

NASSAU COUNTY
NEW YORK



EDWARD P. MANGANO
COUNTY EXECUTIVE

2015 PROPERTY TAX FREEZE CREDIT PROPOSED BUDGET

PROPOSED MULTI-YEAR
FINANCIAL PLAN
FISCAL 2015-2018
SEPTEMBER 2014



NASSAU LEADS IN GOVERNMENT EFFICIENCIES

Over \$500 Million in Savings from Public-Private Partnerships:

- Wastewater Treatment Plants
- Bus Transportation
- Inmate Healthcare Costs
- Redevelopment of Nassau Veterans Memorial Coliseum
- New Twin Ice Rinks
- New Ball Fields at Mitchel Field
- NY Cosmos Practice Field

Additional Cost-Savings Initiatives:

- Hundreds of Millions in Reduced Labor Costs and New Labor Contract Reforms
- Reduced Energy Costs
- Department Consolidations
- Photocopy Machine and Phone Line Reductions

DEPARTMENT OF MANAGEMENT, BUDGET & FINANCE

Deputy County Executive

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EXECUTIVE SUMMARY



OVERVIEW

The Mangano Administration continues to right-size Nassau County government by managing the fiscal challenges from decades of poor fiscal policies, while having a vision for the future that ensures structural reform and long-term success. The Administration has accomplished this by working with the Governor, New York State Legislature, Nassau County Legislature, Nassau County Interim Finance Authority (NIFA), private businesses, and labor. The Multi-Year Financial Plan (MYP) guides decision-making and long-term planning. From day one, this Administration has understood that the status quo was unsustainable. The Mangano Administration continues to place emphasis on identifying cost-saving measures, practicing strict fiscal discipline, and implementing strategies that ensure long-term fiscal stability.

On June 20, 2014, the New York State Assembly and the New York State Senate passed historic assessment legislation that will greatly aid the County in achieving structural balance. Simply put, this is the largest structural reform that Nassau County has ever achieved. The bill passed with bi-partisan local and State support, and NIFA supported it.

This legislation creates a Disputed Assessment Fund that will establish a manageable and fiscally-sound process to satisfy the lion's share of commercial tax certiorari refunds and end the need to borrow to pay for tax refunds, which has been the practice of the County since the 1970s. The County's borrowing was made necessary by the County guaranty which requires the County (unlike any other county in New York) to fund the property tax refunds of the towns, special districts, and all but one of the school districts in the County. This legislation saves the County more than \$730 million in debt service payments over the next 20 years, and Moody's Investors Service recognizes it as a credit positive that will provide recurring funding for successful tax challenges.

Establishing a Disputed Assessment Fund to satisfy commercial cases will also result in a more equitable allocation of taxes between residential and commercial property owners. Currently, all property owners bear the burden of paying tax certiorari refunds. This creates an inequity between residential and commercial property owners because commercial property owners generate the vast majority of the refunds. This legislation will address this unfair cost allocation by properly placing the burden of these refunds on commercial property owners.

The County successfully obtained New York State legislation authorizing 56 school safety zones (one for each school district). The County Legislature approved a contract amendment with American Traffic Solutions on May 19, 2014. Rollout began in July 2014 and currently there are 34 fixed speed safety cameras installed and 8 mobile speed safety vehicles. This MYP includes net revenues of \$30 million annually for the period 2015 – 2018.

Public Private Partnerships ("P3") have played a vital role in Nassau's finances. The re-development of Nassau Veterans Memorial Coliseum by Bruce Ratner's Nassau Events Center ("NEC") team will be a centerpiece bolstering Nassau's economy. NEC will invest a minimum



of \$229 million in renovating the Coliseum and building a 2,000-seat indoor theater, an outdoor amphitheater, restaurants, an ice-skating rink, and retail space. The newly re-developed Coliseum will generate \$334 million in rental income. Additional revenues, forecasted to be in excess of \$200 million, will be derived from projected sales and related economic activity including entertainment, sales and hotel taxes, parking, arena revenues (ticket fees, merchandising, rental/leasing, concessions) and plaza rental revenues.

On July 18, 2014, the Nassau County Legislature approved a twenty-year agreement for the operation and maintenance of the County sewer system with United Water. This contract will reduce the cost of sewer operations and will generate additional savings throughout the term of the contract. The County bases immediate savings on the contractual commitment of United Water to reduce County staffing costs by a minimum of \$10 million annually. In addition, the County plans to reassign sewer employees who do not continue to perform sewer work to other areas of the Public Works Department and other County departments. The County projects these reassignments to reduce County overtime spending in other operational areas.

Other P3 initiatives have successfully reduced costs, including the partnership with Transdev Services, Inc. (formerly known as Veolia Transportation, Inc.) to deliver bus service to Nassau residents at a cost that is \$33 million less than what the Metropolitan Transportation Authority (“MTA”) would have charged the County, and the delivery of inmate healthcare services at the Nassau County Correctional Center through an initiative with Armor Correctional Health Services that saves \$7 million annually.

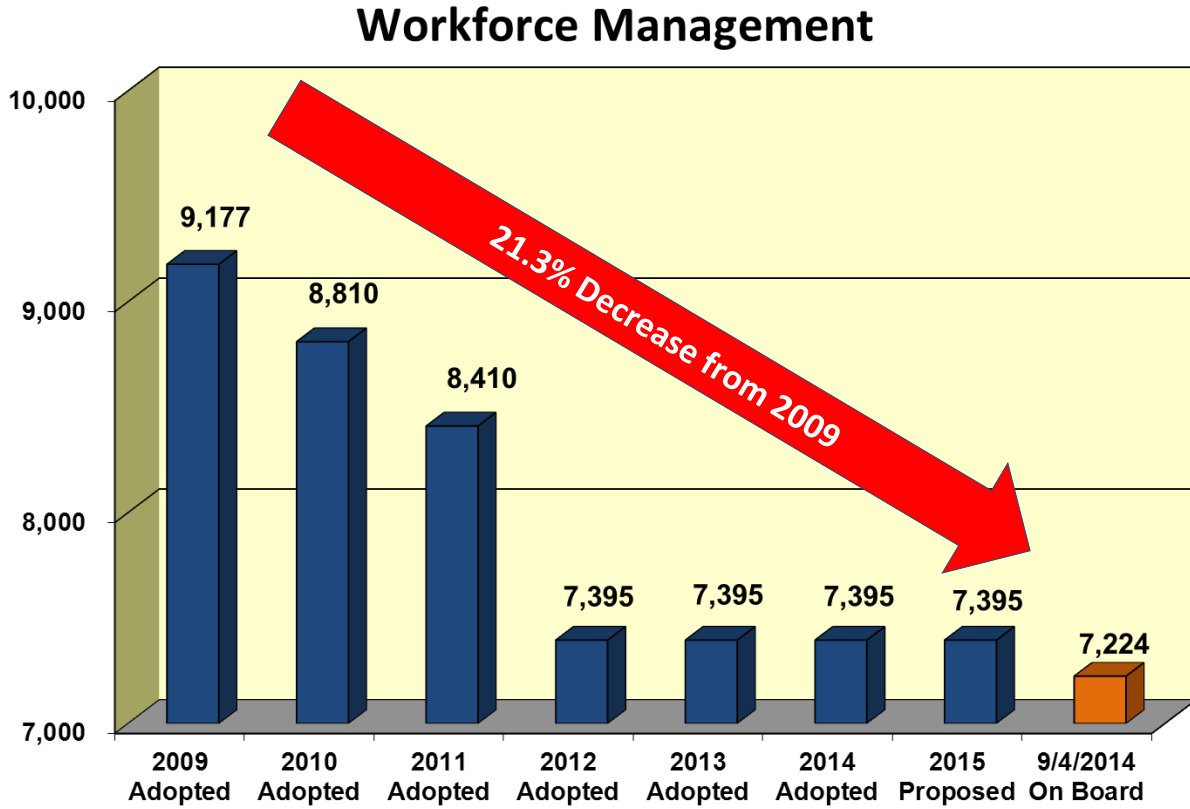
In 2014, the County reached agreements with its labor unions thereby ending a three-year wage freeze. The agreements bring historic first-time savings in areas such as contributions to the cost of health insurance for new employees and pension contributions for new police hires. The County will achieve additional savings through work rule changes and adjustments to vacation and compensatory leave.

The labor agreements, which run through 2017, bring cost certainty to the labor situation and minimize litigation risk. Collective bargaining units have given up wage increases for fiscal 2013, which reduce the County’s potential liability from an adverse court decision with respect to retroactive increases to \$101 million from \$232 million.

Workforce management has been critical to maintaining the fiscal health of Nassau County. The 2015-2018 MYP reflects the Administration’s continued control and reduction of expenditures. In 2009, the County’s budgeted workforce was 9,177 full-time employees. Due to strong management, the County’s budgeted workforce is 7,395 positions for 2015, and the County’s on-board positions total 7,224 as of September 4, 2014, a 21.3% reduction from 2009 authorized levels. The County successfully reduced its workforce in each year since 2009 through a combination of voluntary separation incentive programs, layoffs, and attrition.



The chart below illustrates the workforce reduction that has taken place since 2009.





Going forward, the Mangano Administration will continue to optimize workforce levels while ensuring that the County provides essential services to all Nassau County residents.

The County's sales tax revenues have been disappointing in 2014, with year-to-date collections down approximately 6% from the comparable period in 2013. Due to the unexplained drop in sales tax receipts in 2014, the County hired a leader in the industry, Moody's Analytics, to assist the County in analyzing the data and developing the County's sales tax forecast. Moody's economic model predicts that sales tax revenues will begin to rebound over the second half of 2014, narrowing the full year-over-year decline. Sales tax collections in 2015 will then normalize to a growth rate more consistent with historical periods of economic recovery according to the model. Much of that strength will come in the first quarter of 2015, which, when compared with the extraordinary weather effects in 2014, will look extremely strong.

The outlook for disposable personal income in Nassau County forecasts much stronger growth in 2015, after an expected nominal increase of only 0.5% in 2014. In addition, the Administration believes that additional Superstorm Sandy stimulus totaling nearly \$1 billion will strengthen and support our local economy and positively affect sales tax collections in the years ahead. Furthermore, actions undertaken by the Mangano Administration have positively impacted our economy and will have positive effects for decades to come. The Administration's fiscal policies have created a favorable business climate and Nassau's unemployment rate for July (5.1%) is significantly favorable compared to both New York State (6.8%) and the entire nation (6.5%).

The growth of the television and film industry in Nassau County has produced blockbuster films such as *The Amazing Spider-Man 2* and *Man on a Ledge*, and the live television production of *The Sound of Music*. In addition, the Mangano Administration has attracted new employers, including Hain Celestial, New York Vanity, Rbest Produce, and Supreme Screw Products; and has helped local employers expand their operations, including Arizona Iced Tea and Dealertrack Technologies. These actions demonstrate that businesses are willing to put their faith in Nassau County and improve the economic outlook here.

For continued success, employers need access to an educated workforce. Nassau County has that educated workforce thanks to the investment taxpayers make in our local schools. However, young people have been leaving Long Island over the past two decades due to a lack of housing opportunities. Accordingly, the Mangano Administration has partnered with the private sector to create more than 1,000 new affordable housing opportunities for residents. In many cases, the County has incentivized local developers to create residences in downtown villages—known as transit-oriented communities—so that residents can easily take a train to Manhattan and shop in local villages. The Mangano Administration has also earmarked federal funds to study the conversion of empty office space into residences in Baldwin, Lynbrook, and Valley Stream.

The Mangano Administration has tackled fiscal challenges head on by making the tough decisions needed to produce structural recurring savings and will continue doing so to meet any new challenges that may arise.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



The tables below outline the County’s current estimate of baseline gaps and initiatives to keep the budget in balance. In addition, the MYP outlines contingencies that are available to the County that would further strengthen the financial outlook.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



**Table 1: 2015-2018
Pre-Gap Closing Plan (Major Funds)
(In millions)**

MAJOR FUNDS					
EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	849,268,675	875,451,927	903,231,324	909,782,197
	AB - FRINGE BENEFITS	496,065,443	515,737,893	533,449,382	553,738,442
	AC - WORKERS COMPENSATION	26,276,829	26,276,829	26,276,829	26,276,829
	BB - EQUIPMENT	2,274,166	2,308,278	2,342,903	2,378,046
	DD - GENERAL EXPENSES	35,201,389	35,439,763	35,800,973	36,235,021
	DE - CONTRACTUAL SERVICES	254,280,075	257,891,289	259,732,996	261,606,291
	DF - UTILITY COSTS	41,692,740	41,836,159	42,075,436	42,814,076
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	100,721,845	116,413,351	127,752,474	138,183,797
	GA - LOCAL GOVT ASST PROGRAM	68,501,853	70,183,149	71,906,478	73,672,890
	GG - PRINCIPAL	80,260,000	92,060,002	107,565,000	120,914,999
	HC - NHC ASSN EXP	13,000,000	0	0	0
	HH - INTERFUND CHARGES	30,773,043	30,559,620	30,342,770	30,101,687
	MM - MASS TRANSPORTATION	43,175,746	44,352,309	45,562,993	46,808,786
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	366,301,231	341,518,396	326,587,039	314,254,915
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	60,550,000	61,761,000	62,996,220	62,996,220
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	51,699,900	51,182,901	51,182,901
	XX - MEDICAID	252,255,731	252,571,349	252,571,349	257,115,874
Expenses Excluding Interdepartmental Transfers		2,983,656,342	3,030,481,843	3,097,997,108	3,150,840,413
	Interdepartmental Transfers	428,909,906	441,016,836	449,036,048	456,414,131
Expenses Including Interdepartmental Transfers		3,412,566,248	3,471,498,679	3,547,033,156	3,607,254,544
REV	AA - FUND BALANCE	15,000,000	0	0	0
	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BC - PERMITS & LICENSES	16,274,987	15,274,987	16,274,987	15,274,987
	BD - FINES & FORFEITS	103,748,400	106,797,574	106,797,574	106,797,574
	BE - INVEST INCOME	2,118,700	2,118,700	2,118,700	2,118,700
	BF - RENTS & RECOVERIES	21,751,615	18,364,232	21,564,232	21,564,232
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	170,826,359	176,826,359	176,826,359	176,826,359
	BO - PAYMENT IN LIEU OF TAXES	11,663,465	11,663,465	11,663,465	11,663,465
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	122,224,000	121,816,000	121,816,000	121,816,000
	BS - OTB PROFITS	9,000,000	22,000,000	25,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	113,406,234	78,968,180	81,652,737	84,464,087
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	135,988,686	138,223,548	140,503,107	140,503,107
	IF - INTERFUND TRANSFERS	0	0	0	0
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,891,279	212,410,917	214,982,287	216,463,776
	TA - SALES TAX COUNTYWIDE	1,056,147,928	1,082,551,626	1,109,615,417	1,137,355,802
	TB - PART COUNTY SALES TAX	90,044,005	89,311,923	91,544,721	93,833,339
	TL - PROPERTY TAX	832,277,017	832,277,017	832,277,017	832,277,017
	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
	TX - SPECIAL TAXES	30,224,000	29,224,000	30,224,000	30,224,000
Revenues Excluding Interdepartmental Transfers		2,983,656,342	2,980,641,802	3,025,443,353	3,058,557,910
	Interdepartmental Transfers	428,909,906	441,016,836	449,036,048	456,414,131
Revenues Including Interdepartmental Transfers		3,412,566,248	3,421,658,638	3,474,479,401	3,514,972,041
Projected Surplus / (Gap)		0	(49,840,041)	(72,553,754)	(92,282,503)



**Table 2: 2015-18
Gap Closing Plan (Major Funds)
(In millions)**

MYP 2015 - 2018			
	2016 Proposed Plan	2017 Proposed Plan	2018 Proposed Plan
Current Baseline Surplus / (Gap)	(49.8)	(72.6)	(92.3)
Gap Closing Options			
<u>Expense/Revenue Actions</u>			
Suez Energy NA (TRIGEN)		10.0	20.0
Health Insurance Cost Reduction	1.0	10.9	11.3
Workforce Management	10.4	10.8	11.2
United Water Synergy Savings	8.7	9.0	9.2
Advertising Revenue	6.0	8.0	8.0
Office Consolidation	2.0	3.0	4.0
Taxi Limousine Commission	2.0	2.0	2.0
Strategic Sourcing	2.0	2.0	2.0
BOE Reimbursement	2.0	2.0	2.0
ERP Implementation		2.0	2.0
<u>Financing Options/Asset Sales</u>			
Sale of Surplus County Property	5.0	5.0	5.0
<u>NYS Actions</u>			
Mandate Reform	10.0	10.0	10.0
LIE Surcharge	5.7	5.7	5.7
Gap Closing Options	54.8	80.4	92.4
Surplus/ (Deficit) After Gap Closing Actions	5.0	7.8	0.1



Discussion of Gap Closing Actions

Suez Energy NA (TRIGEN) Privatization

In 2016, the agreement between Nassau County and Suez Energy NA, the current operator of the 57 MW cogeneration plant in Uniondale will expire. Today, this plant provides LIPA with safe, locally produced electric power as well as thermal energy in the form of steam, chilled water, and high temperature hot water for cooling and heating purposes to several institutions and buildings in and around the Nassau Hub, including Nassau Community College, Nassau University Medical Center, the Nassau Veterans Memorial Coliseum, the Long Island Marriot Hotel, and the Nassau County Aquatic Center. When this agreement expires, Nassau County will have the opportunity to reimagine the use of the facility as an important clean and sustainable power resource and economic development tool. At this juncture, the County is exploring its options for this facility. Ultimately, the ideal use will enable economic growth; bring value to Nassau County residents and businesses; and, continue to provide a reliable, clean power to our local utility. There are several actions that could generate significant revenue (e.g., monetization, plant expansion) for the County, which could be used to pay down debt and fund other important County initiatives.

Health Insurance Cost Reduction

Employee benefits are a substantial expense for Nassau County. The Administration in 2014 was able to negotiate several concessions from the labor unions including the 15% contribution to the cost of health insurance for new employees.

With the implementation of the Affordable Care Act, the County will be exploring various options to reduce future health premium costs.

Workforce Management

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

United Water Synergy Savings

The County has committed to ensuring that there will not be layoffs to its workforce as a result of this contract with United Water. The County has identified a number of areas of County operations where increased staffing can substantially reduce the use and cost of overtime. The County has also identified outsourced services that can be performed instead by County employees made available by the contractual agreement with United Water. Finally, the County has identified fee generating services, such as the issuance of permits that can generate additional revenues with the addition of personnel. The County has a plan to achieve these financial benefits through the reassignment of sewer employees. The precise magnitude of these financial



benefits will be confirmed when the agreement has been in effect for a period of time and the County knows the specific number of employees that left County service to work for United Water.

Advertising Revenue

The County is exploring the use of various assets such as roadways as media outlets for generating new revenue.

Office Consolidation

The County's dramatic workforce reduction has opened possibilities for centralization and downsizing of office space. The County will look to continue streamlining office space in 2015.

Taxi and Limousine Commission

Taxi and Limousine Commission ("TLC") will strictly enforce Statutory Regulations relating to public safety, comfort and convenience, standards and conditions of service, the issuance, suspension and revocation of licenses, and the development of a transportation policy relating to for-hire vehicles and taxicabs. The individuals and entities likely to be subject to the proposed rules are the owners and drivers of licensed taxicabs, for-hire vehicles, and commuter vans, the owners of bases dispatching for-hire vehicles and commuter vans; taxicab brokers; taxicab agents; livery passenger enhancement vendors; and taximeter businesses.

Strategic Sourcing

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

ERP Implementation

The new enterprise resource planning ("ERP") system will streamline core business processes that will lead to efficiencies and savings. This initiative, recommended by Grant Thornton LLP in its NIFA-commissioned report, is currently underway.

BOE Reimbursement

New York State Election Law, Article 4, Section 4-136 states, "All expenses incurred under this chapter by the board of elections of a county outside the city of New York shall be a charge against the county... The expenses incurred by the board of elections of a county outside the city of New York may, pursuant to section 3-226 of this chapter, be apportioned among the cities and towns therein, or in the case of a village election held other than at the time of the fall primary or general election, apportioned to such villages therein."

County Law § 361-a and Election Law § 4-138 indicate that the Board of Elections must, each year, between October 1 and December 15, certify its total expenses for the preceding year to the Clerk of the County Legislature, and if the Legislature so directs, the Legislature certifies to the



Clerk the amount to be charged back to cities and areas outside cities. The Clerk then notifies the local officials who must add the chargeback to their tax levies.

Sale of Surplus County Property

Consistent with experience, the County will continue to realize revenue by selling surplus County property and will work through the Office of Real Estate to identify opportunities.

Mandate Reform

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

LIE Surcharge

The County will seek approval of State legislation providing reimbursement for the cost of patrolling New York State highways in Nassau County.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



**Table 3: 2015-2018
After-Gap Closing Plan (Major Funds)
(In millions)**

MAJOR FUNDS					
EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	849,268,675	865,601,927	891,551,324	897,302,197
	AB - FRINGE BENEFITS	496,065,443	508,837,893	516,429,382	536,118,442
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	BB - EQUIPMENT	2,274,166	2,308,278	2,342,903	2,378,046
	DD - GENERAL EXPENSES	35,201,389	35,439,763	35,800,973	36,235,021
	DE - CONTRACTUAL SERVICES	254,280,075	251,541,289	252,232,996	254,006,291
	DF - UTILITY COSTS	41,692,740	41,836,159	42,075,436	42,814,076
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	100,721,845	116,413,351	127,752,474	138,183,797
	GA - LOCAL GOVT ASST PROGRAM	68,501,853	70,183,149	71,906,478	73,672,890
	GG - PRINCIPAL	80,260,000	92,060,002	107,565,000	120,914,999
	HC - NHC ASSN EXP	13,000,000	0	0	0
	HH - INTERFUND CHARGES	30,773,043	30,559,620	30,342,770	30,101,687
	MM - MASS TRANSPORTATION	43,175,746	44,352,309	45,562,993	46,808,786
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	366,301,231	340,518,396	325,087,039	312,254,915
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	127,700,000	130,454,000	133,263,080
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	XX - MEDICAID	252,255,731	252,571,349	252,571,349	257,115,874
Expenses Excluding Interdepartmental Transfers		2,983,656,342	2,996,381,843	3,050,297,108	3,101,140,413
Interdepartmental Transfers		428,909,906	441,016,836	449,036,048	456,414,131
Expenses Including Interdepartmental Transfers		3,412,566,248	3,437,398,679	3,499,333,156	3,557,554,544
REV	AA - FUND BALANCE	15,000,000	0	0	0
	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BC - PERMITS & LICENSES	16,274,987	15,274,987	16,274,987	15,274,987
	BD - FINES & FORFEITS	103,748,400	114,497,574	116,497,574	116,497,574
	BE - INVEST INCOME	2,118,700	2,118,700	2,118,700	2,118,700
	BF - RENTS & RECOVERIES	21,751,615	25,364,232	28,564,232	28,564,232
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	170,826,359	182,826,359	182,826,359	182,826,359
	BO - PAYMENT IN LIEU OF TAXES	11,663,465	11,663,465	11,663,465	11,663,465
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	122,224,000	121,816,000	121,816,000	121,816,000
	BS - OTB PROFITS	9,000,000	22,000,000	35,000,000	45,000,000
	BW - INTERFUND CHARGES REVENUE	113,406,234	78,968,180	81,652,737	84,464,087
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	135,988,686	138,223,548	140,503,107	140,503,107
	IF - INTERFUND TRANSFERS	0	0	0	0
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,891,279	212,410,917	214,982,287	216,463,776
	TA - SALES TAX COUNTYWIDE	1,056,147,928	1,082,551,626	1,109,615,417	1,137,355,802
	TB - PART COUNTY SALES TAX	90,044,005	89,311,923	91,544,721	93,833,339
	TL - PROPERTY TAX	832,277,017	832,277,017	832,277,017	832,277,017
	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
	TX - SPECIAL TAXES	30,224,000	29,224,000	30,224,000	30,224,000
Revenues Excluding Interdepartmental Transfers		2,983,656,342	3,001,341,802	3,058,143,353	3,101,257,910
Interdepartmental Transfers		428,909,906	441,016,836	449,036,048	456,414,131
Revenues Including Interdepartmental Transfers		3,412,566,248	3,442,358,638	3,507,179,401	3,557,672,041
Projected Surplus / (Gap)		0	4,959,959	7,846,246	117,497



**Table 4: 2015-18
Contingencies and Additional Opportunities
(In millions)**

	2016 Proposed Plan	2017 Proposed Plan	2018 Proposed Plan
Surplus/ (deficit) After Gap Closing Actions	5.0	7.8	0.1
Contingency Gap Closing Options			
<u>Expense/Revenue Actions</u>			
Various Fee Increases	2.0	3.0	4.0
<u>Financing Options</u>			
Bond Premium	17.8	16.4	16.4
Gap Closing Options	19.8	19.4	20.4
Surplus/ (Deficit) After Contingency Actions	24.8	27.2	20.5

Departmental Fee Adjustments

Annually the County will review the various fees it charges for services to determine if they reflect increased costs.

Bond Premium

For several decades, Nassau County retained bond and note premium and used it to pay debt service in accordance with the New York State Local Finance Law. From 2008 through 2011, each of the County’s 12 new money tax-exempt bond issues and nine note issues generated premium, with the combined premium on these issues totaling \$64 million. In each of these instances, the County retained the premium rather than downsizing the bond or note. The County has since been precluded from doing this and believes that it should be allowed to retain the premiums. This would be consistent with other issuers such as the Town of North Hempstead, Suffolk County, New York City, and the MTA.

FUND AND DEPARTMENTAL DETAIL

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



MAJOR FUNDS					
EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	849,268,675	875,451,927	903,231,324	909,782,197
	AB - FRINGE BENEFITS	496,065,443	515,737,893	533,449,382	553,738,442
	AC - WORKERS COMPENSATION	26,276,829	26,276,829	26,276,829	26,276,829
	BB - EQUIPMENT	2,274,166	2,308,278	2,342,903	2,378,046
	DD - GENERAL EXPENSES	35,201,389	35,439,763	35,800,973	36,235,021
	DE - CONTRACTUAL SERVICES	254,280,075	257,891,289	259,732,996	261,606,291
	DF - UTILITY COSTS	41,692,740	41,836,159	42,075,436	42,814,076
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	100,721,845	116,413,351	127,752,474	138,183,797
	GA - LOCAL GOVT ASST PROGRAM	68,501,853	70,183,149	71,906,478	73,672,890
	GG - PRINCIPAL	80,260,000	92,060,002	107,565,000	120,914,999
	HC - NHC ASSN EXP	13,000,000	0	0	0
	HD - DEBT SERVICE CHARGEBACKS	338,010,388	350,117,318	358,136,530	365,514,613
	HF - INTER DEPARTMENTAL CHARGES	90,899,518	90,899,518	90,899,518	90,899,518
	HH - INTERFUND CHARGES	30,773,043	30,559,620	30,342,770	30,101,687
	MM - MASS TRANSPORTATION	43,175,746	44,352,309	45,562,993	46,808,786
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	366,301,231	341,518,396	326,587,039	314,254,915
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	60,550,000	61,761,000	62,996,220	62,996,220
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	51,699,900	51,182,901	51,182,901
	XX - MEDICAID	252,255,731	252,571,349	252,571,349	257,115,874
EXP Total		3,412,566,248	3,471,498,679	3,547,033,156	3,607,254,544
REV	AA - FUND BALANCE	15,000,000	0	0	0
	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BC - PERMITS & LICENSES	16,274,987	15,274,987	16,274,987	15,274,987
	BD - FINES & FORFEITS	103,748,400	106,797,574	106,797,574	106,797,574
	BE - INVEST INCOME	2,118,700	2,118,700	2,118,700	2,118,700
	BF - RENTS & RECOVERIES	21,751,615	18,364,232	21,564,232	21,564,232
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	170,826,359	176,826,359	176,826,359	176,826,359
	BJ - INTERDEPT REVENUES	90,899,518	90,899,518	90,899,518	90,899,518
	BO - PAYMENT IN LIEU OF TAXES	11,663,465	11,663,465	11,663,465	11,663,465
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	122,224,000	121,816,000	121,816,000	121,816,000
	BS - OTB PROFITS	9,000,000	22,000,000	25,000,000	25,000,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	338,010,388	350,117,318	358,136,530	365,514,613
	BW - INTERFUND CHARGES REVENUE	113,406,234	78,968,180	81,652,737	84,464,087
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	135,988,686	138,223,548	140,503,107	140,503,107
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,891,279	212,410,917	214,982,287	216,463,776
	TA - SALES TAX COUNTYWIDE	1,056,147,928	1,082,551,626	1,109,615,417	1,137,355,802
	TB - PART COUNTY SALES TAX	90,044,005	89,311,923	91,544,721	93,833,339
	TL - PROPERTY TAX	832,277,017	832,277,017	832,277,017	832,277,017
	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
	TX - SPECIAL TAXES	30,224,000	29,224,000	30,224,000	30,224,000
REV Total		3,412,566,248	3,421,658,638	3,474,479,401	3,514,972,041
Projected Surplus / (Deficit)		0	(49,840,041)	(72,553,754)	(92,282,503)

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



GENERAL FUND

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	376,508,019	390,644,140	402,663,558	404,675,392
	AB - FRINGE BENEFITS	240,158,928	251,717,147	259,803,525	270,046,729
	AC - WORKERS COMPENSATION	15,837,850	15,837,850	15,837,850	15,837,850
	BB - EQUIPMENT	1,247,666	1,266,381	1,285,377	1,304,657
	DD - GENERAL EXPENSES	25,895,689	26,212,110	26,562,929	26,935,772
	DE - CONTRACTUAL SERVICES	236,561,283	239,906,715	241,478,653	243,078,133
	DF - UTILITY COSTS	36,986,176	37,033,803	37,174,517	37,794,664
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	GA - LOCAL GOVT ASST PROGRAM	68,501,853	70,183,149	71,906,478	73,672,890
	HC - NHC ASSN EXP	13,000,000	0	0	0
	HD - DEBT SERVICE CHARGEBACKS	320,852,244	332,439,880	340,812,693	348,297,700
	HF - INTER DEPARTMENTAL CHARGES	46,606,241	46,606,241	46,606,241	46,606,241
	HH - INTERFUND CHARGES	30,773,043	30,559,620	30,342,770	30,101,687
	MM - MASS TRANSPORTATION	43,175,746	44,352,309	45,562,993	46,808,786
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	166,746,954	157,594,113	158,563,633	159,556,049
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	60,550,000	61,761,000	62,996,220	62,996,220
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	51,699,900	51,182,901	51,182,901
	XX - MEDICAID	252,255,731	252,571,349	252,571,349	257,115,874
EXP Total		2,198,714,999	2,224,806,335	2,263,971,727	2,298,788,987
REV	AA - FUND BALANCE	10,000,000	0	0	0
	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BC - PERMITS & LICENSES	11,246,487	10,246,487	11,246,487	10,246,487
	BD - FINES & FORFEITS	101,998,400	105,047,574	105,047,574	105,047,574
	BE - INVEST INCOME	1,830,000	1,830,000	1,830,000	1,830,000
	BF - RENTS & RECOVERIES	21,685,475	18,298,092	21,498,092	21,498,092
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	132,835,259	138,835,259	138,835,259	138,835,259
	BJ - INTERDEPT REVENUES	78,152,669	78,152,669	78,152,669	78,152,669
	BO - PAYMENT IN LIEU OF TAXES	11,663,465	11,663,465	11,663,465	11,663,465
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	118,000,000	118,000,000	118,000,000	118,000,000
	BS - OTB PROFITS	9,000,000	22,000,000	25,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	60,698,046	46,122,408	45,908,558	45,667,475
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	130,132,537	132,367,399	134,646,958	134,646,958
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,157,279	211,676,917	214,248,287	215,729,776
	TA - SALES TAX COUNTYWIDE	1,056,147,928	1,082,551,626	1,109,615,417	1,137,355,802
	TB - PART COUNTY SALES TAX	90,044,005	89,311,923	91,544,721	93,833,339
	TL - PROPERTY TAX	106,730,782	106,730,782	106,730,782	106,730,782
	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
	TX - SPECIAL TAXES	6,323,000	5,323,000	6,323,000	6,323,000
REV Total		2,198,714,999	2,220,970,875	2,262,874,019	2,292,936,143

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



FIRE COMMISSION FUND

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	10,947,125	11,322,221	11,655,212	11,796,074
	AB - FRINGE BENEFITS	5,150,492	5,464,277	5,621,291	5,838,905
	BB - EQUIPMENT	26,500	26,898	27,301	27,710
	DD - GENERAL EXPENSES	252,800	256,592	260,441	264,347
	DE - CONTRACTUAL SERVICES	4,925,995	4,999,885	5,074,883	5,151,006
	HD - DEBT SERVICE CHARGEBACKS	282,286	305,986	280,374	294,818
	HF - INTER DEPARTMENTAL CHARGES	2,328,298	2,328,298	2,328,298	2,328,298
EXP Total		23,913,496	24,704,156	25,247,800	25,701,160
REV	BH - DEPT REVENUES	7,725,600	7,725,600	7,725,600	7,725,600
	BW - INTERFUND CHARGES REVENUE	190,703	190,703	190,703	190,703
	SA - STATE AID REIMBURSEMENT OF EXPENSES	145,000	145,000	145,000	145,000
	TL - PROPERTY TAX	15,852,193	15,852,193	15,852,193	15,852,193
REV Total		23,913,496	23,913,496	23,913,496	23,913,496

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



POLICE DISTRICT FUND

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	231,406,838	238,457,064	248,600,056	253,481,611
	AB - FRINGE BENEFITS	117,993,102	123,220,356	127,967,058	132,722,600
	AC - WORKERS COMPENSATION	7,384,129	7,384,129	7,384,129	7,384,129
	BB - EQUIPMENT	600,000	609,000	618,135	627,407
	DD - GENERAL EXPENSES	5,100,000	5,037,300	5,030,974	5,056,954
	DE - CONTRACTUAL SERVICES	924,300	938,165	952,237	966,521
	DF - UTILITY COSTS	1,354,564	1,364,057	1,373,090	1,398,855
	HD - DEBT SERVICE CHARGEBACKS	2,237,043	2,254,319	2,244,344	2,246,935
	HF - INTER DEPARTMENTAL CHARGES	20,330,201	20,330,201	20,330,201	20,330,201
	OO - OTHER EXPENSE	5,750,000	768,750	787,969	807,668
EXP Total		393,080,177	400,363,340	415,288,193	425,022,881
REV	AA - FUND BALANCE	5,000,000	0	0	0
	BC - PERMITS & LICENSES	4,128,500	4,128,500	4,128,500	4,128,500
	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
	BH - DEPT REVENUES	3,583,000	3,583,000	3,583,000	3,583,000
	BJ - INTERDEPT REVENUES	572,317	572,317	572,317	572,317
	BW - INTERFUND CHARGES REVENUE	10,000,000	0	0	0
	TL - PROPERTY TAX	367,774,960	367,774,960	367,774,960	367,774,960
REV Total		393,080,177	378,080,177	378,080,177	378,080,177

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



POLICE HEADQUARTER FUND

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	230,406,693	235,028,502	240,312,499	239,829,120
	AB - FRINGE BENEFITS	132,762,921	135,336,114	140,057,508	145,130,208
	AC - WORKERS COMPENSATION	3,054,850	3,054,850	3,054,850	3,054,850
	BB - EQUIPMENT	400,000	406,000	412,090	418,271
	DD - GENERAL EXPENSES	3,952,900	3,933,762	3,946,630	3,977,947
	DE - CONTRACTUAL SERVICES	11,868,497	12,046,524	12,227,222	12,410,631
	DF - UTILITY COSTS	3,352,000	3,438,299	3,527,829	3,620,557
	HD - DEBT SERVICE CHARGEBACKS	14,638,815	15,117,133	14,799,119	14,675,160
	HF - INTER DEPARTMENTAL CHARGES	21,634,778	21,634,778	21,634,778	21,634,778
	OO - OTHER EXPENSE	250,000	256,250	262,656	269,223
EXP Total		422,321,454	430,252,211	440,235,181	445,020,745
REV	BC - PERMITS & LICENSES	900,000	900,000	900,000	900,000
	BE - INVEST INCOME	17,300	17,300	17,300	17,300
	BF - RENTS & RECOVERIES	66,140	66,140	66,140	66,140
	BH - DEPT REVENUES	26,682,500	26,682,500	26,682,500	26,682,500
	BJ - INTERDEPT REVENUES	12,174,532	12,174,532	12,174,532	12,174,532
	BW - INTERFUND CHARGES REVENUE	15,007,300	7,300	7,300	7,300
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	1,064,600	1,064,600	1,064,600	1,064,600
	SA - STATE AID REIMBURSEMENT OF EXPENSES	589,000	589,000	589,000	589,000
	TL - PROPERTY TAX	341,919,082	341,919,082	341,919,082	341,919,082
	TX - SPECIAL TAXES	23,901,000	23,901,000	23,901,000	23,901,000
REV Total		422,321,454	407,321,454	407,321,454	407,321,454

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



DEBT SERVICE FUND

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	FF - INTEREST	100,721,845	116,413,351	127,752,474	138,183,797
	GG - PRINCIPAL	80,260,000	92,060,002	107,565,000	120,914,999
	OO - OTHER EXPENSE	193,554,277	182,899,283	166,972,781	153,621,975
EXP Total		374,536,122	391,372,636	402,290,255	412,720,771
REV	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	4,224,000	3,816,000	3,816,000	3,816,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	338,010,388	350,117,318	358,136,530	365,514,613
	BW - INTERFUND CHARGES REVENUE	27,510,185	32,647,769	35,546,176	38,598,609
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	4,791,549	4,791,549	4,791,549	4,791,549
REV Total		374,536,122	391,372,636	402,290,255	412,720,771

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



AC - DEPARTMENT OF INVESTIGATIONS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	DD - GENERAL EXPENSES	500	508	515	523
	DE - CONTRACTUAL SERVICES	5,000	5,075	5,151	5,228
EXP Total		5,500	5,583	5,666	5,751

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



AR - ASSESSMENT REVIEW COMMISSION

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	2,201,912	2,283,364	2,353,530	2,373,344
	DD - GENERAL EXPENSES	30,033	30,483	30,941	31,405
	DE - CONTRACTUAL SERVICES	62,500	63,438	64,389	65,355
EXP Total		2,294,445	2,377,285	2,448,860	2,470,104

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



AS - ASSESSMENT DEPARTMENT

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	9,441,592	9,831,355	10,167,197	10,262,446
	DD - GENERAL EXPENSES	253,900	257,709	261,574	265,498
	DE - CONTRACTUAL SERVICES	39,000	39,585	40,179	40,781
EXP Total		9,734,492	10,128,648	10,468,950	10,568,725
REV	BH - DEPT REVENUES	3,365,000	9,365,000	9,365,000	9,365,000
REV Total		3,365,000	9,365,000	9,365,000	9,365,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



AT - COUNTY ATTORNEY

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,995,875	8,085,945	8,163,937	8,187,873
	BB - EQUIPMENT	15,000	15,225	15,453	15,685
	DD - GENERAL EXPENSES	600,000	609,000	618,135	627,407
	DE - CONTRACTUAL SERVICES	5,350,000	5,430,250	5,511,704	5,594,379
EXP Total		13,960,875	14,140,420	14,309,230	14,425,345
REV	BD - FINES & FORFEITS	1,080,000	1,080,000	1,080,000	1,080,000
	BF - RENTS & RECOVERIES	1,235,000	1,235,000	1,235,000	1,235,000
	BH - DEPT REVENUES	130,000	130,000	130,000	130,000
	BJ - INTERDEPT REVENUES	824,841	824,841	824,841	824,841
	BW - INTERFUND CHARGES REVENUE	50,000	50,000	50,000	50,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	300,000	300,000	300,000	300,000
REV Total		3,619,841	3,619,841	3,619,841	3,619,841

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



BU - OFFICE OF MANAGEMENT AND BUDGET

E/R	CC AND NAME				
EXP	10 - OFFICE OF MANAGEMENT AND BUDGET				
	OBJECT AND NAME	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
	AA - SALARIES, WAGES & FEES	4,968,928	5,009,719	5,051,325	5,093,764
	AB - FRINGE BENEFITS	25,232,436	26,198,827	27,205,425	28,250,467
	AC - WORKERS COMPENSATION	8,338,986	8,338,986	8,338,986	8,338,986
	BB - EQUIPMENT	5,000	5,075	5,151	5,228
	DD - GENERAL EXPENSES	114,105	115,817	117,554	119,317
	DE - CONTRACTUAL SERVICES	2,909,566	2,953,209	2,997,508	3,042,470
	GA - LOCAL GOVT ASST PROGRAM	68,501,853	70,183,149	71,906,478	73,672,890
	HC - NHC ASSN EXP NASSAU HEALTH CARE ASSN	13,000,000	0	0	0
	HD - DEBT SERVICE CHARGEBACKS	320,852,244	332,439,880	340,812,693	348,297,700
	HF - INTER DEPARTMENTAL CHARGES	3,578,248	3,578,248	3,578,248	3,578,248
	HH - INTERFD CHGS INTERFUND CHARGES	27,914,544	27,701,121	27,484,271	27,243,188
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	52,577,708	43,244,982	43,929,020	44,630,244
	10 - OFFICE OF MANAGEMENT AND BUDGET Total	529,893,618	521,719,014	533,426,658	544,197,502
	30 AA - SALARIES, WAGES & FEES	(1,139,497)	(1,139,497)	(1,139,497)	(1,139,497)
	30 - FISCAL ANALYSIS Total	(1,139,497)	(1,139,497)	(1,139,497)	(1,139,497)
EXP Total		528,754,121	520,579,517	532,287,161	543,058,005
REV	10 - OFFICE OF MANAGEMENT AND BUDGET				
	OBJECT AND NAME				
	AA - FUND BALANCE	10,000,000	0	0	0
	BD - FINES & FORFEITS	1,190,000	1,190,000	1,190,000	1,190,000
	BF - RENTS & RECOVERIES	6,001,250	6,001,250	6,001,250	6,001,250
	BG - REVENUE OFFSET TO EXPENSE	10,812,000	10,812,000	10,812,000	10,812,000
	BH - DEPT REVENUES	620,000	620,000	620,000	620,000
	BJ - INTERDEPT REVENUES	48,213,690	48,213,690	48,213,690	48,213,690
	BO - PAYMENT IN LIEU OF TAXES	11,663,465	11,663,465	11,663,465	11,663,465
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	18,000,000	18,000,000	18,000,000	18,000,000
	BS - OTB PROFITS	9,000,000	22,000,000	25,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	52,660,252	38,084,614	37,870,764	37,629,681
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	92,400	92,400	92,400	92,400
	SA - STATE AID REIMBURSEMENT OF EXPENSES	232,200	232,200	232,200	232,200
	TA - SALES TAX COUNTYWIDE	1,056,147,928	1,082,551,626	1,109,615,417	1,137,355,802
	TB - PART COUNTY SALES TAX	90,044,005	89,311,923	91,544,721	93,833,339
	TL - PROPERTY TAX	106,730,782	106,730,782	106,730,782	106,730,782
	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
REV Total		1,423,965,639	1,437,805,224	1,469,657,439	1,499,238,074

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CA - OFFICE OF CONSUMER AFFAIRS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,703,556	1,767,357	1,822,573	1,839,375
	BB - EQUIPMENT	2,400	2,436	2,473	2,510
	DD - GENERAL EXPENSES	15,400	15,631	15,865	16,103
EXP Total		1,721,356	1,785,424	1,840,911	1,857,988
REV	BC - PERMITS & LICENSES	5,145,000	4,145,000	5,145,000	4,145,000
	BD - FINES & FORFEITS	600,000	600,000	600,000	600,000
	BH - DEPT REVENUES	200	200	200	200
	SA - STATE AID REIMBURSEMENT OF EXPENSES	45,000	45,000	45,000	45,000
REV Total		5,790,200	4,790,200	5,790,200	4,790,200

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CC - NC SHERIFF/CORRECTIONAL CENTER

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	118,676,716	124,782,615	129,852,488	129,712,787
	AC - WORKERS COMPENSATION	5,905,420	5,905,420	5,905,420	5,905,420
	BB - EQUIPMENT	52,000	52,780	53,572	54,375
	DD - GENERAL EXPENSES	3,400,730	3,451,741	3,503,517	3,556,070
	DE - CONTRACTUAL SERVICES	16,560,645	16,963,662	17,376,590	17,799,673
	DF - UTILITY COSTS	2,833,883	2,867,666	2,857,540	2,905,792
EXP Total		147,429,394	154,023,884	159,549,126	159,934,117
REV	BD - FINES & FORFEITS	13,000	13,000	13,000	13,000
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	2,450,000	2,450,000	2,450,000	2,450,000
	BJ - INTERDEPT REVENUES	150,000	150,000	150,000	150,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	4,909,000	4,909,000	4,909,000	4,909,000
	SA - STATE AID REIMBURSEMENT OF EXPENSES	55,000	55,000	55,000	55,000
REV Total		7,877,000	7,877,000	7,877,000	7,877,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CE - COUNTY EXECUTIVE

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,908,129	1,909,068	1,910,026	1,911,004
	DD - GENERAL EXPENSES	80,000	81,200	82,418	83,654
	DE - CONTRACTUAL SERVICES	225,000	228,375	231,801	235,278
EXP Total		2,213,129	2,218,643	2,224,245	2,229,936

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CF - OFFICE OF CONSTITUENT AFFAIRS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	2,281,479	2,344,640	2,399,367	2,416,334
	DD - GENERAL EXPENSES	1,542,100	1,565,232	1,588,710	1,612,541
EXP Total		3,823,579	3,909,871	3,988,077	4,028,875
REV	BJ - INTERDEPT REVENUES	839,604	839,604	839,604	839,604
REV Total		839,604	839,604	839,604	839,604

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CL - COUNTY CLERK

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	5,652,866	5,826,547	5,976,439	6,020,080
	BB - EQUIPMENT	50,000	50,750	51,511	52,284
	DD - GENERAL EXPENSES	305,000	309,575	314,219	318,932
	DE - CONTRACTUAL SERVICES	505,000	512,575	520,264	528,068
EXP Total		6,512,866	6,699,447	6,862,432	6,919,364
REV	BD - FINES & FORFEITS	100,000	100,000	100,000	100,000
	BH - DEPT REVENUES	31,528,000	31,528,000	31,528,000	31,528,000
REV Total		31,628,000	31,628,000	31,628,000	31,628,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CO - COUNTY COMPTROLLER

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,102,179	7,349,542	7,563,114	7,625,728
	BB - EQUIPMENT	5,000	5,075	5,151	5,228
	DD - GENERAL EXPENSES	137,500	139,563	141,656	143,781
	DE - CONTRACTUAL SERVICES	1,090,300	1,106,655	1,123,254	1,140,103
EXP Total		8,334,979	8,600,834	8,833,176	8,914,840
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

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CS - CIVIL SERVICE

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	4,857,725	5,029,063	5,176,775	5,219,034
	DD - GENERAL EXPENSES	336,335	341,380	346,501	351,698
	HH - INTERFUND CHARGES	10,000	10,000	10,000	10,000
EXP Total		5,204,060	5,380,443	5,533,276	5,580,733
REV	BF - RENTS & RECOVERIES	138,000	138,000	138,000	138,000
	BH - DEPT REVENUES	335,000	335,000	335,000	335,000
REV Total		473,000	473,000	473,000	473,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CT - COURTS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AB - FRINGE BENEFITS	1,518,003	1,580,818	1,646,258	1,714,435
EXP Total		1,518,003	1,580,818	1,646,258	1,714,435
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	1,487,033	1,548,539	1,612,614	1,679,367
REV Total		1,487,033	1,548,539	1,612,614	1,679,367

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



DA - DISTRICT ATTORNEY

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	31,152,944	31,539,105	31,878,773	32,007,969
	BB - EQUIPMENT	75,500	76,633	77,782	78,949
	DD - GENERAL EXPENSES	1,013,300	1,028,500	1,043,927	1,059,586
	DE - CONTRACTUAL SERVICES	1,407,679	1,428,794	1,450,226	1,471,979
EXP Total		33,649,423	34,073,031	34,450,708	34,618,483
REV	BH - DEPT REVENUES	12,000	12,000	12,000	12,000
	BJ - INTERDEPT REVENUES	270,033	270,033	270,033	270,033
	BW - INTERFUND CHARGES REVENUE	275,000	275,000	275,000	275,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	30,600	30,600	30,600	30,600
	SA - STATE AID REIMBURSEMENT OF EXPENSES	69,100	69,100	69,100	69,100
REV Total		656,733	656,733	656,733	656,733

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



EL - BOARD OF ELECTIONS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	14,866,695	15,153,838	15,382,478	15,395,429
	BB - EQUIPMENT	112,500	114,188	115,900	117,639
	DD - GENERAL EXPENSES	2,371,403	2,406,974	2,443,079	2,479,725
	DE - CONTRACTUAL SERVICES	606,600	615,699	624,934	634,309
EXP Total		17,957,198	18,290,698	18,566,392	18,627,101
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 2015–2018 MULTI-YEAR FINANCIAL PLAN



EM - EMERGENCY MANAGEMENT

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,036,253	1,045,354	1,053,293	1,056,006
	DD - GENERAL EXPENSES	11,200	11,368	11,539	11,712
	HH - INTERFUND CHARGES	700,000	700,000	700,000	700,000
EXP Total		1,747,453	1,756,722	1,764,831	1,767,718
REV	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	726,080	726,080	726,080	726,080
REV Total		726,080	726,080	726,080	726,080

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



FB - FRINGE BENEFIT

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AB - FRINGE BENEFITS	213,408,489	223,937,502	230,951,843	240,081,827
EXP Total		213,408,489	223,937,502	230,951,843	240,081,827

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



HE - HEALTH DEPARTMENT

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	14,726,942	15,325,132	15,843,026	16,001,561
	BB - EQUIPMENT	53,000	53,795	54,602	55,421
	DD - GENERAL EXPENSES	1,331,050	1,351,016	1,371,281	1,391,850
	DE - CONTRACTUAL SERVICES	392,330	398,215	404,188	410,251
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	HF - INTER DEPARTMENTAL CHARGES	6,520,845	6,520,845	6,520,845	6,520,845
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
EXP Total		163,024,167	166,349,003	169,647,942	172,643,008
REV	BC - PERMITS & LICENSES	5,480,087	5,480,087	5,480,087	5,480,087
	BD - FINES & FORFEITS	250,000	250,000	250,000	250,000
	BF - RENTS & RECOVERIES	470,000	470,000	470,000	470,000
	BH - DEPT REVENUES	1,413,700	1,413,700	1,413,700	1,413,700
	BW - INTERFUND CHARGES REVENUE	57,100	57,100	57,100	57,100
	SA - STATE AID REIMBURSEMENT OF EXPENSES	72,765,000	74,124,800	75,511,796	76,926,532
REV Total		80,435,887	81,795,687	83,182,683	84,597,419

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



HI -HOUSING & INTERGOVERNMENTAL AFFAIRS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	819,500	819,500	819,500	819,500
	DD - GENERAL EXPENSES	2,000	2,030	2,060	2,091
	HF - INTER DEPARTMENTAL CHARGES	156,433	156,433	156,433	156,433
EXP Total		977,933	977,963	977,993	978,024
REV	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	370,750	370,750	370,750	370,750
	SA - STATE AID REIMBURSEMENT OF EXPENSES	74,150	74,150	74,150	74,150
REV Total		444,900	444,900	444,900	444,900

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



HR - COMMISSION ON HUMAN RIGHTS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	577,668	594,583	609,149	613,237
	DD - GENERAL EXPENSES	5,450	5,532	5,615	5,699
	DE - CONTRACTUAL SERVICES	10,000	10,150	10,302	10,457
EXP Total		593,118	610,265	625,066	629,393

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



HS - DEPARTMENT OF HUMAN SERVICES

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	5,157,263	5,368,449	5,551,148	5,606,419
	BB - EQUIPMENT	30,000	30,450	30,907	31,370
	DD - GENERAL EXPENSES	919,864	933,662	947,667	961,882
	DE - CONTRACTUAL SERVICES	26,552,331	26,950,616	27,354,875	27,765,198
	HF - INTER DEPARTMENTAL CHARGES	3,774,107	3,774,107	3,774,107	3,774,107
EXP Total		36,433,565	37,057,284	37,658,703	38,138,977
REV	BD - FINES & FORFEITS	40,000	40,000	40,000	40,000
	BJ - INTERDEPT REVENUES	100,000	100,000	100,000	100,000
	BW - INTERFUND CHARGES REVENUE	125,000	125,000	125,000	125,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	5,577,024	5,577,024	5,577,024	5,577,024
	SA - STATE AID REIMBURSEMENT OF EXPENSES	10,614,824	10,614,824	10,614,824	10,614,824
REV Total		16,456,848	16,456,848	16,456,848	16,456,848

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



IT - INFORMATION TECHNOLOGY

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,175,062	7,492,188	7,767,028	7,852,496
	DD - GENERAL EXPENSES	336,200	341,243	346,362	351,557
	DE - CONTRACTUAL SERVICES	8,647,849	10,605,106	10,764,183	10,925,646
	DF - UTILITY COSTS	3,900,000	3,982,150	4,066,477	4,153,039
EXP Total		20,059,111	22,420,687	22,944,050	23,282,737
REV	BJ - INTERDEPT REVENUES	6,865,934	6,865,934	6,865,934	6,865,934
	BW - INTERFUND CHARGES REVENUE	488,511	488,511	488,511	488,511
REV Total		7,354,445	7,354,445	7,354,445	7,354,445

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



LE - COUNTY LEGISLATURE

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	6,304,544	6,313,991	6,322,603	6,327,279
	BB - EQUIPMENT	54,503	55,321	56,150	56,993
	DD - GENERAL EXPENSES	1,688,631	1,713,960	1,739,670	1,765,765
	DE - CONTRACTUAL SERVICES	1,044,700	1,060,371	1,076,276	1,092,420
EXP Total		9,092,378	9,143,643	9,194,699	9,242,457

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



LR - OFFICE OF LABOR RELATIONS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	403,858	403,988	404,120	404,255
	DD - GENERAL EXPENSES	5,100	5,177	5,254	5,333
	DE - CONTRACTUAL SERVICES	400,000	406,000	412,090	418,271
EXP Total		808,958	815,164	821,464	827,860

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



MA - OFFICE OF MINORITY AFFAIRS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	520,160	520,194	520,229	520,264
	DD - GENERAL EXPENSES	24,970	25,345	25,725	26,111
	DE - CONTRACTUAL SERVICES	31,000	31,465	31,937	32,416
EXP Total		576,130	577,004	577,890	578,791

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



ME - MEDICAL EXAMINER

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,289,637	7,568,610	7,809,529	7,880,412
	BB - EQUIPMENT	46,700	47,401	48,112	48,833
	DD - GENERAL EXPENSES	707,495	718,107	728,879	739,812
	DE - CONTRACTUAL SERVICES	100,199	101,702	103,228	104,776
EXP Total		8,144,031	8,435,820	8,689,747	8,773,833
REV	BH - DEPT REVENUES	25,000	25,000	25,000	25,000
REV Total		25,000	25,000	25,000	25,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PA - PUBLIC ADMINISTRATOR

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	475,249	486,585	496,358	499,156
	DD - GENERAL EXPENSES	9,250	9,389	9,530	9,673
	DE - CONTRACTUAL SERVICES	7,300	7,410	7,521	7,633
EXP Total		491,799	503,383	513,408	516,462
REV	BH - DEPT REVENUES	500,000	500,000	500,000	500,000
REV Total		500,000	500,000	500,000	500,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PB - PROBATION

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	17,239,141	17,937,184	18,542,361	18,731,559
	BB - EQUIPMENT	30,900	31,364	31,834	32,311
	DD - GENERAL EXPENSES	277,800	281,953	286,173	290,461
	DE - CONTRACTUAL SERVICES	503,325	510,875	518,538	526,316
	DF - UTILITY COSTS	500	506	502	510
	HF - INTER DEPARTMENTAL CHARGES	1,892,382	1,892,382	1,892,382	1,892,382
EXP Total		19,944,048	20,654,262	21,271,791	21,473,540
REV	BH - DEPT REVENUES	1,674,000	1,674,000	1,674,000	1,674,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	16,000	16,000	16,000	16,000
	SA - STATE AID REIMBURSEMENT OF EXPENSES	5,206,459	5,206,459	5,206,459	5,206,459
REV Total		6,896,459	6,896,459	6,896,459	6,896,459

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PE - DEPARTMENT OF HUMAN RESOURCES

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	863,328	863,344	863,360	863,377
	DD - GENERAL EXPENSES	18,600	18,879	19,162	19,450
	DE - CONTRACTUAL SERVICES	12,500	12,688	12,878	13,071
EXP Total		894,428	894,911	895,400	895,898

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PK - PARKS, RECREATION AND MUSEUMS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	16,206,084	16,601,160	16,944,037	17,052,931
	BB - EQUIPMENT	558,500	566,878	575,381	584,011
	DD - GENERAL EXPENSES	1,871,250	1,899,319	1,927,809	1,956,726
	DE - CONTRACTUAL SERVICES	7,563,100	7,676,547	7,791,695	7,908,570
	HH - INTERFUND CHARGES	148,499	148,499	148,499	148,499
EXP Total		26,347,433	26,892,401	27,387,419	27,650,737
REV	BF - RENTS & RECOVERIES	1,616,800	1,616,800	1,616,800	1,616,800
	BH - DEPT REVENUES	21,137,320	21,137,320	21,137,320	21,137,320
	TX - SPECIAL TAXES	3,325,000	3,325,000	3,325,000	3,325,000
REV Total		26,079,120	26,079,120	26,079,120	26,079,120

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PR - SHARED SERVICES

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	915,209	947,089	974,620	982,715
	DD - GENERAL EXPENSES	18,950	19,234	19,523	19,816
	DE - CONTRACTUAL SERVICES	37,100	37,657	38,221	38,795
EXP Total		971,259	1,003,980	1,032,364	1,041,325
REV	BF - RENTS & RECOVERIES	200,000	200,000	200,000	200,000
	BH - DEPT REVENUES	528,500	528,500	528,500	528,500
REV Total		728,500	728,500	728,500	728,500

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PW - PUBLIC WORKS DEPARTMENT

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	31,173,048	32,505,061	33,668,186	34,071,026
	AC - WORKERS COMPENSATION	1,593,444	1,593,444	1,593,444	1,593,444
	BB - EQUIPMENT	109,763	111,409	113,081	114,777
	DD - GENERAL EXPENSES	6,867,531	6,898,544	6,959,668	7,038,467
	DE - CONTRACTUAL SERVICES	132,151,546	132,276,241	132,402,807	132,531,272
	DF - UTILITY COSTS	30,251,793	30,183,482	30,249,998	30,735,323
	HF - INTER DEPARTMENTAL CHARGES	12,626,675	12,626,675	12,626,675	12,626,675
	HH - INTERFUND CHARGES	2,000,000	2,000,000	2,000,000	2,000,000
	MM - MASS TRANSPORTATION	43,175,746	44,352,309	45,562,993	46,808,786
	OO - OTHER EXPENSE	14,169,246	14,349,131	14,634,614	14,925,806
EXP Total		274,118,792	276,896,297	279,811,464	282,445,576
REV	BC - PERMITS & LICENSES	621,400	621,400	621,400	621,400
	BD - FINES & FORFEITS	10,000	10,000	10,000	10,000
	BF - RENTS & RECOVERIES	9,699,425	6,312,042	9,512,042	9,512,042
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	53,432,704	53,432,704	53,432,704	53,432,704
	BJ - INTERDEPT REVENUES	20,684,796	20,684,796	20,684,796	20,684,796
	BW - INTERFUND CHARGES REVENUE	7,042,183	7,042,183	7,042,183	7,042,183
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	6,367,595	6,367,595	6,367,595	6,367,595
	SA - STATE AID REIMBURSEMENT OF EXPENSES	63,659,000	63,659,000	63,659,000	63,659,000
REV Total		161,817,103	158,429,720	161,629,720	161,629,720

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



RM - RECORDS MANAGEMENT

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	888,915	919,486	945,878	953,602
	BB - EQUIPMENT	5,000	5,075	5,151	5,228
	DD - GENERAL EXPENSES	160,500	162,908	165,351	167,831
	DE - CONTRACTUAL SERVICES	125,000	126,875	128,778	130,710
EXP Total		1,179,415	1,214,344	1,245,159	1,257,371

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



SA - COORD AGENCY FOR SPANISH AMERICANS

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	264,731	264,731	264,731	264,731
	DD - GENERAL EXPENSES	3,442	3,494	3,546	3,599
	DE - CONTRACTUAL SERVICES	12,500	12,688	12,878	13,071
EXP Total		280,673	280,912	281,155	281,401
REV	BH - DEPT REVENUES	18,615	18,615	18,615	18,615
REV Total		18,615	18,615	18,615	18,615

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



SS - SOCIAL SERVICES

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	45,865,399	47,759,970	49,397,184	49,883,998
	BB - EQUIPMENT	24,000	24,360	24,725	25,096
	DD - GENERAL EXPENSES	768,150	779,672	791,367	803,238
	DE - CONTRACTUAL SERVICES	7,944,143	8,063,305	8,184,255	8,307,019
	HF - INTER DEPARTMENTAL CHARGES	18,057,551	18,057,551	18,057,551	18,057,551
	SS - RECIPIENT GRANTS	60,550,000	61,761,000	62,996,220	62,996,220
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	51,699,900	51,182,901	51,182,901
	XX - MEDICAID	252,255,731	252,571,349	252,571,349	257,115,874
EXP Total		506,622,550	510,487,734	514,371,593	520,961,257
REV	BF - RENTS & RECOVERIES	1,900,000	1,900,000	1,900,000	1,900,000
	BH - DEPT REVENUES	14,988,920	14,988,920	14,988,920	14,988,920
	BJ - INTERDEPT REVENUES	203,771	203,771	203,771	203,771
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	111,743,088	113,977,950	116,257,509	116,257,509
	SA - STATE AID REIMBURSEMENT OF EXPENSES	54,916,614	56,014,946	57,135,245	57,135,245
REV Total		183,752,393	187,085,587	190,485,445	190,485,445

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



TR - COUNTY TREASURER

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	2,145,051	2,223,826	2,291,749	2,311,236
	BB - EQUIPMENT	8,800	8,932	9,066	9,202
	DD - GENERAL EXPENSES	420,300	426,605	433,004	439,499
	DE - CONTRACTUAL SERVICES	257,000	260,855	264,768	268,739
	OO - OTHER EXPENSE	100,000,000	100,000,000	100,000,000	100,000,000
EXP Total		102,831,151	102,920,217	102,998,587	103,028,676
REV	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BD - FINES & FORFEITS	17,000	17,000	17,000	17,000
	BE - INVEST INCOME	1,830,000	1,830,000	1,830,000	1,830,000
	BF - RENTS & RECOVERIES	20,000	20,000	20,000	20,000
	BH - DEPT REVENUES	625,000	625,000	625,000	625,000
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	100,000,000	100,000,000	100,000,000	100,000,000
	TX - SPECIAL TAXES	2,998,000	1,998,000	2,998,000	2,998,000
REV Total		134,590,000	133,590,000	134,590,000	134,590,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



TV - TRAFFIC & PARKING VIOLATIONS AGENCY

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	4,318,830	4,427,738	4,523,054	4,557,083
	BB - EQUIPMENT	9,100	9,237	9,375	9,516
	DD - GENERAL EXPENSES	231,450	234,922	238,446	242,022
	DE - CONTRACTUAL SERVICES	22,007,370	22,009,924	22,012,516	22,015,147
EXP Total		26,566,750	26,681,820	26,783,391	26,823,768
REV	BD - FINES & FORFEITS	98,698,400	101,747,574	101,747,574	101,747,574
	BF - RENTS & RECOVERIES	35,000	35,000	35,000	35,000
REV Total		98,733,400	101,782,574	101,782,574	101,782,574

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



VS - VETERANS SERVICES AGENCY

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	471,048	483,318	493,889	496,878
	DD - GENERAL EXPENSES	16,200	16,443	16,690	16,940
	DE - CONTRACTUAL SERVICES	700	711	721	732
EXP Total		487,948	500,472	511,300	514,550
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	32,899	32,899	32,899	32,899
REV Total		32,899	32,899	32,899	32,899

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 2015-2018 Multi-Year Financial Plan Update baseline.

Table A.1: MYP Update Baseline Inflat

Expense / Revenue Category	Baseline Inflat	Explanation
Wages		
Non-Police Pension Contribution	NYSERS,0%,4.62%	Estimates provided by the NYS Retirement System
Police Pension Contribution	NYSERS,3.27%,3.52%	Estimates provided by the NYS Retirement System
Health Insurance - Actives	4.46%,4.46%,4.46%	Highest average increase over last 3, 5, or 8 years
Health Insurance - Retirees	4.33%,4.33%,4.33%	Highest average increase over last 3, 5, or 8 years
Other-Than-Personal-Services	1.5%,1.5%,1.5%	
Utilities		
Light and Power	1.11%, -0.65%, 1.57%	EIA (DOE) 2014 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (June 2014) (Base reference Case)
Brokered Gas	-4.33%, 1.41%, 1.76%	
Trigen	-2.03%, 1.82%, 2.05%	Blended (2/3 weighting for Natural Gas for Electric Power [EIA 2014 AEO] and 1/3 weighting for the ten-year average CPI [2.65%])
Fuel	-2.43%, -0.62%, 1.06%	EIA (DOE) 2014 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (June 2014) (Base reference Case)
Water	3.18%, 3.18%, 3.18%	
Telephone	2.65%, 2.65%, 2.65%	Historical trend
Medicaid	Flat, Flat,Flat + 1 Week	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	2.5%,2.5%,2.5%	

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



APPENDIX B: BORROWING SCHEDULE

Nassau County
2015 Budget and 2015-2018 Multi-Year Financial Plan
Debt Service Assumptions
September 15, 2014

<i>MYP Assumptions ⁽¹⁾</i>									
	Principal Amount	Sale Date	First Interest Payment Date	First Principal Payment Date	Final Principal Payment Date	Weighted Average Life	Interest Rate	Mode	Coupon
2014 Remaining									
<u>Capital Borrowings ²</u>									
Capital-General	115,500,000	10/01/14	04/01/15	04/01/15	04/01/34	11.63	Fixed	5.00%	
Capital-SSWRD ³	38,000,000	10/01/14	04/01/15	04/01/15	04/01/34	11.63	Fixed	5.00%	
Tax Certs	75,000,000	10/01/14	04/01/15	04/01/15	04/01/34	11.63	Fixed	5.00%	
Sandy Tax Levy	32,000,000	10/01/14	04/01/15	04/01/15	04/01/24	5.41	Fixed	5.00%	
Term Pay / VSIP	29,100,000	10/01/14	04/01/15	04/01/15	04/01/24	5.41	Fixed	5.00%	
Environmental Bond Act	0	NA	NA	NA	NA	NA	NA	NA	
Judgments & Settlements	8,600,000	10/01/14	04/01/15	04/01/15	04/01/24	5.41	Fixed	5.00%	
Total	298,200,000								
<u>Cash Flow Borrowings</u>									
BANs (Sandy) ⁴	0	NA	NA	NA	NA	NA	NA	NA	NA
RANs	0	NA	NA	NA	NA	NA	NA	NA	NA
TANs	200,000,000	12/01/14	10/01/15	N/A	10/01/15	0.83	Fixed	2.00%	
Total	200,000,000								
2015									
<u>Capital Borrowings ²</u>									
Capital-General	75,000,000	04/01/15	10/01/15	04/01/16	04/01/35	12.21	Fixed	5.25%	
Capital-SSWRD ³	25,000,000	04/01/15	10/01/15	04/01/16	04/01/35	12.21	Fixed	5.25%	
Tax Certs	50,000,000	04/01/15	10/01/15	04/01/16	04/01/35	12.21	Fixed	5.25%	
Term Pay	33,000,000	04/01/15	10/01/15	04/01/16	04/01/25	5.93	Fixed	5.25%	
Environmental Bond Act	1,000,000	04/01/15	10/01/15	04/01/16	04/01/35	12.22	Fixed	5.25%	
Judgments & Settlements	9,000,000	04/01/15	10/01/15	04/01/16	04/01/25	5.93	Fixed	5.25%	
Capital-General	75,000,000	10/01/15	04/01/16	04/01/16	04/01/35	11.71	Fixed	5.25%	
Capital-SSWRD ³	25,000,000	10/01/15	04/01/16	04/01/16	04/01/35	11.71	Fixed	5.25%	
Tax Certs	50,000,000	10/01/15	04/01/16	04/01/16	04/01/35	11.71	Fixed	5.25%	
Judgments & Settlements	9,000,000	10/01/15	04/01/16	04/01/16	04/01/25	5.43	Fixed	5.25%	
Total	352,000,000								
<u>Cash Flow Borrowings</u>									
BANs (Sandy) ⁴	90,000,000	02/01/15	02/01/16	N/A	02/01/16	1.00	Fixed	2.25%	
RANs	200,000,000	06/01/15	04/01/16	N/A	04/01/16	0.83	Fixed	2.25%	
TANs	200,000,000	12/01/15	10/01/16	N/A	10/01/16	0.83	Fixed	2.25%	
Total	490,000,000								
2016									
<u>Capital Borrowings ²</u>									
Capital-General	75,000,000	04/01/16	10/01/16	04/01/17	04/01/36	12.21	Fixed	5.25%	
Capital-SSWRD ³	25,000,000	04/01/16	10/01/16	04/01/17	04/01/36	12.21	Fixed	5.25%	
Tax Certs	50,000,000	04/01/16	10/01/16	04/01/17	04/01/36	12.21	Fixed	5.25%	
Judgments & Settlements	9,000,000	04/01/16	10/01/16	04/01/17	04/01/26	5.93	Fixed	5.25%	
Capital-General	75,000,000	10/01/16	04/01/17	04/01/17	04/01/36	11.71	Fixed	5.25%	
Capital-SSWRD ³	25,000,000	10/01/16	04/01/17	04/01/17	04/01/36	11.71	Fixed	5.25%	
Tax Certs	50,000,000	10/01/16	04/01/17	04/01/17	04/01/36	11.71	Fixed	5.25%	
Judgments & Settlements	9,000,000	10/01/16	04/01/17	04/01/17	04/01/26	5.43	Fixed	5.25%	
Total	318,000,000								
<u>Cash Flow Borrowings</u>									
BANs (Sandy) ⁴	60,000,000	02/01/16	02/01/17	N/A	02/01/17	1.00	Fixed	2.25%	
RANs	200,000,000	06/01/16	04/01/17	N/A	04/01/17	0.83	Fixed	2.25%	
TANs	200,000,000	12/01/16	10/01/17	N/A	10/01/17	0.83	Fixed	2.25%	
Total	460,000,000								
2017									
<u>Capital Borrowings ²</u>									
Capital-General	75,000,000	04/01/17	10/01/17	04/01/18	04/01/37	12.21	Fixed	5.25%	
Capital-SSWRD ³	25,000,000	04/01/17	10/01/17	04/01/18	04/01/37	12.21	Fixed	5.25%	
Tax Certs	50,000,000	04/01/17	10/01/17	04/01/18	04/01/37	12.21	Fixed	5.25%	
Judgments & Settlements	9,000,000	04/01/17	10/01/17	04/01/18	04/01/27	5.93	Fixed	5.25%	
Capital-General	75,000,000	10/01/17	04/01/18	04/01/18	04/01/37	11.71	Fixed	5.25%	
Capital-SSWRD ³	25,000,000	10/01/17	04/01/18	04/01/18	04/01/37	11.71	Fixed	5.25%	
Tax Certs	50,000,000	10/01/17	04/01/18	04/01/18	04/01/37	11.71	Fixed	5.25%	
Judgments & Settlements	9,000,000	10/01/17	04/01/18	04/01/18	04/01/27	5.43	Fixed	5.25%	
Total	318,000,000								
<u>Cash Flow Borrowings</u>									
BANs (Sandy) ⁴	30,000,000	02/01/17	02/01/18	N/A	02/01/18	1.00	Fixed	2.25%	
RANs	200,000,000	06/01/17	04/01/18	N/A	04/01/18	0.83	Fixed	2.25%	
TANs	200,000,000	12/01/17	10/01/18	N/A	10/01/18	0.83	Fixed	2.25%	
Total	430,000,000								
2018									
<u>Capital Borrowings ²</u>									
Capital-General	75,000,000	04/01/18	10/01/18	04/01/19	04/01/38	12.21	Fixed	5.25%	
Capital-SSWRD ³	25,000,000	04/01/18	10/01/18	04/01/19	04/01/38	12.21	Fixed	5.25%	
Tax Certs	50,000,000	04/01/18	10/01/18	04/01/19	04/01/38	12.21	Fixed	5.25%	
Judgments & Settlements	9,000,000	04/01/18	10/01/18	04/01/19	04/01/28	5.93	Fixed	5.25%	
Capital-General	75,000,000	10/01/18	04/01/19	04/01/19	04/01/38	11.71	Fixed	5.25%	
Capital-SSWRD ³	25,000,000	10/01/18	04/01/19	04/01/19	04/01/38	11.71	Fixed	5.25%	
Tax Certs	50,000,000	10/01/18	04/01/19	04/01/19	04/01/38	11.71	Fixed	5.25%	
Judgments & Settlements	9,000,000	10/01/18	04/01/19	04/01/19	04/01/28	5.43	Fixed	5.25%	
Total	318,000,000								
<u>Cash Flow Borrowings</u>									
BANs (Sandy) ⁴	0	NA	NA	NA	NA	NA	NA	NA	NA
RANs	200,000,000	06/01/18	04/01/19	N/A	04/01/19	0.83	Fixed	2.25%	
TANs	200,000,000	12/01/18	10/01/19	N/A	10/01/19	0.83	Fixed	2.25%	
Total	400,000,000								

(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) Projects for the SSWRD may be funded through borrowing by either the County, NYS EFC, or the NC SSWFA.
 (4) Sandy BANs represent roll-over of original \$185.5 million BANs, Series 2013A. Any additional Sandy financing is assumed to be done through New York State / EFC at 0% interest.



APPENDIX C: DEBT SERVICE BASELINE

*Nassau County
2015-2018 MYP (Proposed)
Baseline*

	<u>12/31/2015</u>	<u>12/31/2016</u>	<u>12/31/2017</u>	<u>12/31/2018</u>
<i>Existing Debt Service Obligations</i>				
<u>General Fund Obligations</u>				
Long Term Debt				
Principal	\$50,384,732	\$48,994,454	\$51,849,186	\$53,245,024
Interest	49,416,662	47,315,186	45,027,798	42,549,737
NIFA Set Asides				
Principal	133,420,242	127,103,229	118,190,112	109,043,314
Interest	39,448,536	34,902,064	29,903,563	25,631,500
Fees	3,339,147	3,099,741	2,637,341	2,144,821
Total	276,009,319	261,414,674	247,608,000	232,614,396
<u>Parks And Recreation</u>				
Long Term Debt				
Principal	3,116,889	2,289,574	2,397,318	2,158,720
Interest	2,905,476	2,796,720	2,695,269	2,586,330
NIFA Set Asides				
Principal	2,576,485	3,028,312	2,718,949	3,162,126
Interest	966,171	869,299	748,421	643,583
Fees	93,263	86,576	73,662	59,905
Total	9,658,284	9,070,481	8,633,619	8,610,664
<u>Environmental Bond Fund</u>				
Long Term Debt				
Principal	3,326,579	3,464,597	3,661,768	3,840,532
Interest	5,182,796	5,047,092	4,884,042	4,711,085
NIFA Set Asides				
Principal	845,587	818,149	424,555	429,414
Interest	221,079	183,564	145,647	126,631
Fees	5,927	5,502	4,681	3,807
Total	9,581,968	9,518,904	9,120,693	9,111,469
<u>Police District</u>				
Long Term Debt				
Principal	1,428,328	1,508,156	1,568,554	1,647,851
Interest	749,365	678,626	617,309	538,700
NIFA Set Asides				
Principal	40,656	50,509	43,694	47,583
Interest	17,567	15,981	13,897	12,077
Fees	1,127	1,047	890	724
Total	2,237,043	2,254,319	2,244,344	2,246,935
<u>Police Headquarters</u>				
Long Term Debt				
Principal	6,189,711	6,618,699	6,978,672	7,029,276
Interest	6,597,676	6,299,449	6,001,042	5,660,988
NIFA Set Asides				
Principal	1,271,439	1,674,132	1,371,751	1,601,290
Interest	519,830	469,007	400,139	344,964
Fees	60,159	55,846	47,515	38,642
Total	14,638,815	15,117,133	14,799,119	14,675,160



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>12/31/2015</u>	<u>12/31/2016</u>	<u>12/31/2017</u>	<u>12/31/2018</u>
<u>Fire Prevention Fund</u>				
Long Term Debt				
Principal	97,701	104,188	109,396	114,954
Interest	69,801	64,997	60,680	55,176
NIFA Set Asides				
Principal	79,250	104,792	83,167	101,477
Interest	31,712	28,461	24,112	20,756
Fees	3,822	3,548	3,019	2,455
Total	282,286	305,986	280,374	294,818
<u>Community College</u>				
Long Term Debt				
Principal	973,944	922,125	998,030	997,471
Interest	2,726,040	2,686,884	2,644,713	2,597,083
NIFA Set Asides				
Principal	1,424,448	1,169,768	1,299,328	1,390,049
Interest	304,867	263,522	221,261	180,606
Fees	24,527	22,768	19,372	15,754
Total	5,453,826	5,065,067	5,182,704	5,180,963
<u>Water Related Project</u>				
Long Term Debt				
Principal	1,710,911	1,702,531	1,924,410	1,975,524
Interest	3,853,936	3,786,068	3,710,924	3,620,379
NIFA Set Asides				
Principal	1,443,032	1,353,456	1,337,066	1,256,528
Interest	406,950	360,286	307,743	260,721
Fees	41,092	38,145	32,455	26,394
Total	7,455,921	7,240,486	7,312,598	7,139,546
<u>Sewer Related Project</u>				
Long Term Debt				
Principal	1,836,205	1,975,678	2,202,666	2,020,647
Interest	3,818,773	3,737,221	3,643,740	3,544,342
NIFA Set Asides				
Principal	1,790,694	2,496,985	2,337,211	2,600,720
Interest	858,476	791,155	692,835	599,632
Fees	94,192	87,439	74,395	60,502
Total	8,398,340	9,088,478	8,950,847	8,825,843
<u>Total General Improvement</u>				
Long Term Debt				
Principal	69,065,000	67,580,002	71,690,000	73,029,999
Interest	75,320,525	72,412,243	69,285,517	65,863,820
Total	144,385,525	139,992,245	140,975,517	138,893,819



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>12/31/2015</u>	<u>12/31/2016</u>	<u>12/31/2017</u>	<u>12/31/2018</u>
<u>Total NIFA</u>				
Principal	142,891,833	137,799,332	127,805,833	119,632,501
Interest	42,775,188	37,883,339	32,457,618	27,820,470
Fees	3,663,256	3,400,612	2,893,330	2,353,004
Total	189,330,277	179,083,283	163,156,781	149,805,975
Expense of Loans	4,224,000	3,816,000	3,816,000	3,816,000
Short Term Interest				
BAN Interest (Sandy)	1,423,956	2,025,000	1,350,000	675,000
RAN Interest	3,088,906	3,750,000	3,750,000	3,750,000
TAN Interest	3,333,333	3,750,000	3,750,000	3,750,000
Total	7,846,195	9,525,000	8,850,000	8,175,000
Total Existing Obligations	345,785,997	332,416,528	316,798,298	300,690,794
<u>Future Obligations</u>				
General Capital and Tax Certs				
Principal	8,215,000	15,885,000	23,965,000	32,495,000
Interest	13,992,125	26,714,313	38,815,388	50,481,588
SSWRD				
Principal	-	1,450,000	2,980,000	4,590,000
Interest	625,000	3,243,188	5,751,900	8,178,188
Judgments and Term Pay				
Principal	2,980,000	7,115,000	8,900,000	10,770,000
Interest	2,913,000	4,466,894	4,999,531	5,436,638
Environmental Bond Act				
Principal	-	30,000	30,000	30,000
Interest	25,000	51,713	50,138	48,563
Total Future Obligations	11,195,000	24,480,000	35,875,000	47,885,000
Principal	11,195,000	24,480,000	35,875,000	47,885,000
Interest	17,555,125	34,476,108	49,616,957	64,144,977
Total	28,750,125	58,956,108	85,491,957	112,029,977
Total Debt Service	\$374,536,122	\$391,372,636	\$402,290,255	\$412,720,771



APPENDIX D

Note: The amounts reflected on this page are hypothetical and in no way represent administrative decisions not yet made for any circumstances event or agreement.

Fiscal 2014-2017 Multi-Year Financial Plan

Revised 10/1/2013

		NASSAU COMMUNITY COLLEGE				
		Fiscal 2014-2017 Multi-Year Financial Plan				
		Adopted 2014 Budget	Adopted 2014 Budget	2015 Projected	2016 Projected	2017 Projected
Baseline	OPERATING EXPENSES:					
	Salaries	130,929,542	130,929,542	132,454,586	133,713,669	134,301,405
	Fringe Benefits	57,850,000	57,850,000	61,321,000	65,000,260	68,900,276
	Equipment	2,458,263	2,458,263	2,519,720	2,582,713	2,647,280
	General Expenses	7,986,501	7,986,501	8,186,164	8,390,818	8,600,588
	Contractual	7,228,201	7,228,201	7,408,906	7,594,129	7,783,982
	Utility Costs (Telephone & Other)	418,998	418,998	431,568	444,515	457,850
	Utility Costs (LIPA)	2,953,037	2,953,037	3,041,628	3,132,877	3,226,863
	Interfund Charges	3,300,000	3,300,000	3,399,000	3,500,970	3,605,999
	Other	755,000	755,000	55,000	55,000	55,000
	Total Operating Expenses	213,879,542	213,879,542	218,817,571	224,414,950	229,579,243
		% growth		2.3%	2.6%	2.3%
	OPERATING REVENUES:					
	Investment Income	65,000	65,000	65,000	65,000	65,000
	Rents & Recoveries	500,000	500,000	500,000	500,000	500,000
	Revenue Offset to Expenses	4,448,810	4,448,810	4,448,810	4,448,810	4,448,810
	Service Fees	7,117,189	7,117,189	7,117,189	7,117,189	7,117,189
	Student Revenues	83,528,720	83,528,720	83,528,720	83,528,720	83,528,720
	Revenue in Lieu of Spons Share	14,200,001	14,200,001	14,200,001	14,200,001	14,200,001
	State Operating Aid- Base Rate + \$100,000 HighNeeds	46,495,764	46,495,764	46,007,510	45,816,285	45,816,285
State Rental Aid (50% assumption)Endo	443,375	443,375	443,375	443,375	443,375	
Property Taxes	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883	
Fund Balance	4,873,800	4,873,800	-	-	-	
Total Operating Revenue	213,879,542	213,879,542	208,517,488	208,326,263	208,326,263	
Operations Gain (Loss)-(Baseline Operating Results)*	-	-	(10,300,083)	(16,088,686)	(21,252,980)	

* The Baseline Operating Results for future years is before the recognition of the impact of increased enrollment, State Aid, Sponsor Support, Tuition or other revenue enhancement or cost savings measures. And before increases for Administrators, NCCFT and AFA. (Contracts for NCCFT and AFA are expired.)

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



APPENDIX D

NASSAU COMMUNITY COLLEGE Fiscal 2014-2017 Multi-Year Financial Plan

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

A significant savings has already been attained from Cost Cutting for the 2011,12 and 13 budgets (\$7.1M, \$5.8 M and \$8.0M respectively) All of which were permanent cuts and are shown in the body of this plan for all years on page 1.				2015	2016	2017
				Projected	Projected	Projected
Baseline				(10,300,083)	(16,088,686)	(21,252,980)
INITIAL GAP CLOSING MEASURES						
1. State						
	FTE in Baseline					
A.	Increase in State Aid Rate in 2015	19160.0	200	3,832,000	3,832,000	3,832,000
B.	Increase in State Aid Rate in 2016	18958.8	200		3,791,760	3,791,760
C.	Increase in State Aid Rate in 2017	18880.0	200			3,776,000
	Total State Aid			3,832,000	7,623,760	11,399,760
2. Sponsor Support (Tax Cap 2%)						
A.	Increase in Sponsor Support 2015		2.00%	1,044,138	1,044,138	1,044,138
B.	Increase in Sponsor Support 2016		2.00%		1,065,020	1,065,020
C.	Increase in Sponsor Support 2017		2.00%			1,086,321
	Total Sponsor			1,044,138	2,109,158	3,195,479
3. Tuition-						
A.	Increase in Tuition in 2015		100	2,043,266	2,043,266	2,043,266
B.	Increase in Tuition in 2016		100		2,043,266	2,043,266
C.	Increase in Tuition in 2017		100			2,043,266
	Total Tuition Increases		300	2,043,266	4,086,532	6,129,798
4. Enrollment - Student Revenue Favorable/(Unfavorable)						
			Projected Change			
A.	Enrollment impact-Student Revenue 2015		-1.00%	(855,720)	(876,153)	(896,585)
B.	Enrollment impact-Student Revenue 2016		-1.00%		(867,391)	(887,619)
C.	Enrollment impact-Student Revenue 2017		-1.00%			(878,743)
	Total Enrollment impact-Student Revenue			(855,720)	(1,743,544)	(2,662,948)
5. Enrollment - Instructional Cost Factor Favorable/(Unfavorable)						
			Projected Change			
A.	Enrollment impact-Instructional Cost Factor 2014		-1.00%	427,860	438,076	448,293
B.	Enrollment impact-Instructional Cost Factor 2015		-1.00%	-	433,695	443,810
C.	Enrollment impact-Instructional Cost Factor 2016		-1.00%	-	-	439,372
	Total Enrollment impact-Instructional Cost Factor			427,860	871,772	1,331,474
6. Enrollment Increases- State Aid- 2013Base=						
		19160.0				
A.	2014 Enrollment Increase-State Aid	-1.00%	-191.60		(540,695)	(579,015)
B.	2015 Enrollment Increase-State Aid	-1.00%	-189.68			(573,225)
C.	2016 Enrollment Increase-State Aid	-1.00%	-187.79			
	Total Enrollment impact-State Aid			-	(540,695)	(1,152,240)
Total GAP Closers				6,491,544	12,406,983	18,241,323
Sub Total before Additional Gap Closers				(3,808,539)	(3,681,703)	(3,011,656)
Additional Gap Closers to be determined				3,808,539	3,681,703	3,011,656
Totals all out years				(0)	0	(0)



APPENDIX E
NASSAU HEALTH CARE CORPORATION (FISCAL 2014 – 2017)
 (Provided by the Nassau Health Care Corporation)

Nassau Health Care Corporation and Subsidiaries
 2014 Approved Budget
 Consolidated
 (In Thousands)

As of 1/16/14

	Approved 2014 <u>Budget</u>	2015 <u>Projected</u>	2016 <u>Projected</u>	2017 <u>Projected</u>
Operating Revenues:				
Net patient service revenue	455,671	459,609	463,587	467,604
NYS Intergovernmental transfer	50,546	50,450	50,950	51,450
Nassau County Billings	18,685	19,023	19,368	19,720
Historical Mission/Article VI Payments	18,000	5,000	5,000	5,000
Federal & State Aid	14,108	14,319	14,534	14,753
Miscellaneous	<u>21,242</u>	<u>21,242</u>	<u>21,242</u>	<u>21,242</u>
Total operating revenue	578,252	569,643	574,681	579,769
Operating Expenses:				
Salaries	229,685	240,827	243,494	246,194
Fringe Benefits	121,368	125,078	128,140	131,205
Supplies	36,602	37,334	38,081	38,844
Expenses	104,752	106,847	108,662	110,513
Utilities	20,720	21,342	21,981	22,641
Depreciation	21,287	22,699	24,210	25,826
Interest Expense	12,662	12,439	11,932	11,403
Bad Debt Expense	<u>46,253</u>	<u>46,925</u>	<u>47,606</u>	<u>48,297</u>
Total operating expenses	<u>593,329</u>	<u>613,491</u>	<u>624,106</u>	<u>634,923</u>
Gain (Loss) From Operations	<u>(15,077)</u>	<u>(43,848)</u>	<u>(49,425)</u>	<u>(55,154)</u>
NonOperating Revenues:				
Investment Income	<u>1,056</u>	<u>1,056</u>	<u>1,056</u>	<u>1,056</u>
BASELINE SURPLUS (GAP) AS OF January 1, 2014	<u>(14,021)</u>	<u>(42,792)</u>	<u>(48,369)</u>	<u>(54,098)</u>

** NHCC, Ltd not eliminated, NHCF Eliminated

Major Assumptions

- 1) Pension expense is projected at 19.6% for 2014, 18.3% for 2015, 16.0% for 2016 and 14.5% for 2017.
- 2) Annual growth in health insurance premiums is 3% for 2013 and approximately 5.6% (\$2,856 per year) 2015-2017.
- 3) Salary cost include 1.25% step increase each year and a cost of living (COLA) of 0% in 2014 with one time bonus \$2,550 and 4% in 2015 and 0% in 2016 & 2017.
- 4) Nassau County Mission Payment and Article VI funding is assumed to remain at \$18 million for 2014 of which \$13 Million will be contributed to the IGT distribution. The Mission payment is assumed to be eliminated for 2015 to be consistent with Nassau County Budget.
- 5) Nassau County Billings excludes approximately \$ 2 Million of pass-through items such as Termination pay incurred on behalf of Nassau County.
- 6) Debt Services increase of approximately \$9,000 begins in 2015.
- 7) Delivery System Reform Incentive Payments ("DSRIPs") of 10 Million in 2015 and 15 million in 2016 , and 15 million in 2017 are budgeted. These payments are subject to Federal approval by CMS and negotiation with NY SDOH.
- 8) 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 2014-2017)
(Provided by the Nassau Health Care Corporation)

Nassau Health Care Corporation and Subsidiaries
2014 Approved Budget
Consolidated
(In Thousands)

As of 1/16/14

	Approved 2014 Budget	2015 Projected	2016 Projected	2017 Projected
BASELINE SURPLUS (GAP) AS OF January 1, 2014	(14,021)	(42,792)	(48,369)	(54,098)

Revenue Programs to Eliminate Gap ("PEG")

		2014	2015	2016	2017	
NUMC	Clinical Integration NSLIJ - MC Rates	07/01/15	\$ -	\$ 3,000	\$ 6,000	\$ 10,000
NUMC I	Clinical Documentation Program	01/01/14	\$ 3,000	\$ 3,000	\$ 3,030	\$ 3,060
NUMC	Managed Care Contracting	01/01/14	\$ 3,700	\$ 3,700	\$ 3,700	\$ 3,700
NUMC I	8th OR (New Volume)	01/01/14	\$ 3,744	\$ 3,781	\$ 3,819	\$ 3,857
NUMC	Outpatient Revenue Cycle Improvements	01/01/14	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
NUMC	IGT Impact on Revenue Initiatives		\$ -	\$ -	\$ (2,611)	\$ (2,445)
NHCC	DSRIP	04/01/15	\$ -	\$ 10,000	\$ 15,000	\$ 15,000
Sub-Total Revenue Initiatives			\$ 15,444	\$ 28,481	\$ 33,938	\$ 38,172

Expense PEG

NUMC	IGT Impact for Expense Initiatives		\$ -	\$ -	\$ -	\$ (250)
NUMC	Clinical Integration NSLIJ - Procurement	04/01/15	\$ -	\$ 1,000	\$ 2,000	\$ 3,000
Sub-Total Expense Initiatives			\$ -	\$ 1,000	\$ 2,000	\$ 2,750
Total Initiatives - Pending			\$ 15,444	\$ 29,481	\$ 35,938	\$ 40,922
TOTAL SURPLUS / (DEFICIT) AFTER GAP CLOSING MEASURES			\$ 1,423	\$ (13,311)	\$ (12,431)	\$ (13,176)



APPENDIX F

SEWER AND STORM WATER RESOURCE DISTRICT FINANCIAL PLAN

SEWER AND STORM WATER FINANCE AUTHORITY

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	DE - CONTRACTUAL SERVICES	920,000	920,000	920,000	920,000
	FF - INTEREST	5,989,767	6,360,815	8,822,038	8,468,596
	GG - PRINCIPAL	0	10,305,000	10,425,000	10,740,000
	LZ - TRANS OUT TO SSW FOR DEBT SERVICE	116,408,803	105,732,755	103,156,532	103,199,974
EXP Total		123,318,570	123,318,570	123,323,570	123,328,570
REV	BE - INVEST INCOME	5,000	5,000	10,000	15,000
	TL - PROPERTY TAX	123,313,570	123,313,570	123,313,570	123,313,570
REV Total		123,318,570	123,318,570	123,323,570	123,328,570

SEWER AND STORM WATER RESOURCE DISTRICT

EXP/REV	Object	2015 Proposed Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	15,748,742	15,754,935	15,648,943	15,136,699
	AB - FRINGE BENEFITS	12,458,997	12,652,628	12,537,900	12,520,903
	BB - EQUIPMENT	50,500	0	0	0
	DD - GENERAL EXPENSES	537,875	414,000	426,000	439,000
	DE - CONTRACTUAL SERVICES	57,877,000	59,086,980	60,859,589	62,685,377
	DF - UTILITY COSTS	8,820,347	5,890,325	5,944,616	6,038,735
	FF - INTEREST	6,873,137	6,332,940	5,835,239	5,340,702
	GG - PRINCIPAL	11,672,663	10,363,806	9,532,367	9,716,490
	HH - INTERFUND CHARGES	35,403,935	33,784,950	37,083,143	40,146,375
	OO - OTHER EXPENSE	538,500	551,963	565,762	579,906
EXP Total		149,981,696	144,832,527	148,433,559	152,604,187
REV	AA - FUND BALANCE	0	0	5,267,054	9,394,240
	BC - PERMITS & LICENSES	1,100,000	1,100,000	1,100,000	1,100,000
	BE - INVEST INCOME	110,000	110,000	110,000	110,000
	BF - RENTS & RECOVERIES	13,166,000	13,166,000	13,166,000	13,166,000
	BG - REVENUE OFFSET TO EXPENSE	180,000	180,000	180,000	180,000
	BH - DEPT REVENUES	14,317,000	19,843,879	20,754,080	20,754,080
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	300,000	300,000	300,000	300,000
	BR - DUE FROM OTHER GOVTS	2,251,394	2,251,394	2,251,394	2,251,394
	BW - INTERFUND CHARGES REVENUE	2,148,499	2,148,499	2,148,499	2,148,499
	IF - INTERFUND TRANSFERS	116,408,803	105,732,755	103,156,532	103,199,974
REV Total		149,981,696	144,832,527	148,433,559	152,604,187