior Officers Association (SOA), Police Benevolent



Association (PBA), and Detectives Association, Inc. (DAI) labor agreements that the County Legislature and NIFA approved in April 2014. In 2017 Salaries & Wages increased due to higher termination costs (the County no longer borrows to fund these expenses), predominately for the Police Department, and the impacts of the labor agreements with the CSEA, COBA, SOA, PBA and DAI. The 2018 decrease is primarily due to the voluntary separation incentive program offered at the end of 2017. The limited growth in salary related expenses in 2019 and 2020 was due to vacancy management. This update also includes the removal of vacant positions.

\$ in Millions

Fiscal Year	Salaries & Wages	Inc/(Dec)
2010	\$814	
2011	\$838	\$24
2012	\$812	(\$26)
2013	\$795	(\$17)
2014	\$825	\$30
2015	\$818	(\$7)
2016	\$840	\$22
2017	\$904	\$64
2018	\$848	(\$56)
2019	\$859	\$11
2020	\$874	\$15

Fringe Benefits – Fringe Benefits have increased significantly since FY 2010.

\$ in Millions

Fiscal Year	Fringe Benefits	Inc/(Dec)
2010	\$383	
2011	\$431	\$48
2012	\$430	(\$1)
2013	\$456	\$26
2014	\$464	\$8
2015	\$475	\$11
2016	\$502	\$27
2017	\$539	\$37
2018	\$571	\$32
2019	\$576	\$5
2020	\$588	\$12

Total Fringe Benefits increased between 2011 and 2014 primarily due to on-going increases in pension and health insurance costs, which comprise the largest portion of Fringe Benefits. Beginning in fiscal year 2011, the New York State Retirement System offered the Contribution



Stabilization Program, which authorized participating employers to defer a portion of their annual pension costs and pay this deferred portion over 10 years. The County first elected to participate in the program beginning in fiscal year 2012. Beginning in fiscal year 2014, the County elected to participate in the Alternate Contribution Stabilization Program, which extended the amortization period by two years versus the original program. The increases in both health insurance and pension costs are indicative of the increasing strain that Fringe Benefits place on County operating funds despite significant staffing reductions over the last few years.

Contractual Services – Contractual Services have been steadily increasing since FY 2013. The largest contract is in the Department of Public Works (DPW) with TransDev Services, Inc. which began operating the County’s NICE (Nassau Inter-County Express) bus system in January 2012. From 2012 forward, the increases were driven by contractual costs associated with the nominal increases in Bus, Information Technology and Health and Human Services contracts.

\$ in Millions

Fiscal Year	Contractual Services	Inc/(Dec)
2010	\$118	
2011	\$122	\$4
2012	\$214	\$92
2013	\$223	\$9
2014	\$237	\$14
2015	\$242	\$5
2016	\$246	\$4
2017	\$252	\$6
2018	\$264	\$12
2019	\$267	\$3
2020	\$287	\$20

Accomplishments

The County finished 2019 with \$112 million budgetary surplus due to careful expense management and revenue increase from the strong local economy. These funds will be used as part of funding the projected shortfalls in the 2020 Budget.

We continue to negotiate with our labor unions to secure contracts that meet the needs of the County’s taxpayers while respecting the County workforce.

Between January 2018 and March 2019, the County paid \$150 million of its tax certiorari liability, paying back property owners that were due tax refunds from settlements on their assessed values, some dating back over a decade. This feat is a result of a comprehensive financial strategy to eliminate the over \$300 million in tax certiorari liability inherited from prior administrations. The



strategy requires the County to remain current on tax certiorari claims, while borrowing for older claims. In the 2020 budget, the County allocated funds including \$30 million from the County's general fund and \$40 million in Disputed Assessment Funds for this initiative.

Investment in the County's Future

We are continuing our commitment to investing in the County's future while acknowledging our current financial challenges. We will continue to prioritize key capital projects that are critical to maintaining our County and our quality of life, focusing on projects which are necessary to the health and safety of our citizens. We will aggressively pursue state and federal infrastructure stimulus funds, especially for shovel-ready projects.

Repaving Roads – This Administration remains committed to maintaining the County's roadways. In 2019, the County resurfaced over 200 lane miles and planned to continue the same level of effort each year. The County expects to resurface 150 lane miles in 2020 and is evaluating the amount of lane miles to be resurfaced in 2021.

Renovation of Bayville Bridge - The Bayville Bridge requires an extensive rehabilitation due to its age. The bridge is a crucial piece of infrastructure that provides better access for residents and supports local businesses and public safety needs. The rehabilitation project is estimated to cost \$21.6 million with 35% of the funds coming from the federal government.



Multi-Year Financial Plan Assumptions

The 2020–2023 Multi-Year Financial Plan update includes several changes to revenue and expense assumptions to reflect the trends and challenges noted above.

Our expense assumptions include the following adjustments to FY2021:

1. Salaries and Fringe Benefits Trends.
2. Tax certiorari budgeted at \$30 million, same as 2020 Adopted Budget.
3. Reduction in debt service payable due to new assumptions of debt issuance.
4. Suits and Damages budgeted at \$30 million, same as 2020 Adopted Budget.
5. Overtime Budgeted same as the 2020-2023 MYP Adopted Budget.
6. Some OTPS reduced by 10% from May 2020 Projection.

Our revenue assumptions include the following adjustments to FY2021:

1. Sales Tax in 2021 assumed growth at 0% from the revised FY 2020 forecast level, with 5% increases in each year 2022-2023.
2. State Aid at May Projection with an adjustment for Raise-the Age and Statewide Mass Transportation Operating Assistance.
3. Federal Aid forecasted at 2020 Budget amount to account for COVID-19 related reimbursements in 2020 Actuals YTD.
4. Departmental Revenue at 2020 Budget Unless Specified Below.
 - a. Mortgage Recording fees \$25 million; a 15% decrease from 2020 Budget.
 - b. GIS Mapping fees, Deed Recording fees, and Public Safety fees are 100% of May Projection.
5. All Other Revenues at May Projection Unless Specified Below.
 - a. Treasury Revenues are at 2020 Budget in 2021 except Investment Income.
 - b. Red Light Camera revenues are at 2020 Budget in out years.

Discussion of Gap Closing Options for FY2020 and FY2021

The following items will assist the County in achieving gap closing measures and greater financial stability for FY2020 and FY2021.

FY2020 Gap Closing for \$385 Million Deficit

Surplus

The County intends on using \$112 million of 2019 surplus to cover revenue short falls from COVID-19.

CARES Funds



Federal funds of \$103 million received from Corona Aid Relief and Economic Securities Act (CARES) will be an additional funding source for 2020 as one time revenue to offset COVID-19 related expenses.

PEG Program

The County implemented a \$25 million Program to Eliminate Gap (PEG) that revoked spending from agency budgets to eliminate the budgetary gap. These programs include expense reductions such as overtime and Other Than Personal Services (OTPS).

Litigation/Workers Compensation Funds

The County intends on appropriating funds from its Litigation and Workers Comp Funds to offset current obligations that have resulted from judgements and claims against the County.

Capital Closeout and Debt Restructuring

We are sweeping \$32 million in capital funds leftover from completed capital projects in FY2020 to help balance the budget and dedicating those funds to the payment of debt service expenses. Gap Closing Programs for FY2020 and FY2021 also rely on NIFA to refinance existing County and NIFA debt. The State has given NIFA unique financial flexibility, which, when combined with NIFA's excellent credit rating, will enable the County to decrease debt service costs. The County would look to NIFA to restructure its own debt to generate approximately \$75 million in savings for FY2020. This restructuring, combined with NIFA restructuring of County debt, would create approximately \$210 million in savings in FY2021 for the County. These savings, when combined with other cost cutting measures, will allow the County to offset the impact of COVID-19.

FY2021 GAP Closing for \$364 Million Deficit

Revenue Actions

- There are no forecast surplus funds for FY2020 available
- There are no additional CARES Act funds available

Expense Actions

- NIFA Debt Service Restructuring Savings - \$210 million
- Continue Expense Actions from FY2020 - \$154 million

The County is projecting a \$364 million deficit in 2021 and we are proposing a \$210 million NIFA debt restructuring. The balance of \$154 million in expense actions include \$70 million in vacancy savings, \$50 million efficiency program, \$25 million in Program to Eliminate Gap and \$9 million in other expense reductions. These series of expense reductions are under development and would significantly impact the delivery of the County's services, and this reduction in services would be felt by all residents, businesses and taxpayers.

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



Table 1: 2020–2023 Pre-Gap Closing Plan

Major Funds					
EXP/REV	Object	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	874,200,515	922,158,022	957,677,070	994,967,917
	AB - FRINGE BENEFITS	587,680,360	623,711,148	650,990,003	679,576,995
	AC - WORKERS COMPENSATION	33,657,100	31,157,100	31,157,100	31,157,100
	BB - EQUIPMENT	4,514,252	2,536,625	2,536,625	2,536,625
	DD - GENERAL EXPENSES	44,821,183	34,356,922	34,361,593	34,346,501
	DE - CONTRACTUAL SERVICES	287,378,098	282,475,863	282,477,863	282,479,863
	DF - UTILITY COSTS	32,490,976	32,155,694	32,276,235	32,426,026
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	FF - INTEREST	143,698,791	147,737,829	155,522,412	153,005,282
	GA - LOCAL GOVT ASST PROGRAM	60,840,853	60,840,854	63,820,396	66,948,916
	GG - PRINCIPAL	119,869,999	127,909,999	145,360,000	146,145,000
	HH - INTERFUND CHARGES	23,295,916	22,652,054	22,401,060	22,101,910
	MM - MASS TRANSPORTATION	45,134,383	46,280,511	46,847,581	47,424,671
	NA - NCIFA EXPENDITURES	2,000,000	2,010,000	2,025,000	2,075,000
	OO - OTHER EXPENSES	239,050,175	211,680,155	195,027,107	173,778,007
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	137,000,000	138,370,000	139,753,700	141,151,237
	SS - RECIPIENT GRANTS	51,251,111	51,251,111	51,251,111	51,251,111
	TT - PURCHASED SERVICES	69,724,579	70,421,825	71,126,043	71,837,303
	WW - EMERGENCY VENDOR PAYMENTS	57,132,251	57,695,090	58,272,040	58,854,761
	XX - MEDICAID	239,892,626	240,536,249	240,989,838	241,594,624
Total Expenses Excluding Interdepartmental Transfers		3,058,883,168	3,111,187,051	3,189,122,777	3,238,908,848
	Interdepartmental Transfers	450,370,453	435,365,455	439,628,429	411,663,322
Total Expenses Including Interdepartmental Transfers		3,509,253,621	3,546,552,506	3,628,751,206	3,650,572,170
REV	BA - INT PENALTY ON TAX	27,457,153	36,912,500	36,912,500	36,912,500
	BC - PERMITS & LICENSES	14,806,205	18,740,082	18,740,082	18,740,082
	BD - FINES & FORFEITS	82,486,427	95,987,304	95,987,304	95,987,304
	BE - INVEST INCOME	5,708,810	5,705,000	5,705,000	5,705,000
	BF - RENTS & RECOVERIES	27,533,391	28,276,818	28,276,818	28,276,818
	BG - REVENUE OFFSET TO EXPENSE	20,713,099	20,712,599	20,714,974	20,710,224
	BH - DEPT REVENUES	165,858,533	204,074,056	204,074,056	204,074,056
	BO - PAYMENT IN LIEU OF TAXES	48,070,348	47,883,296	47,883,296	47,883,296
	BQ - CAPITAL RESOURCES FOR DEBT	2,700,000	3,614,972	3,372,000	3,300,000
	BS - OTB PROFITS	0	0	0	0
	BW - INTERFUND REVENUE	79,366,983	77,420,956	81,517,369	86,063,322
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	147,938,685	140,889,321	140,835,634	140,777,204
	IF - INTERFUND TRANSFERS	0	0	0	0
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	194,230,766	209,789,548	209,789,548	209,789,548
	TA - SALES TAX COUNTYWIDE	899,559,615	919,412,435	966,320,621	1,015,574,216
	TB - SALES TAX PART COUNTY	115,409,636	88,643,182	69,376,638	95,609,678
	TL - PROPERTY TAX	821,411,382	821,068,417	821,045,017	822,951,883
	TO - OTB 5% TAX	298,019	0	0	0
	TX - SPECIAL TAXES	20,348,615	27,948,615	28,933,615	28,933,615
Total Revenues Excluding Interdepartmental Transfers		2,673,897,666	2,747,079,102	2,779,484,472	2,861,288,746
	Interdepartmental Transfers	450,370,453	435,365,455	439,628,429	411,663,322
Total Revenues Including Interdepartmental Transfers		3,124,268,119	3,182,444,557	3,219,112,900	3,272,952,068
Projected Surplus/(Deficit)		(384,985,502)	(364,107,949)	(409,638,306)	(377,620,102)



**Table 2: 2020–2023
Gap Closing Plan
(Major Funds)
(In millions)**

MYP 2020 - 2023 Update				
	Projection	2021 Update	2022 Update	2023 Update
Current Baseline Surplus / (Gap)	(385.0)	(364.1)	(409.6)	(377.6)
<u>Gap Closing Options</u>				
<u>Expense/Revenue Actions</u>				
FY19 Surplus	112			
CARES Act Funds - Nassau County	103			
NIFA Debt Service Savings	75	210.0		
PEG Program	25			
Litigation Fund	23			
Workers Compensation Fund	15			
Capital Closeout	32			
Other Expense Actions		154.1		
Gap Closing Options	385.0	364.1	0.0	0.0
Surplus/ (Deficit) After Gap Closing Actions	0.0	0.0	(409.6)	(377.6)



**Table 3: 2020–2023
After-Gap Closing Plan
(Major Funds)**

Major Funds					
EXP/REV	Object	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	874,200,515	922,158,022	957,677,070	994,967,917
	AB - FRINGE BENEFITS	587,680,360	623,711,148	650,990,003	679,576,995
	AC - WORKERS COMPENSATION	33,657,100	31,157,100	31,157,100	31,157,100
	BB - EQUIPMENT	4,514,252	2,536,625	2,536,625	2,536,625
	DD - GENERAL EXPENSES	44,821,183	34,356,922	34,361,593	34,346,501
	DE - CONTRACTUAL SERVICES	287,378,098	282,475,863	282,477,863	282,479,863
	DF - UTILITY COSTS	32,490,976	32,155,694	32,276,235	32,426,026
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	FF - INTEREST	143,698,791	147,737,829	155,522,412	153,005,282
	GA - LOCAL GOVT ASST PROGRAM	60,840,853	60,840,854	63,820,396	66,948,916
	GG - PRINCIPAL	119,869,999	127,909,999	145,360,000	146,145,000
	HH - INTERFUND CHARGES	23,295,916	22,652,054	22,401,060	22,101,910
	MM - MASS TRANSPORTATION	45,134,383	46,280,511	46,847,581	47,424,671
	NA - NCIFA EXPENDITURES	2,000,000	2,010,000	2,025,000	2,075,000
	OO - OTHER EXPENSES	239,050,175	211,680,155	195,027,107	173,778,007
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	137,000,000	138,370,000	139,753,700	141,151,237
	SS - RECIPIENT GRANTS	51,251,111	51,251,111	51,251,111	51,251,111
	TT - PURCHASED SERVICES	69,724,579	70,421,825	71,126,043	71,837,303
	WW - EMERGENCY VENDOR PAYMENTS	57,132,251	57,695,090	58,272,040	58,854,761
	XX - MEDICAID	239,892,626	240,536,249	240,989,838	241,594,624
Total Expenses Excluding Interdepartmental Transfers		3,058,883,168	3,111,187,051	3,189,122,777	3,238,908,848
	Interdepartmental Transfers	450,370,453	435,365,455	439,628,429	411,663,322
Total Expenses Including Interdepartmental Transfers		3,509,253,621	3,546,552,506	3,628,751,206	3,650,572,170
REV	BA - INT PENALTY ON TAX	27,457,153	36,912,500	36,912,500	36,912,500
	BC - PERMITS & LICENSES	14,806,205	18,740,082	18,740,082	18,740,082
	BD - FINES & FORFEITS	82,486,427	95,987,304	95,987,304	95,987,304
	BE - INVEST INCOME	5,708,810	5,705,000	5,705,000	5,705,000
	BF - RENTS & RECOVERIES	27,533,391	28,276,818	28,276,818	28,276,818
	BG - REVENUE OFFSET TO EXPENSE	20,713,099	20,712,599	20,714,974	20,710,224
	BH - DEPT REVENUES	165,858,533	204,074,056	204,074,056	204,074,056
	BO - PAYMENT IN LIEU OF TAXES	48,070,348	47,883,296	47,883,296	47,883,296
	BQ - CAPITAL RESOURCES FOR DEBT	2,700,000	3,614,972	3,372,000	3,300,000
	BS - OTB PROFITS	0	0	0	0
	BW - INTERFUND REVENUE	79,366,983	77,420,956	81,517,369	86,063,322
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	147,938,685	140,889,321	140,835,634	140,777,204
	IF - INTERFUND TRANSFERS	0	0	0	0
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	194,230,766	209,789,548	209,789,548	209,789,548
	TA - SALES TAX COUNTYWIDE	899,559,615	919,412,435	966,320,621	1,015,574,216
	TB - SALES TAX PART COUNTY	115,409,636	88,643,182	69,376,638	95,609,678
	TL - PROPERTY TAX	821,411,382	821,068,417	821,045,017	822,951,883
	TO - OTB 5% TAX	298,019	0	0	0
	TX - SPECIAL TAXES	20,348,615	27,948,615	28,933,615	28,933,615
Total Revenues Excluding Interdepartmental Transfers		2,673,897,666	2,747,079,102	2,779,484,472	2,861,288,746
	Interdepartmental Transfers	450,370,453	435,365,455	439,628,429	411,663,322
Total Revenues Including Interdepartmental Transfers		3,124,268,119	3,182,444,557	3,219,112,900	3,272,952,068
Projected Surplus/(Deficit)		(384,985,502)	(364,107,949)	(409,638,306)	(377,620,102)
GAP CLOSING MEASURES					
	SEE TABLE 2 FOR DETAIL	384,985,502			
	OTHER EXPENSE SAVINGS		154,107,949		
	NIFA DEBT SERVICE SAVINGS		210,000,000		
Surplus/ (Deficit) After Gap Closing Options		-	-	(409,638,306)	(377,620,102)

FUND AND DEPARTMENTAL DETAIL

(This page intentionally left blank)

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



GENERAL FUND					
EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	389,045,094	411,878,739	423,992,719	436,579,768
	AB - FRINGE BENEFITS	282,208,319	300,026,101	313,415,967	327,463,407
	AC - WORKERS COMPENSATION	19,272,100	18,022,100	18,022,100	18,022,100
	BB - EQUIPMENT	3,572,987	1,756,433	1,756,433	1,756,433
	DD - GENERAL EXPENSES	36,632,328	26,934,518	26,935,980	26,931,255
	DE - CONTRACTUAL SERVICES	269,182,694	266,099,999	266,101,999	266,103,999
	DF - UTILITY COSTS	28,449,424	28,075,264	28,148,153	28,250,269
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	GA - LOCAL GOVT ASST PROGRAM	60,840,853	60,840,854	63,820,396	66,948,916
	HD - DEBT SERVICE CHARGEBACKS	318,953,249	303,673,194	307,939,524	279,462,536
	HF - INTER-DEPARTMENTAL CHARGES	52,734,932	52,734,932	52,734,932	52,734,932
	HH - INTERFD CHGS - INTERFUND CHARGES	23,295,916	22,652,054	22,401,060	22,101,910
	MM - MASS TRANSPORTATION	45,134,383	46,280,511	46,847,581	47,424,671
	NA - NCIFA EXPENDITURES	2,000,000	2,010,000	2,025,000	2,075,000
	OO - OTHER EXPENSES	105,382,540	106,999,238	107,264,677	107,538,631
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	137,000,000	138,370,000	139,753,700	141,151,237
	SS - RECIPIENT GRANTS	51,251,111	51,251,111	51,251,111	51,251,111
	TT - PURCHASED SERVICES	69,724,579	70,421,825	71,126,043	71,837,303
	WW - EMERGENCY VENDOR PAYMENTS	57,132,251	57,695,090	58,272,040	58,854,761
XX - MEDICAID	239,892,626	240,536,249	240,989,838	241,594,624	
EXP Total		2,196,955,385	2,211,508,211	2,248,049,253	2,253,332,862
REV	BA - INT PENALTY ON TAX	27,457,153	36,912,500	36,912,500	36,912,500
	BC - PERMITS & LICENSES	10,710,623	12,978,500	12,978,500	12,978,500
	BD - FINES & FORFEITS	56,732,762	69,883,639	69,883,639	69,883,639
	BE - INVEST INCOME	5,550,000	5,550,000	5,550,000	5,550,000
	BF - RENTS & RECOVERIES	27,342,252	28,210,678	28,210,678	28,210,678
	BG - REVENUE OFFSET TO EXPENSE	19,600,883	19,600,883	19,600,883	19,600,883
	BH - DEPT REVENUES	139,192,774	168,299,620	168,299,620	168,299,620
	BJ - INTERDEPT REVENUES	93,860,628	93,860,628	93,860,628	93,860,628
	BO - PAYMENT IN LIEU OF TAXES	21,969,712	21,782,660	21,782,660	21,782,660
	BS - OTB PROFITS	-	-	-	-
	BW - INTERFUND CHARGES REV	32,667,862	32,024,000	31,773,006	31,473,856
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	142,463,390	136,929,015	136,929,015	136,929,015
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	193,147,766	208,706,548	208,706,548	208,706,548
	TA - SALES TAX COUNTYWIDE	899,559,615	919,412,435	966,320,621	1,015,574,216
	TB - PART COUNTY - SALES TAX PART COUNTY	115,409,636	88,643,182	69,376,638	95,609,678
	TL - PROPERTY TAX	46,669,808	46,326,032	46,302,632	48,209,498
	TO - OTB 5% TAX	298,019	-	-	-
TX - SPECIAL TAXES	3,263,333	3,263,333	4,248,333	4,248,333	
REV Total		1,835,896,216	1,892,383,653	1,920,735,900	1,997,830,252

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



FIRE COMMISSION FUND

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	10,513,598	11,315,665	11,697,304	12,102,677
	AB - FRINGE BENEFITS	6,244,109	6,625,762	6,926,113	7,241,410
	BB - EQUIPMENT	114,607	103,146	103,146	103,146
	DD - GENERAL EXPENSES	194,880	175,392	175,392	175,392
	DE - CONTRACTUAL SERVICES	4,825,859	4,343,273	4,343,273	4,343,273
	HD - DEBT SERVICE CHARGEBACKS	778,948	781,478	776,865	815,318
	HF - INTER-DEPARTMENTAL CHARGES	3,218,045	3,218,045	3,218,045	3,218,045
EXP Total		25,890,046	26,562,762	27,240,139	27,999,261
REV	BE - INVEST INCOME	3,810	-	-	-
	BF - RENTS & RECOVERIES	20,695	-	-	-
	BH - DEPT REVENUES	5,901,323	7,000,000	7,000,000	7,000,000
	BO - PAYMENT IN LIEU OF TAXES	404,691	404,691	404,691	404,691
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	153,000	153,000	153,000	153,000
	TL - PROPERTY TAX	18,463,145	18,463,956	18,463,956	18,463,956
REV Total		24,946,664	26,021,647	26,021,647	26,021,647

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



POLICE DISTRICT FUND

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	234,161,983	251,432,705	265,791,946	281,574,734
	AB - FRINGE BENEFITS	139,548,769	147,892,135	154,296,127	161,003,508
	AC - WORKERS COMPENSATION	9,650,000	8,900,000	8,900,000	8,900,000
	BB - EQUIPMENT	251,340	226,206	226,206	226,206
	DD - GENERAL EXPENSES	4,080,826	3,826,038	3,828,053	3,821,543
	DE - CONTRACTUAL SERVICES	1,042,940	938,646	938,646	938,646
	DF - UTILITY COSTS	1,410,921	1,409,928	1,416,394	1,422,666
	HD - DEBT SERVICE CHARGEBACKS	840,989	929,627	976,546	1,144,699
	HF - INTER-DEPARTMENTAL CHARGES	22,916,944	22,916,944	22,916,944	22,916,944
EXP Total		413,904,712	438,472,230	459,290,862	481,948,947
REV	BC - PERMITS & LICENSES	3,292,818	4,628,818	4,628,818	4,628,818
	BD - FINES & FORFEITS	1,005,763	1,355,763	1,355,763	1,355,763
	BE - INVEST INCOME	105,000	105,000	105,000	105,000
	BF - RENTS & RECOVERIES	74,747	-	-	-
	BH - DEPT REVENUES	1,930,999	2,730,999	2,730,999	2,730,999
	BO - PAYMENT IN LIEU OF TAXES	16,758,062	16,758,062	16,758,062	16,758,062
	BW - INTERFUND CHARGES REV	150,000	150,000	150,000	150,000
		TL - PROPERTY TAX	390,092,882	390,092,882	390,092,882
REV Total		413,410,271	415,821,524	415,821,524	415,821,524

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



POLICE HEADQUARTERS FUND

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	240,479,840	247,530,913	256,195,101	264,710,738
	AB - FRINGE BENEFITS	159,679,164	169,167,150	176,351,796	183,868,671
	AC - WORKERS COMPENSATION	4,735,000	4,235,000	4,235,000	4,235,000
	BB - EQUIPMENT	575,318	450,840	450,840	450,840
	DD - GENERAL EXPENSES	3,913,149	3,420,974	3,422,168	3,418,310
	DE - CONTRACTUAL SERVICES	12,326,605	11,093,945	11,093,945	11,093,945
	DF - UTILITY COSTS	2,630,631	2,670,503	2,711,687	2,753,091
	HD - DEBT SERVICE CHARGEBACKS	21,786,607	21,970,496	21,924,834	22,230,109
HF - INTER-DEPARTMENTAL CHARGES	29,140,739	29,140,739	29,140,739	29,140,739	
EXP Total		475,267,053	489,680,558	505,526,110	521,901,442
REV	BC - PERMITS & LICENSES	802,764	1,132,764	1,132,764	1,132,764
	BD - FINES & FORFEITS	24,747,902	24,747,902	24,747,902	24,747,902
	BE - INVEST INCOME	50,000	50,000	50,000	50,000
	BF - RENTS & RECOVERIES	95,696	66,140	66,140	66,140
	BH - DEPT REVENUES	18,833,437	26,043,437	26,043,437	26,043,437
	BJ - INTERDEPT REVENUES	14,150,032	14,150,032	14,150,032	14,150,032
	BO - PAYMENT IN LIEU OF TAXES	8,937,883	8,937,883	8,937,883	8,937,883
	BW - INTERFUND CHARGES REV	235,000	235,000	235,000	235,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	725,000	725,000	725,000	725,000
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	930,000	930,000	930,000	930,000
	TL - PROPERTY TAX	366,185,547	366,185,547	366,185,547	366,185,547
TX - SPECIAL TAXES	17,085,282	24,685,282	24,685,282	24,685,282	
REV Total		452,778,543	467,888,987	467,888,987	467,888,987

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



DEBT SERVICE FUND

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	FF - INTEREST	143,698,791	147,737,829	155,522,412	153,005,282
	GG - PRINCIPAL	119,869,999	127,909,999	145,360,000	146,145,000
	OO - OTHER EXPENSES	133,667,635	104,680,917	87,762,430	66,239,376
EXP Total		397,236,425	380,328,745	388,644,842	365,389,658
REV	BG - REVENUE OFFSET TO EXPENSE	1,112,216	1,111,716	1,114,091	1,109,341
	BQ - CAPITAL RESOURCES FOR DEBT	2,700,000	3,614,972	3,372,000	3,300,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	342,359,793	327,354,795	331,617,769	303,652,662
	BW - INTERFUND CHARGES REV	46,314,121	45,011,956	49,359,363	54,204,466
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	4,750,295	3,235,306	3,181,619	3,123,189
REV Total		397,236,425	380,328,745	388,644,842	365,389,658

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



AC - DEPARTMENT OF INVESTIGATIONS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	DD - GENERAL EXPENSES	1,000	900	900	900
	DE - CONTRACTUAL SERVICES	1,000	900	900	900
EXP Total		2,000	1,800	1,800	1,800

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



AN - OFFICE OF ASIAN AMERICAN AFFAIRS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	244,852	415,000	415,000	415,000
	BB - EQUIPMENT	5,000	5,000	5,000	5,000
	DD - GENERAL EXPENSES	30,000	32,000	32,000	32,000
EXP Total		279,852	452,000	452,000	452,000

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



AR - ASSESSMENT REVIEW COMMISSION

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	5,237,181	5,741,182	6,078,040	6,312,789
	DD - GENERAL EXPENSES	241,000	216,900	216,900	216,900
EXP Total		5,478,181	5,958,082	6,294,940	6,529,689

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



AS - ASSESSMENT DEPARTMENT

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	12,803,067	14,157,133	14,661,035	15,177,863
	BB - EQUIPMENT	10,000	9,000	9,000	9,000
	DD - GENERAL EXPENSES	851,500	766,350	766,350	766,350
	DE - CONTRACTUAL SERVICES	3,440,000	3,096,000	3,096,000	3,096,000
	OO - OTHER EXPENSES	30,000,000	30,000,000	30,000,000	30,000,000
EXP Total		47,104,567	48,028,483	48,532,385	49,049,213
REV	BH - DEPT REVENUES	32,513,712	32,493,712	32,493,712	32,493,712
REV Total		32,513,712	32,493,712	32,493,712	32,493,712

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



AT - COUNTY ATTORNEY

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	7,813,999	8,320,439	8,526,438	8,747,318
	BB - EQUIPMENT	16,000	14,400	14,400	14,400
	DD - GENERAL EXPENSES	650,473	585,426	585,426	585,426
	DE - CONTRACTUAL SERVICES	4,881,868	4,393,681	4,393,681	4,393,681
EXP Total		13,362,340	13,313,946	13,519,945	13,740,825
REV	BD - FINES & FORFEITS	447,708	610,000	610,000	610,000
	BF - RENTS & RECOVERIES	2,561,105	2,561,105	2,561,105	2,561,105
	BH - DEPT REVENUES	83,628	105,000	105,000	105,000
	BJ - INTERDEPT REVENUES	501,526	501,526	501,526	501,526
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	255,000	255,000	255,000	255,000
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	-	265,695	265,695	265,695
REV Total		3,848,967	4,298,326	4,298,326	4,298,326

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



BU - OFFICE OF MANAGEMENT AND BUDGET

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	576,129	(2,519,954)	(2,519,954)	(2,519,954)
	AB - FRINGE BENEFITS	24,616,209	26,426,849	27,524,247	28,672,276
	AC - WORKERS COMPENSATION	9,202,100	8,202,100	8,202,100	8,202,100
	BB - EQUIPMENT	5,000	4,500	4,500	4,500
	DD - GENERAL EXPENSES	117,991	106,192	106,192	106,192
	DE - CONTRACTUAL SERVICES	2,360,479	2,124,431	2,124,431	2,124,431
	GA - LOCAL GOVT ASST PROGRAM	60,840,853	60,840,854	63,820,396	66,948,916
	HD - DEBT SERVICE CHARGEBACKS	318,953,249	303,673,194	307,939,524	279,462,536
	HF - INTER-DEPARTMENTAL CHARGES	5,806,343	5,806,343	5,806,343	5,806,343
	HH - INTERFD CHGS - INTERFUND CHARGES	23,095,916	22,452,054	22,201,060	21,901,910
	NA - NCIFA EXPENDITURES	2,000,000	2,010,000	2,025,000	2,075,000
	OO - OTHER EXPENSES	61,271,055	62,887,753	63,153,192	63,427,146
	EXP Total		508,845,324	492,014,316	500,387,030
REV	BD - FINES & FORFEITS	1,050,000	1,050,000	1,050,000	1,050,000
	BF - RENTS & RECOVERIES	5,729,855	8,500,000	8,500,000	8,500,000
	BG - REVENUE OFFSET TO EXPENSE	18,850,000	18,850,000	18,850,000	18,850,000
	BJ - INTERDEPT REVENUES	58,807,355	58,807,355	58,807,355	58,807,355
	BO - PAYMENT IN LIEU OF TAXES	21,782,660	21,782,660	21,782,660	21,782,660
	BS - OTB PROFITS	-	-	-	-
	BW - INTERFUND CHARGES REV	28,957,012	28,313,150	28,062,156	27,763,006
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	7,261,875	-	-	-
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	222,700	222,700	222,700	222,700
	TA - SALES TAX COUNTYWIDE	899,559,615	919,412,435	966,320,621	1,015,574,216
	TB - PART COUNTY - SALES TAX PART COUNTY	115,409,636	88,643,182	69,376,638	95,609,678
	TL - PROPERTY TAX	46,669,808	46,326,032	46,302,632	48,209,498
	TO - OTB 5% TAX	298,019	-	-	-
REV Total		1,204,598,535	1,191,907,515	1,219,274,761	1,296,369,113

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



CA - OFFICE OF CONSUMER AFFAIRS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	1,814,075	2,031,876	2,095,143	2,173,034
	BB - EQUIPMENT	38,500	34,650	34,650	34,650
	DD - GENERAL EXPENSES	130,668	27,601	27,601	27,601
	DE - CONTRACTUAL SERVICES	40,000	42,000	44,000	46,000
EXP Total		2,023,243	2,136,127	2,201,394	2,281,285
REV	BC - PERMITS & LICENSES	4,528,030	4,449,500	4,449,500	4,449,500
	BD - FINES & FORFEITS	1,350,000	1,350,000	1,350,000	1,350,000
	BF - RENTS & RECOVERIES	100,000	100,000	100,000	100,000
	BH - DEPT REVENUES	200	200	200	200
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	45,000	45,000	45,000	45,000
REV Total		6,023,230	5,944,700	5,944,700	5,944,700

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



CC - NC SHERIFF / CORRECTIONAL CENTER

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	110,188,788	113,472,594	117,521,264	121,453,019
	AC - WORKERS COMPENSATION	8,330,000	8,080,000	8,080,000	8,080,000
	BB - EQUIPMENT	197,207	177,486	177,486	177,486
	DD - GENERAL EXPENSES	3,576,446	3,104,501	3,104,501	3,104,501
	DE - CONTRACTUAL SERVICES	26,791,859	26,664,365	26,664,365	26,664,365
	DF - UTILITY COSTS	1,553,241	1,544,735	1,547,487	1,551,374
EXP Total		150,637,541	153,043,681	157,095,105	161,030,746
REV	BD - FINES & FORFEITS	9,468	13,000	13,000	13,000
	BF - RENTS & RECOVERIES	42,495	12,495	12,495	12,495
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	1,624,254	2,300,000	2,300,000	2,300,000
	BJ - INTERDEPT REVENUES	150,000	150,000	150,000	150,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	3,340,875	3,153,375	3,153,375	3,153,375
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	291,970	291,970	291,970	291,970
REV Total		5,759,062	6,220,840	6,220,840	6,220,840

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



CE - COUNTY EXECUTIVE

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	1,603,881	1,717,859	1,717,859	1,717,859
	DD - GENERAL EXPENSES	68,000	68,000	68,000	68,000
	DE - CONTRACTUAL SERVICES	215,000	215,000	215,000	215,000
EXP Total		1,886,881	2,000,859	2,000,859	2,000,859

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



CF - OFFICE OF CONSTITUENT AFFAIRS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	1,468,884	1,468,884	1,468,884	1,468,884
EXP Total		1,468,884	1,468,884	1,468,884	1,468,884

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



CL - COUNTY CLERK

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	5,619,122	6,025,556	6,216,478	6,446,469
	BB - EQUIPMENT	60,000	54,000	54,000	54,000
	DD - GENERAL EXPENSES	312,986	281,687	281,687	281,687
	DE - CONTRACTUAL SERVICES	542,005	482,296	482,296	482,296
EXP Total		6,534,113	6,843,539	7,034,461	7,264,452
REV	BD - FINES & FORFEITS	41,208	57,000	57,000	57,000
	BF - RENTS & RECOVERIES	1,333	1,333	1,333	1,333
	BH - DEPT REVENUES	37,345,817	44,108,218	44,108,218	44,108,218
REV Total		37,388,358	44,166,551	44,166,551	44,166,551

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



CO - COUNTY COMPTROLLER

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	7,148,894	7,855,511	8,139,998	8,466,518
	BB - EQUIPMENT	4,500	4,050	4,050	4,050
	DD - GENERAL EXPENSES	74,422	66,980	66,980	66,980
	DE - CONTRACTUAL SERVICES	778,528	700,675	700,675	700,675
EXP Total		8,006,344	8,627,216	8,911,703	9,238,223
REV	BF - RENTS & RECOVERIES	202,424	300,000	300,000	300,000
	BH - DEPT REVENUES	9,143	11,194	11,194	11,194
REV Total		211,567	311,194	311,194	311,194

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



CS - CIVIL SERVICE

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	4,672,906	5,124,728	5,275,356	5,440,728
	BB - EQUIPMENT	5,000	4,500	4,500	4,500
	DD - GENERAL EXPENSES	259,212	233,291	233,291	233,291
EXP Total		4,937,118	5,362,519	5,513,147	5,678,519
REV	BH - DEPT REVENUES	320,213	420,350	420,350	420,350
REV Total		320,213	420,350	420,350	420,350

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



CT - COURTS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AB - FRINGE BENEFITS	992,608	1,070,721	1,120,849	1,173,392
EXP Total		992,608	1,070,721	1,120,849	1,173,392
REV	SA - STATE AID - REIMBURSEMENT OF EXPENSES	977,500	1,150,000	1,150,000	1,150,000
REV Total		977,500	1,150,000	1,150,000	1,150,000

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



CV - OFFICE OF CRIME VICTIMS ADVOCATE

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	690,000	690,000	690,000	690,000
	BB - EQUIPMENT	40,000	36,000	36,000	36,000
	DD - GENERAL EXPENSES	160,000	144,000	144,000	144,000
EXP Total		890,000	870,000	870,000	870,000

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



DA - DISTRICT ATTORNEY

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	43,318,646	45,997,652	47,266,362	48,679,686
	BB - EQUIPMENT	390,000	351,000	351,000	351,000
	DD - GENERAL EXPENSES	1,431,000	1,287,900	1,287,900	1,287,900
	DE - CONTRACTUAL SERVICES	2,037,037	1,833,333	1,833,333	1,833,333
EXP Total		47,176,683	49,469,885	50,738,596	52,151,919
REV	BF - RENTS & RECOVERIES	265	-	-	-
	BH - DEPT REVENUES	1,746	2,500	2,500	2,500
	BJ - INTERDEPT REVENUES	413,744	413,744	413,744	413,744
	BW - INTERFUND CHARGES REV	166,667	166,667	166,667	166,667
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	36,000	36,000	36,000	36,000
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	65,274	65,274	65,274	65,274
REV Total		683,696	684,185	684,185	684,185

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



EL - BOARD OF ELECTIONS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	17,505,645	18,371,998	18,646,361	18,957,029
	BB - EQUIPMENT	70,880	63,792	63,792	63,792
	DD - GENERAL EXPENSES	2,766,835	2,490,152	2,490,152	2,490,152
	DE - CONTRACTUAL SERVICES	579,549	521,594	521,594	521,594
EXP Total		20,922,909	21,447,535	21,721,898	22,032,567
REV	BF - RENTS & RECOVERIES	150,000	150,000	150,000	150,000
	BH - DEPT REVENUES	40,000	40,000	40,000	40,000
REV Total		190,000	190,000	190,000	190,000

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



EM - EMERGENCY MANAGEMENT

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	930,155	988,261	1,010,011	1,034,405
	BB - EQUIPMENT	1,563,550	-	-	-
	DD - GENERAL EXPENSES	6,836,692	8,511	8,511	8,511
EXP Total		9,330,397	996,772	1,018,522	1,042,916
REV	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	480,012	480,012	480,012	480,012
REV Total		480,012	480,012	480,012	480,012

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



FB - FRINGE BENEFIT

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AB - FRINGE BENEFITS	256,599,502	272,528,532	284,770,871	297,617,739
EXP Total		256,599,502	272,528,532	284,770,871	297,617,739
REV	SA - STATE AID - REIMBURSEMENT OF EXPENSES	-	2,035,000	2,035,000	2,035,000
REV Total		-	2,035,000	2,035,000	2,035,000

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



HE - HEALTH DEPARTMENT

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	14,538,900	15,568,651	16,031,450	16,551,475
	BB - EQUIPMENT	59,597	53,637	53,637	53,637
	DD - GENERAL EXPENSES	1,321,663	739,483	739,483	739,483
	DE - CONTRACTUAL SERVICES	375,072	337,565	337,565	337,565
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	HF - INTER-DEPARTMENTAL CHARGES	5,767,822	5,767,822	5,767,822	5,767,822
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	137,000,000	138,370,000	139,753,700	141,151,237
EXP Total		164,063,054	165,837,158	167,683,657	169,601,219
REV	BC - PERMITS & LICENSES	4,608,300	6,245,000	6,245,000	6,245,000
	BD - FINES & FORFEITS	300,000	300,000	300,000	300,000
	BF - RENTS & RECOVERIES	330,242	325,683	325,683	325,683
	BH - DEPT REVENUES	4,155,540	5,401,000	5,401,000	5,401,000
	BW - INTERFUND CHARGES REV	57,516	57,516	57,516	57,516
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	67,567,925	67,567,925	67,567,925	67,567,925
REV Total		77,019,523	79,897,124	79,897,124	79,897,124

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



HI - HOUSING & INTERGOVERNMENTAL AFFAIRS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	958,803	958,803	958,803	958,803
	HH - INTERFD CHGS - INTERFUND CHARGES	200,000	200,000	200,000	200,000
EXP Total		1,158,803	1,158,803	1,158,803	1,158,803
REV	BG - REVENUE OFFSET TO EXPENSE	150,883	150,883	150,883	150,883
	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		632,858	632,858	632,858	632,858

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



HR - COMMISSION ON HUMAN RIGHTS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	347,668	360,807	372,961	391,151
	DD - GENERAL EXPENSES	4,201	3,781	3,781	3,781
EXP Total		351,869	364,588	376,741	394,932

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



HS - DEPARTMENT OF HUMAN SERVICES

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	4,922,132	5,492,149	5,644,704	5,813,068
	BB - EQUIPMENT	1,161	1,045	1,045	1,045
	DD - GENERAL EXPENSES	1,320,541	1,286,552	1,286,552	1,286,552
	DE - CONTRACTUAL SERVICES	28,966,841	25,814,872	25,814,872	25,814,872
	HF - INTER-DEPARTMENTAL CHARGES	3,755,852	3,755,852	3,755,852	3,755,852
EXP Total		38,966,527	36,350,470	36,503,025	36,671,389
REV	BD - FINES & FORFEITS	12,938	16,500	16,500	16,500
	BF - RENTS & RECOVERIES	13,639	13,639	13,639	13,639
	BJ - INTERDEPT REVENUES	100,000	100,000	100,000	100,000
	BW - INTERFUND CHARGES REV	66,667	66,667	66,667	66,667
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	4,921,437	4,921,437	4,921,437	4,921,437
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	9,905,953	9,905,953	9,905,953	9,905,953
REV Total		15,020,634	15,024,196	15,024,196	15,024,196

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



IT - INFORMATION TECHNOLOGY

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	8,767,739	9,850,450	10,268,637	10,758,687
	BB - EQUIPMENT	25,000	22,500	22,500	22,500
	DD - GENERAL EXPENSES	3,034,450	2,951,505	2,951,505	2,951,505
	DE - CONTRACTUAL SERVICES	20,780,071	20,406,564	20,406,564	20,406,564
	DF - UTILITY COSTS	3,573,300	3,615,222	3,657,824	3,701,116
EXP Total		36,180,560	36,846,241	37,307,030	37,840,371
REV	BH - DEPT REVENUES	2,000	2,000	2,000	2,000
	BJ - INTERDEPT REVENUES	14,761,230	14,761,230	14,761,230	14,761,230
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	250,000	250,000	250,000	250,000
REV Total		15,013,230	15,013,230	15,013,230	15,013,230

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



LE - COUNTY LEGISLATURE

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	8,100,607	8,100,607	8,100,607	8,100,607
	BB - EQUIPMENT	139,758	73,222	73,222	73,222
	DD - GENERAL EXPENSES	1,725,866	1,725,866	1,725,866	1,725,866
	DE - CONTRACTUAL SERVICES	806,888	806,888	806,888	806,888
EXP Total		10,773,119	10,706,583	10,706,583	10,706,583

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



LR - OFFICE OF LABOR RELATIONS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	632,000	632,000	632,000	632,000
	DD - GENERAL EXPENSES	3,741	3,367	3,367	3,367
	DE - CONTRACTUAL SERVICES	250,000	225,000	225,000	225,000
EXP Total		885,741	860,367	860,367	860,367

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



MA - OFFICE OF MINORITY AFFAIRS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	556,443	841,950	841,950	841,950
	DD - GENERAL EXPENSES	33,517	49,569	49,569	49,569
	DE - CONTRACTUAL SERVICES	-	5,000	5,000	5,000
EXP Total		589,960	896,519	896,519	896,519

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



ME - MEDICAL EXAMINER

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	8,487,824	9,335,282	9,653,398	9,981,950
	BB - EQUIPMENT	133,460	120,114	120,114	120,114
	DD - GENERAL EXPENSES	743,699	669,329	669,329	669,329
	DE - CONTRACTUAL SERVICES	38,660	34,794	34,794	34,794
EXP Total		9,403,643	10,159,519	10,477,635	10,806,187
REV	BH - DEPT REVENUES	25,000	25,000	25,000	25,000
REV Total		25,000	25,000	25,000	25,000

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



PA - PUBLIC ADMINISTRATOR

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	510,216	542,377	555,378	569,999
	DD - GENERAL EXPENSES	3,167	2,850	2,850	2,850
	DE - CONTRACTUAL SERVICES	34,200	30,780	30,780	30,780
EXP Total		547,583	576,007	589,009	603,629
REV	BH - DEPT REVENUES	250,000	250,000	250,000	250,000
REV Total		250,000	250,000	250,000	250,000

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



PB - PROBATION

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	17,931,187	21,473,854	22,178,127	22,951,817
	BB - EQUIPMENT	34,733	31,260	31,260	31,260
	DD - GENERAL EXPENSES	288,006	259,205	259,205	259,205
	DE - CONTRACTUAL SERVICES	840,682	790,848	790,848	790,848
	DF - UTILITY COSTS	472	467	466	466
	HF - INTER-DEPARTMENTAL CHARGES	1,569,108	1,569,108	1,569,108	1,569,108
EXP Total		20,664,188	24,124,742	24,829,014	25,602,704
REV	BH - DEPT REVENUES	1,624,003	1,624,000	1,624,000	1,624,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	28,500	28,500	28,500	28,500
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	5,277,590	7,220,674	7,220,674	7,220,674
REV Total		6,930,093	8,873,174	8,873,174	8,873,174

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



PE - DEPARTMENT OF HUMAN RESOURCES

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	630,808	630,808	630,808	630,808
	DD - GENERAL EXPENSES	16,195	14,576	14,576	14,576
	DE - CONTRACTUAL SERVICES	68,000	68,000	68,000	68,000
EXP Total		715,003	713,383	713,383	713,383

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



PK - PARKS, RECREATION AND MUSEUMS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	17,604,315	18,683,814	19,029,370	19,410,573
	BB - EQUIPMENT	474,920	427,428	427,428	427,428
	DD - GENERAL EXPENSES	1,468,086	1,321,277	1,321,277	1,321,277
	DE - CONTRACTUAL SERVICES	7,293,509	6,517,658	6,517,658	6,517,658
EXP Total		26,840,830	26,950,178	27,295,733	27,676,936
REV	BF - RENTS & RECOVERIES	2,541,778	2,541,778	2,541,778	2,541,778
	BH - DEPT REVENUES	17,091,515	23,651,083	23,651,083	23,651,083
	TX - SPECIAL TAXES	1,883,333	1,883,333	2,768,333	2,768,333
REV Total		21,516,626	28,076,194	28,961,194	28,961,194

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



PR - SHARED SERVICES

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	1,115,216	1,167,869	1,200,679	1,242,177
	DD - GENERAL EXPENSES	15,178	13,660	13,660	13,660
	DE - CONTRACTUAL SERVICES	78,500	78,500	78,500	78,500
EXP Total		1,208,894	1,260,029	1,292,839	1,334,337
REV	BF - RENTS & RECOVERIES	230,000	230,000	230,000	230,000
	BH - DEPT REVENUES	30,025	30,025	30,025	30,025
REV Total		260,025	260,025	260,025	260,025

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



PW - PUBLIC WORKS DEPARTMENT

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	30,821,391	31,871,824	32,365,209	32,796,294
	AC - WORKERS COMPENSATION	1,740,000	1,740,000	1,740,000	1,740,000
	BB - EQUIPMENT	162,021	145,819	145,819	145,819
	DD - GENERAL EXPENSES	7,446,063	7,027,510	7,028,972	7,024,247
	DE - CONTRACTUAL SERVICES	149,958,898	151,085,083	151,085,083	151,085,083
	DF - UTILITY COSTS	23,322,411	22,914,839	22,942,376	22,997,314
	DG - VAR DIRECT EXPENSES	250,000	250,000	250,000	250,000
	HF - INTER-DEPARTMENTAL CHARGES	15,407,945	15,407,945	15,407,945	15,407,945
	MM - MASS TRANSPORTATION	45,134,383	46,280,511	46,847,581	47,424,671
	OO - OTHER EXPENSES	14,111,485	14,111,485	14,111,485	14,111,485
EXP Total		288,354,597	290,835,016	291,924,470	292,982,857
REV	BC - PERMITS & LICENSES	1,574,293	2,284,000	2,284,000	2,284,000
	BF - RENTS & RECOVERIES	12,326,645	12,639,645	12,639,645	12,639,645
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	29,447,583	39,074,198	39,074,198	39,074,198
	BJ - INTERDEPT REVENUES	19,086,773	19,086,773	19,086,773	19,086,773
	BW - INTERFUND CHARGES REV	3,420,000	3,420,000	3,420,000	3,420,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	7,347,966	7,347,966	7,347,966	7,347,966
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	63,879,200	75,032,000	75,032,000	75,032,000
REV Total		137,382,460	159,184,582	159,184,582	159,184,582

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



RM - RECORDS MANAGEMENT

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	847,588	915,199	946,429	970,151
	BB - EQUIPMENT	104,800	94,320	94,320	94,320
	DD - GENERAL EXPENSES	156,000	140,400	140,400	140,400
	DE - CONTRACTUAL SERVICES	125,010	112,509	112,509	112,509
EXP Total		1,233,398	1,262,428	1,293,658	1,317,380

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



SA - OFFICE OF HISPANIC AFFAIRS

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	222,519	458,000	458,000	458,000
	DD - GENERAL EXPENSES	26,805	26,805	26,805	26,805
	DE - CONTRACTUAL SERVICES	3,000	3,000	3,000	3,000
EXP Total		252,324	487,805	487,805	487,805
REV	BH - DEPT REVENUES	10,000	10,000	10,000	10,000
REV Total		10,000	10,000	10,000	10,000

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



SS - SOCIAL SERVICES

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	44,165,615	48,613,292	50,218,983	51,960,363
	BB - EQUIPMENT	11,720	10,548	10,548	10,548
	DD - GENERAL EXPENSES	835,412	661,871	661,871	661,871
	DE - CONTRACTUAL SERVICES	7,727,802	6,955,022	6,955,022	6,955,022
	HF - INTER-DEPARTMENTAL CHARGES	20,427,862	20,427,862	20,427,862	20,427,862
	SS - RECIPIENT GRANTS	51,251,111	51,251,111	51,251,111	51,251,111
	TT - PURCHASED SERVICES	69,724,579	70,421,825	71,126,043	71,837,303
	WW - EMERGENCY VENDOR PAYMENTS	57,132,251	57,695,090	58,272,040	58,854,761
	XX - MEDICAID	239,892,626	240,536,249	240,989,838	241,594,624
EXP Total		491,168,977	496,572,868	499,913,319	503,553,465
REV	BF - RENTS & RECOVERIES	3,058,607	800,000	800,000	800,000
	BH - DEPT REVENUES	13,944,236	17,817,140	17,817,140	17,817,140
	BJ - INTERDEPT REVENUES	40,000	40,000	40,000	40,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	118,420,975	120,335,975	120,335,975	120,335,975
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	44,483,429	44,483,429	44,483,429	44,483,429
REV Total		179,947,247	183,476,544	183,476,544	183,476,544

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



TR - COUNTY TREASURER

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	2,315,852	2,473,009	2,543,999	2,627,533
	BB - EQUIPMENT	2,000	1,800	1,800	1,800
	DD - GENERAL EXPENSES	408,508	367,657	367,657	367,657
	DE - CONTRACTUAL SERVICES	621,268	559,141	559,141	559,141
EXP Total		3,347,628	3,401,607	3,472,597	3,556,131
REV	BA - INT PENALTY ON TAX	27,457,153	36,912,500	36,912,500	36,912,500
	BD - FINES & FORFEITS	2,374	-	-	-
	BE - INVEST INCOME	5,550,000	5,550,000	5,550,000	5,550,000
	BF - RENTS & RECOVERIES	18,864	-	-	-
	BH - DEPT REVENUES	674,000	934,000	934,000	934,000
	BO - PAYMENT IN LIEU OF TAXES	187,052	-	-	-
	TX - SPECIAL TAXES	1,380,000	1,380,000	1,480,000	1,480,000
REV Total		35,269,443	44,776,500	44,876,500	44,876,500

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



TV - TRAFFIC & PARKING VIOLATIONS AGENCY

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	3,435,982	3,516,111	3,602,592	3,702,425
	BB - EQUIPMENT	18,180	16,362	16,362	16,362
	DD - GENERAL EXPENSES	260,293	234,264	234,264	234,264
	DE - CONTRACTUAL SERVICES	9,539,968	12,187,500	12,187,500	12,187,500
EXP Total		13,254,423	15,954,237	16,040,718	16,140,551
REV	BD - FINES & FORFEITS	53,519,066	66,487,139	66,487,139	66,487,139
	BF - RENTS & RECOVERIES	35,000	35,000	35,000	35,000
REV Total		53,554,066	66,522,139	66,522,139	66,522,139

FISCAL 2020–2023 MULTI-YEAR FINANCIAL PLAN UPDATE



VS - VETERANS SERVICES AGENCY

EXP/REV	OBJECT	May Projection	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	496,064	533,165	550,358	569,292
	DD - GENERAL EXPENSES	12,712	14,600	14,600	14,600
	DE - CONTRACTUAL SERVICES	7,000	7,000	7,000	7,000
EXP Total		515,776	554,765	571,958	590,892
REV	BH - DEPT REVENUES	159	-	-	-
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	70,000	59,703	59,703	59,703
REV Total		70,159	59,703	59,703	59,703

APPENDICES

(This page intentionally left blank)



**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 2020 – 2023 Updated Multi-Year Financial Plan baseline.

Table A.1: MYP Adopted Baseline Inflatrors

Expense / Revenue Category	Baseline Inflater	Explanation
Employee Benefits		
Non-Police Pension Contribution	NYSERS	Estimates/Assumptions provided by the NYS Retirement System
Police Pension Contribution	NYSRFS	Estimates/Assumptions provided by the NYS Retirement System
Health Insurance - Actives	8.5%, 6.13%, 6.13%	Highest average increase over last 3, 5 or 9 years
Health Insurance - Retirees	8.5%, 4.21% , 4.21%	Highest average increase over last 3, 5 or 9 years
Other-Than-Personal-Services	Variable	
Utilities		
Light and Power	-1.00%, -0.18%, -0.08%	EIA (US DOE) 2020 Annual Energy Outlook Price Projection for Commercial Customers (Reference Case)
Brokered Gas	2.50%, 1.40%, 2.24%	
Trigen	1.91%, 0.72%, 1.02%	Blended (2/3 weighting for Natural Gas and 1/3 weighting for the ten-year avg CPI [1.79%])
Fuel	-3.00%, -2.00%, -2.86%	EIA (US DOE) 2020 Annual Energy Outlook Price Projection for Commercial Customers (Reference Case)
Water	2.67%, 2.67%, 2.67%	Derived from the NY Public Service Commission's 2017 Five Year Book, Percent Increase in Average Annual Bill per Customer, and weighted equally with the CPI.
Telephone	1.62%, 1.62%, 1.62%	Assumes increases consistent with the 10 year avg growth in the CPI - All Urban Consumers (New York-Northern New Jersey-Long Island, NY-NJ-CT-PA)
Gasoline	0.11%, 0.02%, -0.40%	EIA (US DOE) 2020 Annual Energy Outlook Price Projection for Transportation Customers (Reference Case)
Medicaid	Flat, Flat , 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	0.0%, 5.0%, 5.0%	



APPENDIX B: BORROWING SCHEDULE

2020-2023 Multi-Year Financial Plan
 Debt Service Assumptions
 May 19, 2020

MYP Assumptions ⁽¹⁾								
	Principal Amount	Sale Date	First Interest Payment Date	First Principal Payment Date	Final Principal Payment Date	Weighted Average Life	Interest Rate Mode	Coupon
2020								
<u>Capital Borrowings</u> ²								
BANs ³	75,300,000	05/28/20	-	-	05/27/21	1.00	Fixed	1.21%
Capital-General	-	-	-	-	-	-	-	-
Capital-SSWRD ⁴	-	-	-	-	-	-	-	-
Tax Certs	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/20	06/01/21	12/01/21	12/01/40	12.10	Fixed	5.00%
Capital-SSWRD ⁴	<u>25,000,000</u>	12/01/20	06/01/21	12/01/21	12/01/40	12.10	Fixed	5.00%
Total	175,300,000							
<u>Cash Flow Borrowings</u>								
RANs	79,500,000	01/06/20	-	-	12/09/20	0.94	Fixed	2.00%
RANs	250,000,000	08/15/20	-	-	12/09/20	0.30	Fixed	5.00%
TANs	<u>220,000,000</u>	12/01/20	-	-	12/12/21	1.00	Fixed	5.00%
Total	549,500,000							
2021								
<u>Capital Borrowings</u> ²								
Capital-General	139,573,677	05/01/21	11/01/21	05/01/22	05/01/41	12.10	Fixed	5.00%
Capital-SSWRD ⁴	35,721,662	05/01/21	11/01/21	05/01/22	05/01/41	12.10	Fixed	5.00%
Tax Certs	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/21	06/01/22	12/01/22	12/01/41	12.10	Fixed	5.00%
Capital-SSWRD ⁴	<u>25,000,000</u>	12/01/21	06/01/22	12/01/22	12/01/41	12.10	Fixed	5.00%
Total	275,295,338							
<u>Cash Flow Borrowings</u>								
RANs	270,000,000	01/02/21	-	-	12/12/21	0.94	Fixed	5.00%
TANs	<u>384,400,000</u>	12/01/21	-	03/15/22	12/12/22	0.78	Fixed	5.00%
Total	654,400,000							

*The County has increased its August RAN in FY2020 by \$60 million because of an increase in the County’s Make-Whole payment to school districts. Please also see footnote on page 62



APPENDIX B: BORROWING SCHEDULE (continued)

2022								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	05/01/22	11/01/22	05/01/23	05/01/42	12.10	Fixed	5.00%
Capital-SSWRD ⁴	25,000,000	05/01/22	11/01/22	05/01/23	05/01/42	12.10	Fixed	5.00%
Tax Certs	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/22	06/01/23	12/01/23	12/01/42	12.10	Fixed	5.00%
Capital-SSWRD ⁴	25,000,000	12/01/22	06/01/23	12/01/23	12/01/42	12.10	Fixed	5.00%
Total	200,000,000							
<u>Cash Flow Borrowings</u>								
RANs	270,000,000	01/02/22	-	-	12/12/22	0.94	Fixed	5.00%
TANs	454,000,000	12/01/22	-	03/15/23	12/12/23	0.81	Fixed	5.00%
Total	724,000,000							
2023								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	05/01/23	11/01/23	05/01/24	05/01/43	12.10	Fixed	5.00%
Capital-SSWRD ⁴	25,000,000	05/01/23	11/01/23	05/01/24	05/01/43	12.10	Fixed	5.00%
Tax Certs	200,000,000	12/01/23	06/01/24	12/01/24	12/01/43	12.10	Fixed	5.00%
Term Pay	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/23	06/01/24	12/01/24	12/01/43	12.10	Fixed	5.00%
Capital-SSWRD ⁴	25,000,000	12/01/23	06/01/24	12/01/24	12/01/43	12.10	Fixed	5.00%
Total	400,000,000							
<u>Cash Flow Borrowings</u>								
RANs	80,000,000	01/02/23	-	-	12/12/23	0.94	Fixed	5.00%
TANs	220,000,000	12/01/23	-	03/15/24	12/12/24	0.81	Fixed	5.00%
Total	300,000,000							

(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) Direct placement with Bank of America Merrill Lynch.

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



APPENDIX C: DEBT SERVICE BASELINE
2020-2023 MYP

	12/31/2020	12/31/2021	12/31/2022	12/31/2023
<i>Existing Debt Service Obligations</i>				
<i>General Fund Obligations</i>				
Long Term Debt				
Principal	83,947,519	87,252,586	93,137,073	84,023,850
Interest	73,847,858	70,639,339	66,295,694	61,993,260
NIFA Set Asides				
Principal	103,985,012	81,400,853	70,257,510	53,200,191
Interest	15,768,247	11,357,518	7,847,552	4,763,166
Fees	858,772	569,926	374,167	264,975
Total	278,407,408	251,220,222	237,911,996	204,245,442
<i>Parks And Recreation</i>				
Long Term Debt				
Principal	6,260,685	6,718,796	7,182,952	6,936,075
Interest	5,834,533	5,553,731	5,209,235	4,880,084
NIFA Set Asides				
Principal	2,659,715	2,013,498	1,571,633	1,280,000
Interest	377,173	264,222	177,586	109,313
Fees	23,947	15,892	10,434	7,389
Total	15,156,053	14,566,139	14,151,840	13,212,861
<i>Envirmental Bond Fund</i>				
Long Term Debt				
Principal	6,004,532	6,412,907	6,802,702	5,359,323
Interest	4,503,954	4,197,787	3,867,984	3,588,970
NIFA Set Asides				
Principal	461,918	393,297	375,644	209,362
Interest	84,979	63,141	44,549	26,551
Fees	1,522	1,010	663	470
Total	11,056,905	11,068,142	11,091,542	9,184,676
<i>Police District</i>				
Long Term Debt				
Principal	374,847	491,766	570,160	780,390
Interest	406,922	389,985	365,163	337,627
NIFA Set Asides				
Principal	51,137	42,111	37,361	24,509
Interest	7,794	5,573	3,736	2,084
Fees	289	192	126	89
Total	840,989	929,627	976,546	1,144,699
<i>Police Headquarters</i>				
Long Term Debt				
Principal	9,889,244	10,556,500	11,394,668	12,370,197
Interest	10,174,585	10,165,286	9,625,853	9,085,924
NIFA Set Asides				
Principal	1,499,085	1,093,669	799,881	706,244
Interest	208,246	144,790	97,702	62,978
Fees	15,447	10,251	6,730	4,766
Total	21,786,607	21,970,496	21,924,834	22,230,109



APPENDIX C: DEBT SERVICE BASELINE (continued)

	12/31/2020	12/31/2021	12/31/2022	12/31/2023
<i>Fire Prevention Fund</i>				
Long Term Debt				
Principal	289,351	335,674	370,023	432,404
Interest	387,621	373,520	356,434	338,206
NIFA Set Asides				
Principal	88,764	63,170	44,253	40,613
Interest	12,231	8,463	5,727	3,792
Fees	981	651	428	303
Total	778,948	781,478	776,865	815,318
<i>Community College</i>				
Long Term Debt				
Principal	2,760,591	2,984,475	3,188,866	3,189,808
Interest	4,065,105	3,950,785	3,799,045	3,652,095
NIFA Set Asides				
Principal	613,761	443,195	323,830	266,025
Interest	85,231	58,828	39,399	24,989
Fees	6,298	4,179	2,744	1,943
Total	7,530,986	7,441,462	7,353,884	7,134,860
<i>Water related project</i>				
Long Term Debt				
Principal	2,089,083	2,361,509	2,598,364	3,338,587
Interest	3,206,334	3,109,678	2,987,877	2,858,386
NIFA Set Asides				
Principal	960,084	699,788	518,293	426,333
Interest	134,908	93,631	62,997	39,984
Fees	9,613	6,380	4,188	2,966
Total	6,400,022	6,270,986	6,171,719	6,666,256
<i>Sewer related project</i>				
Long Term Debt				
Principal	5,549,147	7,770,786	8,685,192	11,699,366
Interest	11,177,749	14,562,055	14,165,738	13,737,702
NIFA Set Asides				
Principal	2,658,024	2,036,086	1,598,928	1,356,722
Interest	370,736	259,888	174,034	106,300
Fees	23,721	15,743	10,335	7,319
Total	19,779,377	24,644,558	24,634,227	26,907,409
<i>Total General Improvement</i>				
Long Term Debt				
Principal	117,164,999	124,884,999	133,930,000	128,130,000
Interest	113,604,661	112,942,166	106,673,023	100,472,254
Less: Existing Water Related				
Less: Series 1993 Retirement Bonds				
Zero Coupon Compounded Interest				
Defeasance	-	-	-	-
Total	230,769,660	237,827,165	240,603,023	228,602,254



APPENDIX C: DEBT SERVICE BASELINE (continued)

	12/31/2020	12/31/2021	12/31/2022	12/31/2023
<i>Total Existing NIFA</i>				
Principal	112,977,500	88,185,667	75,527,333	57,509,999
Interest	17,049,545	12,256,054	8,453,282	5,139,157
Refunding Savings				
Fees	940,590	624,224	409,815	290,220
Total	130,967,635	101,065,945	84,390,430	62,939,376
Expense of Loans - Bonds	1,200,000	1,651,772	1,200,000	2,400,000
Par Issued	200,000,000	275,295,339	200,000,000	400,000,000
Expense of Loans - Notes	1,500,000	1,963,200	2,172,000	900,000
Par Issued	500,000,000	654,400,000	724,000,000	300,000,000
Short Term Interest				
BAN Interest - General Capital	6,370,077	779,962	-	-
BAN Interest - SSW	1,657,067	130,145	-	-
BAN Principal Amortization	-	410,000	-	-
BAN Interest (Sandy)	-	-	-	-
RAN Interest	3,013,333	12,787,500	12,787,500	3,788,889
RAN Interest (COVID 19)	-	-	-	-
TAN Interest	3,697,778	11,305,556	15,078,889	18,413,889
TAN Interest (COVID 19)	-	-	-	-
Total	14,738,255	25,413,163	27,866,389	22,202,778
Total General Obligation	379,175,550	367,921,245	356,231,842	317,044,408
TOTAL EXISTING OBLIGATIONS	379,175,550	367,921,245	356,231,842	317,044,408
<i>Future Obligations</i>				
General Capital				
Principal	-	2,270,000	8,815,000	13,765,000
Interest	1,518,625	7,239,375	16,136,125	23,134,125
SSWRD				
Principal	2,705,000	755,000	2,615,000	4,250,000
Interest	4,715,750	2,143,125	4,846,875	7,196,125
Tax Certs				
Principal	-	-	-	-
Interest	9,121,500	-	-	-
Environmental Bond Act				
Principal	-	-	-	-
Interest	-	-	-	-
Separation/Termination				
Principal	-	-	-	-
Interest	-	-	-	-
Total Future Obligations	2,705,000	3,025,000	11,430,000	18,015,000
Principal	2,705,000	3,025,000	11,430,000	18,015,000
Interest	15,355,875	9,382,500	20,983,000	30,330,250
Total	18,060,875	12,407,500	32,413,000	48,345,250
TOTAL FUTURE OBLIGATIONS	18,060,875	12,407,500	32,413,000	48,345,250
TOTAL COUNTY DEBT SERVICE	397,236,425	380,328,745	388,644,842	365,389,658



APPENDIX D
(Provided by the Nassau Community College)

NASSAU COMMUNITY COLLEGE
Fiscal 2021-2024 Multi-Year Financial Plan

	2019	2020	2020	2021	2022	2023	2024
	Actual	Budget	Projected	Budget	Forecast	Forecast	Forecast
OPERATING REVENUES:							
Student Revenues	77,350,468	74,285,312	74,380,674	70,848,444	75,807,835	80,970,610	85,636,713
Service Fees	8,031,336	7,274,586	7,228,590	6,809,557	8,014,849	8,415,591	8,752,215
Revenue in Lieu of Spons Share	13,396,339	14,472,733	14,381,224	11,504,979	13,541,360	14,218,428	14,787,165
Revenue Offset to Expenses	5,612,727	4,623,559	2,623,559	3,698,847	4,068,732	4,475,605	4,923,166
Rents & Recoveries	811,609	1,524,678	1,024,678	852,923	1,075,912	1,129,708	1,186,193
Investment Income	434,769	300,000	300,000	300,000	300,000	300,000	300,000
State Aid (Includes Rental Aid)	44,036,001	42,928,062	42,928,062	38,568,732	36,533,776	37,270,561	39,533,384
Property Taxes	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883
Total Operating Revenue	201,880,133	197,615,813	195,073,670	184,790,365	191,549,347	198,987,387	207,325,719
OPERATING EXPENSES:							
Salaries	118,611,788	119,117,667	118,006,749	104,704,761	110,416,542	114,776,634	119,331,570
Fringe Benefits	57,572,256	58,155,274	56,974,049	51,747,500	54,708,789	57,066,565	59,789,105
Equipment	1,615,150	1,917,470	1,917,470	2,092,891	2,155,678	2,220,348	2,286,958
General Expenses	7,244,266	8,469,226	8,469,226	7,622,303	7,850,972	8,086,501	8,329,096
Contractual	8,452,649	8,692,077	8,692,077	8,257,473	8,505,197	8,760,353	9,023,164
Utility Costs	5,205,902	4,072,300	3,822,300	3,631,185	3,740,121	3,852,325	3,967,895
Interfund Charges	2,608,796	2,551,354	2,551,354	2,423,786	2,496,500	2,571,395	2,648,537
Debt Service	1,153,638	1,085,445	1,085,445	1,085,011	1,085,445	1,085,445	1,085,445
Other	25,800	55,000	55,000	555,000	555,000	555,000	555,000
Total Operating Expenses	202,490,246	204,115,813	201,573,670	182,119,910	191,514,244	198,974,566	207,016,769
Operations (Loss) Gain	(610,113)	(6,500,000)	(6,500,000)	2,670,455	35,103	12,821	308,950
Fund Balance Impact	(610,113)	(6,500,000)	(6,500,000)	2,670,455	35,103	12,821	308,950
Projected Unreserved Fund Balance			8,549,161	\$11,219,616	\$11,254,719	\$11,267,540	\$11,576,489
Revenue Assumptions							
Tuition Increase				2021	2022	2023	2024
Enrollment FTE				11,109	11,886	12,480	12,980
Enrollment % Increase/(Decrease)				(8%)	7%	5%	4%
Revenue in Lieu of Spons Share (Chargeback to other counties)				(21%)	17%	5%	4%
Revenue to offset expenses (Continuing Ed and Workforce Development)				(20%)	10%	10%	10%
State Aid Annual Increase/(Decrease) per FTE				\$0	\$100	\$100	\$100
County Property Tax Increase				\$0	\$0	\$0	\$0
Expense Assumptions							
COLA Increases				2%	1.5%	1.5%	1.5%
FTE Employees				1089	1119	1128	1155
Fringe Increase				3%	3%	3%	3%
Equipment, General, Contractual and Utilities Increase/(Decrease)				(7%)	3%	3%	3%

Forecast assumptions presented do not represent budgetary decisions for any year's budgets not yet approved.



APPENDIX E
NASSAU HEALTH CARE CORPORATION (FISCAL 2020 – 2023)
 (Provided by the Nassau Health Care Corporation)

Projections
Projected Revenue & Expenses
Consolidated
 (In Thousands)

	Budgeted FYE 12/31/2020	Projected FYE 12/31/2021	Projected FYE 12/31/2022	Projected FYE 12/31/2023
Operating Revenues:				
Net patient service revenue	401,585	399,910	397,234	397,234
Other Operating Revenues:				
NYS Intergovernmental transfer	57,482	56,611	56,611	56,611
DSRIP	11,626	0	0	0
Nassau County Billings	19,864	20,063	20,263	20,263
Corrections Contract	21,000	21,000	21,000	21,000
Federal & State Aid	22,282	2,305	2,328	2,351
Miscellaneous	18,618	18,804	18,992	18,992
Total Operating Revenues	552,457	518,692	516,429	516,452
Operating Expenses:				
Salaries	294,148	298,560	303,039	304,465
Fringe Benefits	181,202	191,657	202,007	212,915
Supplies	49,312	50,525	51,750	53,005
Expenses	113,176	113,308	114,441	115,585
Utilities	19,809	20,007	20,207	20,409
Depreciation Expense	17,568	17,744	17,921	18,100
Total Operating Expenses	675,215	691,801	709,365	724,480
Loss on Abandoned Project				
Operating loss	(122,758)	(173,109)	(192,936)	(208,028)
Operating loss-Before OPEB and NYS Actuarial Adj.	(86,058)	(134,291)	(151,879)	(164,507)
Non-Operating Activities				
Interest Income	400	0	0	0
Interest Expense	(14,035)	(14,175)	(14,317)	(14,460)
Total Non-Operating Activities	(13,635)	(14,175)	(14,317)	(14,460)
Capital contributions	0	0	0	0
Change in Net Position	(136,393)	(187,284)	(207,253)	(222,489)
The following non-cash items are included in Fringe benefit expense above:				
OPEB Health benefits	36,700	38,818	41,057	43,521
GASB 68 NYS Actuarial Adjustment	0	0	0	0
Total	36,700	38,818	41,057	43,521



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

SFA - SEWER & STORMWATER FINANCE AUTHORITY					
EXP/REV	Object	May Projections	2021 Update	2022 Update	2023 Update
EXP	DE - CONTRACTUAL SERVICES	997,507	997,507	997,507	997,507
	FF - INTEREST	5,576,250	4,986,500	4,368,250	3,725,000
	GG - PRINCIPAL	11,795,000	12,365,000	12,865,000	13,445,000
	LZ - TRANS OUT TO SSW FOR DEBT SERVICE	138,848,724	138,868,474	138,986,724	139,049,974
EXP Total		157,217,481	157,217,481	157,217,481	157,217,481
REV	BE - INVEST INCOME	32,100	32,100	32,100	32,100
	BO - PAYMENT IN LIEU OF TAXES	7,852,738	7,852,738	7,852,738	7,852,738
	TL - PROPERTY TAX	149,332,643	149,332,643	149,332,643	149,332,643
REV Total		157,217,481	157,217,481	157,217,481	157,217,481
SSW - SEWER DISTRICT					
EXP/REV	Object	May Projections	2021 Update	2022 Update	2023 Update
EXP	AA - SALARIES, WAGES & FEES	9,355,615	10,131,959	10,430,393	10,784,981
	AB - FRINGE BENEFITS	8,546,328	9,144,621	9,560,652	9,996,801
	BB - EQUIPMENT	10,000	10,000	10,000	10,000
	DD - GENERAL EXPENSES	1,278,370	1,277,870	1,277,870	1,277,870
	DE - CONTRACTUAL SERVICES	65,502,455	66,413,850	67,699,050	69,009,954
	DF - UTILITY COSTS	7,695,000	7,804,000	7,808,945	7,839,655
	FF - INTEREST	2,588,805	2,091,985	1,635,844	1,180,728
	GG - PRINCIPAL	8,895,174	8,895,290	9,162,148	9,437,013
	HH - INTERFUND CHARGES	41,107,216	45,238,331	49,113,951	55,868,212
	OO - OTHER EXPENSES	358,500	358,500	358,500	358,500
EXP Total		145,337,462	151,366,406	157,057,354	165,763,714
REV	AA - OPENING FUND BALANCE	1,613,738	6,704,932	2,334,182	-
	BC - PERMITS & LICENSES	1,037,000	1,455,000	1,455,000	1,455,000
	BE - INVEST INCOME	200,000	200,000	200,000	200,000
	BF - RENTS & RECOVERIES	2,885,000	2,885,000	2,885,000	2,885,000
	BH - DEPT REVENUES	753,000	1,253,000	1,253,000	1,253,000
	IF - INTERFUND TRANSFERS	138,848,724	138,868,474	138,986,724	139,049,974
REV Total		145,337,462	151,366,406	147,113,906	144,842,974
Surplus/ (Deficit)		-	-	(9,943,448)	(20,920,740)
Gap Closing Options:					
	Tax Increase	-	-	9,943,448	20,920,740
Surplus/ (Deficit) After Gap Closing Options		-	-	-	-