

NASSAU COUNTY  
NEW YORK



EDWARD P. MANGANO  
COUNTY EXECUTIVE

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# 2015 PROPERTY TAX FREEZE CREDIT ADOPTED BUDGET

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UPDATED MULTI-YEAR FINANCIAL PLAN  
FISCAL 2015-2018  
JUNE 2015



## **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

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## **EXECUTIVE SUMMARY**





## **OVERVIEW**

The Mangano Administration continues to right-size Nassau County government by managing the fiscal challenges resulting 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, the New York State Legislature, the Nassau County Legislature, the 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.

The adopted MYP and this MYP Update demonstrate the County's commitment to be compliant with NIFA's accounting treatment of borrowings in 2018. The MYP outlines the steps that we will be taking to transition to compliance. The plan preserves the County's fiscal integrity and the delivery of essential services in light of current economic conditions, particularly disappointing sales tax receipts.

With NIFA working as a partner, the County was successful in achieving historic assessment legislation that will greatly aid the County in achieving structural balance. The New York State Assembly and the New York State Senate passed historic assessment legislation, which the Governor signed on November 21, 2014, that will greatly aid the County in achieving structural balance. Simply put, this is the largest structural reform that Nassau County has ever achieved.

This legislation creates a Disputed Assessment Fund that will establish a manageable and fiscally-sound process to satisfy most 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 State) 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 this 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 a 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 structural benefits from the commercial tax certiorari reform legislation will begin to be realized in 2017. The County financed \$125 million of property tax refunds in 2014, \$60 million in 2015, and anticipates financing \$60 million in 2016 and 2017 to address these commercial claims, based on an agreement between the County Executive and the County Legislature. In addition, the MYP includes \$10 million of operating funds in 2016, \$15 million in 2017 and \$30 million in 2018. The combination of funds will allow the County to reduce the backlog through accelerated settlements and maintain our commitment to ensuring that residents are not forced to pay for a decade of waste in a single year through higher taxes or service cuts.

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.

On June 29, 2015 the Rules Committee of the Nassau County Legislature approved a contract with KPMG LLP to serve as the County's financial advisor to explore a Public-Private Partnership (P3) to improve service to County residents and our infrastructure assets. KPMG's role as the County's financial advisor for the potential sewer P3 is essential as the complexity and importance of a well thought-out and executed process will determine the success of the overall project. The following is a highlight of the various functions that KPMG will perform:

- Assess and define the project scope to best meet County goals on risk transfer objectives
- Advise on policy and commercial interest related to a potential P3 and or other structure
- Establish and refine project goals
- Assist in stakeholder and market outreach and communications
- Recommend strategies to maximize competition amongst potential proposers
- Assist in the architecture of the proposed solution to incentivize stakeholders, secure efficiencies and asset conditions upon the termination of the agreement



- Recommend strategies to maximize the application of proceeds to address/improve structural gap

### Why Utilize Public-Private Partnerships?

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

Other P3 initiatives have successfully reduced costs, including the partnership with Transdev Services, Inc. (formerly Veolia Transportation, Inc.) to deliver bus service to Nassau residents at a cost that is \$33 million less than the amount 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 major 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.

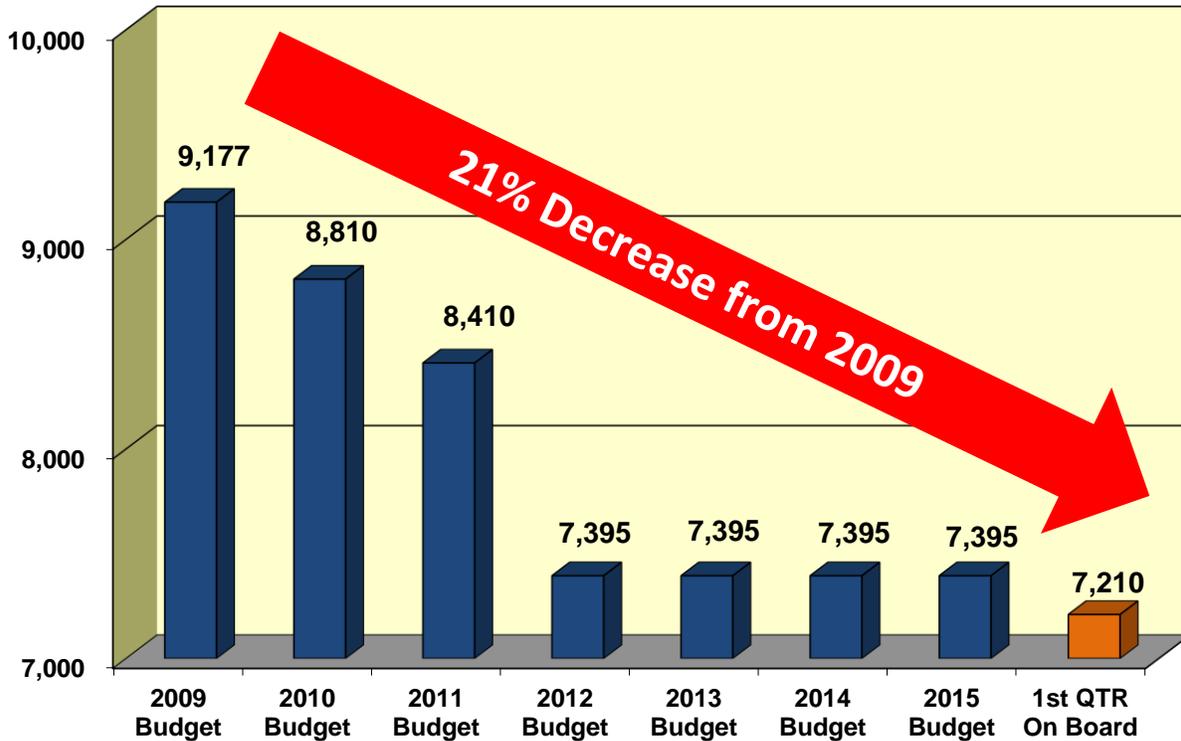
Workforce management has been critical to maintaining the fiscal health of Nassau County. The MYP reflects the Administration's continued control and reduction of expenditures. In 2009, the County's budgeted workforce was 9,177 full-time employees. Due to strong management, the County's budgeted workforce is 7,395 positions for 2015, and the County's on-board positions total 7,210 as of March 31, 2015, a 21.0% 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.

### Workforce Management



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

Despite Long Island’s harsh winter with high snowfall totals and extremely low temperatures the County’s sales tax is up 3% in the first quarter of 2015 compared to the first quarter 2014.

According to Moody’s Analytics, the blizzard of January 26 and 27 of 2015 caused New York City (NYC) to lose \$200 million in economic activity, comparatively using the NYS Department of Taxation and Finance methodology, the same storm equated to a sales tax loss of \$1.7 million in Nassau County.



The growth of the television and film industry in Nassau County has produced blockbuster films such as *The Amazing Spider-Man 2* and *Man on a Ledge*, and the live television productions of *The Sound of Music* and *Peter Pan*. 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, which Nassau County has thanks to the investment taxpayers make in our local schools. However, young people have been leaving Long Island over the past two decades due to a lack of housing opportunities. Accordingly, 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 aggressively confronted and resolved fiscal challenges by making the tough decisions necessary to produce recurring savings, and it will continue to do this.

The tables below outline the County’s current estimate of baseline gaps and initiatives to keep the budget in balance.



**Table 1: 2015-2018  
Initiatives included in the Baseline  
(\$ in millions)**

MYP 2015 - 2018			
	2016 Plan	2017 Plan	2018 Plan
<u>Expense/Revenue Actions</u>			
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
Health Insurance Cost Reduction	1.0	1.0	1.0
ERP Implementation		2.0	2.0
<u>Financing Options/Asset Sales</u>			
Sale of Surplus County Property	5.0	5.0	5.0
<b>Gap Closing Options</b>	<b>39.1</b>	<b>44.8</b>	<b>46.4</b>

**Discussion of Initiatives included in the Baseline**

*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 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 due to its 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 has a contract in place that allows for 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 laws and 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.

#### *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.

#### *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.



*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.



**Table 2: 2015-2018  
Pre Gap Closing Plan (Major Funds)  
(\$ in millions)**

MAJOR FUNDS					
E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	844,223,425	847,387,660	875,844,796	883,412,515
	AB - FRINGE BENEFITS	490,364,980	513,665,313	536,002,471	561,010,892
	AC - WORKERS COMPENSATION	26,976,829	26,976,829	26,976,829	26,976,829
	BB - EQUIPMENT	2,274,166	2,308,278	2,342,903	2,378,046
	DD - GENERAL EXPENSES	35,342,289	35,582,777	35,946,132	36,382,357
	DE - CONTRACTUAL SERVICES	244,519,275	241,707,241	242,263,706	243,899,731
	DF - UTILITY COSTS	41,692,740	41,834,241	42,073,532	42,812,141
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	98,129,845	116,016,162	124,663,037	132,345,875
	GA - LOCAL GOVT ASST PROGRAM	66,737,410	68,374,595	70,052,710	71,772,778
	GG - PRINCIPAL	76,340,000	85,245,000	105,339,999	116,139,998
	HH - INTERFUND CHARGES	30,790,028	30,576,605	30,359,755	30,118,672
	MM - MASS TRANSPORTATION	43,371,263	44,553,496	45,770,014	47,021,811
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	366,827,561	309,588,747	297,644,120	238,854,365
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	61,050,000	62,271,000	63,516,420	64,786,748
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	52,500,193	52,249,767	52,249,767
	XX - MEDICAID	236,240,624	247,717,022	251,073,095	255,617,620
<b>Expenses Excluding Interdepartmental Transfers</b>		<b>2,927,938,011</b>	<b>2,940,725,788</b>	<b>3,020,739,327</b>	<b>3,028,557,587</b>
<b>Interdepartmental Transfers</b>		<b>422,367,239</b>	<b>436,771,069</b>	<b>440,733,357</b>	<b>441,488,288</b>
<b>Expenses Including Interdepartmental Transfers</b>		<b>3,350,305,250</b>	<b>3,377,496,857</b>	<b>3,461,472,684</b>	<b>3,470,045,875</b>
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	17,274,987	18,274,987	17,274,987
	BD - FINES & FORFEITS	63,542,400	63,542,400	63,542,400	63,542,400
	BE - INVEST INCOME	2,118,700	2,118,700	2,118,700	2,118,700
	BF - RENTS & RECOVERIES	22,676,394	30,218,993	34,882,049	37,964,649
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	170,846,568	182,846,568	184,846,568	184,846,568
	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	84,090,020	83,120,000	22,719,200
	BS - OTB PROFITS	0	9,000,000	22,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	112,421,904	74,986,760	83,625,993	87,762,011
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	135,394,015	135,394,015	135,394,015	135,394,015
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,410,793	212,394,178	214,963,653	216,445,142
	TA - SALES TAX COUNTYWIDE	1,028,504,814	1,054,217,434	1,080,572,870	1,107,587,192
	TB - PART COUNTY SALES TAX	87,691,596	89,811,125	91,983,643	94,210,473
	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
<b>Revenues Excluding Interdepartmental Transfers</b>		<b>2,903,340,320</b>	<b>2,871,872,937</b>	<b>2,932,072,111</b>	<b>2,911,405,285</b>
<b>Interdepartmental Transfers</b>		<b>422,367,239</b>	<b>436,771,069</b>	<b>440,733,357</b>	<b>441,488,288</b>
<b>Revenues Including Interdepartmental Transfers</b>		<b>3,325,707,559</b>	<b>3,308,644,006</b>	<b>3,372,805,468</b>	<b>3,352,893,573</b>
<b>Projected Surplus / (Gap)</b>		<b>(24,597,691)</b>	<b>(68,852,852)</b>	<b>(88,667,215)</b>	<b>(117,152,303)</b>



**Table 3: 2015-2018  
Gap Closing Plan (Major Funds)  
(\$ in millions)**

MYP 2015 - 2018			
	2016 Plan	2017 Plan	2018 Plan
<b>Current Baseline Surplus / (Gap)</b>	<b>(68.9)</b>	<b>(88.7)</b>	<b>(117.2)</b>
<b><u>Gap Closing Options</u></b>			
<u>Expense/Revenue Actions</u>			
Benefits from Public Private Partnership (P3)	30.0	30.0	30.0
Revenue Initiatives	20.0	20.0	20.0
Suez Energy NA (TRIGEN)		10.0	24.0
Health Insurance Cost Reduction		9.9	10.3
Program/OTPS Reduction	5.0	5.0	20.0
<u>NYS Actions</u>			
Mandate Reform	10.0	10.0	10.0
LIE Surcharge	5.7	5.7	5.7
<b>Gap Closing Options</b>	<b>70.7</b>	<b>90.6</b>	<b>120.0</b>
<b>Surplus/ (Deficit) After Gap Closing Actions</b>	<b>1.8</b>	<b>1.9</b>	<b>2.8</b>



## **Discussion of Gap Closing Actions**

### *Public-Private Partnership (“P3”)*

The largest component of the gap closing measures is a Public-Private Partnership for the sewer system. The Nassau County Sewer System is one of the largest sewer systems in the State of New York. Unfortunately, the value of the System is not optimized and current sewer revenues are insufficient to meet the System’s future needs.

The Public-Private Partnership Transaction could ensure a high quality of service for all County residents who use the System while also accomplishing a number of the County’s key objectives. The transaction would retain public ownership and control of the sewer system, improve safety and environmental performance, and transfer risk of compliance of environmental regulations to the concessionaire and guarantee performance and service levels over the long-term, to optimize asset performance. Residents would benefit from improved customer service, an identified single point of accountability for service delivery, as well as consistency with the incorporation of the United Water operations contract and a stable and transparent rate structure.

The Public-Private Partnership Transaction would also accomplish some key financial benefits. The County will eliminate sewer debt and reduce total County debt which will ensure recurring debt service savings and improve cash flow liquidity. In addition the County would be able to transfer risk of long-term capital investment to the concessionaire to achieve County agreed asset condition. The P3 would give the County the opportunity to reinvest proceeds and make strategic investments that will lead to achieving structural GAAP balance by 2018.

### *Revenue Initiatives*

The Administration is committed to cost saving/revenue generating initiatives that would offset the growth of recurring expenses.

### *Suez Energy NA (TRIGEN) Privatization*

In 2016, the agreement between Nassau County and Suez Energy NA, the current operator of the 57 megawatt 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 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 major 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.

*Program/OTPS Reduction*

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

*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 and indigent legal services.

*LIE Surcharge*

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



**Table 4: 2015-2018  
After Gap Closing Plan (Major Funds)  
(\$ in millions)**

MAJOR FUNDS					
E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	844,223,425	847,387,660	875,844,796	883,412,515
	AB - FRINGE BENEFITS	490,364,980	513,665,313	526,102,471	550,710,892
	AC - WORKERS COMPENSATION	26,976,829	26,976,829	26,976,829	26,976,829
	BB - EQUIPMENT	2,274,166	2,308,278	2,342,903	2,378,046
	DD - GENERAL EXPENSES	35,342,289	35,582,777	35,946,132	36,382,357
	DE - CONTRACTUAL SERVICES	244,519,275	236,707,241	237,263,706	223,899,731
	DF - UTILITY COSTS	41,692,740	41,834,241	42,073,532	42,812,141
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	98,129,845	98,722,786	108,402,856	116,367,597
	GA - LOCAL GOVT ASST PROGRAM	66,737,410	68,374,595	70,052,710	71,772,778
	GG - PRINCIPAL	76,340,000	72,538,376	91,600,180	102,118,276
	HH - INTERFUND CHARGES	30,790,028	30,576,605	30,359,755	30,118,672
	MM - MASS TRANSPORTATION	43,371,263	44,553,496	45,770,014	47,021,811
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	366,827,561	309,588,747	297,644,120	238,854,365
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	127,700,000	130,454,000	133,263,080
	SS - RECIPIENT GRANTS	61,050,000	62,271,000	63,516,420	64,786,748
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	52,500,193	52,249,767	52,249,767
	XX - MEDICAID	236,240,624	247,717,022	251,073,095	255,617,620
<b>Expenses Excluding Interdepartmental Transfers</b>		<b>2,927,938,011</b>	<b>2,895,725,788</b>	<b>2,965,839,327</b>	<b>2,958,257,587</b>
<b>Interdepartmental Transfers</b>		<b>422,367,239</b>	<b>436,771,069</b>	<b>440,733,357</b>	<b>441,488,288</b>
<b>Expenses Including Interdepartmental Transfers</b>		<b>3,350,305,250</b>	<b>3,332,496,857</b>	<b>3,406,572,684</b>	<b>3,399,745,875</b>
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	17,274,987	18,274,987	17,274,987
	BD - FINES & FORFEITS	63,542,400	69,242,400	69,242,400	69,242,400
	BE - INVEST INCOME	2,118,700	2,118,700	2,118,700	2,118,700
	BF - RENTS & RECOVERIES	22,676,394	30,218,993	44,882,049	61,964,649
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	170,846,568	202,846,568	204,846,568	204,846,568
	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	84,090,020	83,120,000	22,719,200
	BS - OTB PROFITS	0	9,000,000	22,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	112,421,904	74,986,760	83,625,993	87,762,011
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	135,394,015	135,394,015	135,394,015	135,394,015
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,410,793	212,394,178	214,963,653	216,445,142
	TA - SALES TAX COUNTYWIDE	1,028,504,814	1,054,217,434	1,080,572,870	1,107,587,192
	TB - PART COUNTY SALES TAX	87,691,596	89,811,125	91,983,643	94,210,473
	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
<b>Revenues Excluding Interdepartmental Transfers</b>		<b>2,903,340,320</b>	<b>2,897,572,937</b>	<b>2,967,772,111</b>	<b>2,961,105,285</b>
<b>Interdepartmental Transfers</b>		<b>422,367,239</b>	<b>436,771,069</b>	<b>440,733,357</b>	<b>441,488,288</b>
<b>Revenues Including Interdepartmental Transfers</b>		<b>3,325,707,559</b>	<b>3,334,344,006</b>	<b>3,408,505,468</b>	<b>3,402,593,573</b>
<b>Projected Surplus / (Gap)</b>		<b>(24,597,691)</b>	<b>1,847,148</b>	<b>1,932,785</b>	<b>2,847,697</b>



## **FUND AND DEPARTMENTAL DETAIL**



# FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN



MAJOR FUNDS					
E/R	Obj	2015 1st. Qtr. Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	844,223,425	847,387,660	875,844,796	883,412,515
	AB - FRINGE BENEFITS	490,364,980	513,665,313	536,002,471	561,010,892
	AC - WORKERS COMPENSATION	26,976,829	26,976,829	26,976,829	26,976,829
	BB - EQUIPMENT	2,274,166	2,308,278	2,342,903	2,378,046
	DD - GENERAL EXPENSES	35,342,289	35,582,777	35,946,132	36,382,357
	DE - CONTRACTUAL SERVICES	244,519,275	241,707,241	242,263,706	243,899,731
	DF - UTILITY COSTS	41,692,740	41,834,241	42,073,532	42,812,141
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	98,129,845	116,016,162	124,663,037	132,345,875
	GA - LOCAL GOVT ASST PROGRAM	66,737,410	68,374,595	70,052,710	71,772,778
	GG - PRINCIPAL	76,340,000	85,245,000	105,339,999	116,139,998
	HD - DEBT SERVICE CHARGEBACKS	332,458,134	346,861,964	350,824,252	351,579,183
	HF - INTER DEPARTMENTAL CHARGES	89,909,105	89,909,105	89,909,105	89,909,105
	HH - INTERFUND CHARGES	30,790,028	30,576,605	30,359,755	30,118,672
	MM - MASS TRANSPORTATION	43,371,263	44,553,496	45,770,014	47,021,811
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	366,827,561	309,588,747	297,644,120	238,854,365
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	61,050,000	62,271,000	63,516,420	64,786,748
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	52,500,193	52,249,767	52,249,767
	XX - MEDICAID	236,240,624	247,717,022	251,073,095	255,617,620
<b>EXP Total</b>		<b>3,350,305,250</b>	<b>3,377,496,857</b>	<b>3,461,472,684</b>	<b>3,470,045,875</b>
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	17,274,987	18,274,987	17,274,987
	BD - FINES & FORFEITS	63,542,400	63,542,400	63,542,400	63,542,400
	BE - INVEST INCOME	2,118,700	2,118,700	2,118,700	2,118,700
	BF - RENTS & RECOVERIES	22,676,394	30,218,993	34,882,049	37,964,649
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	170,846,568	182,846,568	184,846,568	184,846,568
	BJ - INTERDEPT REVENUES	89,909,105	89,909,105	89,909,105	89,909,105
	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	84,090,020	83,120,000	22,719,200
	BS - OTB PROFITS	0	9,000,000	22,000,000	25,000,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	332,458,134	346,861,964	350,824,252	351,579,183
	BW - INTERFUND CHARGES REVENUE	112,421,904	74,986,760	83,625,993	87,762,011
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	135,394,015	135,394,015	135,394,015	135,394,015
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,410,793	212,394,178	214,963,653	216,445,142
	TA - SALES TAX COUNTYWIDE	1,028,504,814	1,054,217,434	1,080,572,870	1,107,587,192
	TB - PART COUNTY SALES TAX	87,691,596	89,811,125	91,983,643	94,210,473
	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
<b>REV Total</b>		<b>3,325,707,559</b>	<b>3,308,644,006</b>	<b>3,372,805,468</b>	<b>3,352,893,573</b>
<b>Projected Surplus / (Gap)</b>		<b>(24,597,691)</b>	<b>(68,852,852)</b>	<b>(88,667,215)</b>	<b>(117,152,303)</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



<b>GENERAL FUND</b>					
<b>E/R</b>	<b>Obj</b>	<b>2015 1st. Qtr.</b>			
		<b>Projection</b>	<b>2016 Plan</b>	<b>2017 Plan</b>	<b>2018 Plan</b>
EXP	AA - SALARIES, WAGES & FEES	371,789,429	376,381,293	387,561,885	394,521,470
	AB - FRINGE BENEFITS	237,321,328	248,539,888	261,250,560	276,199,771
	AC - WORKERS COMPENSATION	16,187,850	16,187,850	16,187,850	16,187,850
	BB - EQUIPMENT	1,247,666	1,266,381	1,285,377	1,304,657
	DD - GENERAL EXPENSES	26,036,589	26,355,123	26,708,087	27,083,108
	DE - CONTRACTUAL SERVICES	226,800,483	223,722,667	224,009,364	225,371,573
	DF - UTILITY COSTS	36,986,176	37,031,931	37,172,657	37,792,774
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	GA - LOCAL GOVT ASST PROGRAM	66,737,410	68,374,595	70,052,710	71,772,778
	HD - DEBT SERVICE CHARGEBACKS	315,299,990	326,745,287	331,040,330	331,901,556
	HF - INTER DEPARTMENTAL CHARGES	45,615,828	45,615,828	45,615,828	45,615,828
	HH - INTERFUND CHARGES	30,773,043	30,559,620	30,342,770	30,101,687
	MM - MASS TRANSPORTATION	43,371,263	44,553,496	45,770,014	47,021,811
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	167,273,284	125,390,443	130,316,714	85,252,298
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	61,050,000	62,271,000	63,516,420	64,786,748
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	52,500,193	52,249,767	52,249,767
	XX - MEDICAID	236,240,624	247,717,022	251,073,095	255,617,620
<b>EXP Total</b>		<b>2,145,788,539</b>	<b>2,147,633,246</b>	<b>2,192,773,467</b>	<b>2,185,558,738</b>
REV	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BC - PERMITS & LICENSES	11,246,487	12,246,487	13,246,487	12,246,487
	BD - FINES & FORFEITS	61,792,400	61,792,400	61,792,400	61,792,400
	BE - INVEST INCOME	1,830,000	1,830,000	1,830,000	1,830,000
	BF - RENTS & RECOVERIES	22,595,034	30,152,853	34,815,909	37,898,509
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	132,855,468	144,855,468	146,855,468	146,855,468
	BJ - INTERDEPT REVENUES	77,162,256	77,162,256	77,162,256	77,162,256
	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	80,000,000	80,000,000	20,000,000
	BS - OTB PROFITS	0	9,000,000	22,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	60,673,462	46,097,824	45,883,974	45,642,891
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	129,537,866	129,537,866	129,537,866	129,537,866
	SA - STATE AID REIMBURSEMENT OF EXPENSES	208,676,793	211,660,178	214,229,653	215,711,142
	TA - SALES TAX COUNTYWIDE	1,028,504,814	1,054,217,434	1,080,572,870	1,107,587,192
	TB - PART COUNTY SALES TAX	87,691,596	89,811,125	91,983,643	94,210,473
	TL - PROPERTY TAX	106,380,782	106,380,782	106,380,782	106,380,782
	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
<b>REV Total</b>		<b>2,108,003,090</b>	<b>2,114,544,413</b>	<b>2,166,860,524</b>	<b>2,142,217,397</b>

# FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN



## FIRE COMMISSION FUND

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	10,663,599	11,089,337	11,488,736	11,730,125
	AB - FRINGE BENEFITS	5,117,763	5,412,076	5,574,100	5,812,870
	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	796,498	790,852	805,500
	HF - INTER DEPARTMENTAL CHARGES	2,328,298	2,328,298	2,328,298	2,328,298
<b>EXP Total</b>		<b>23,597,241</b>	<b>24,909,584</b>	<b>25,544,611</b>	<b>26,119,857</b>
REV	BF - RENTS & RECOVERIES	220	0	0	0
	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
<b>REV Total</b>		<b>23,913,716</b>	<b>23,913,496</b>	<b>23,913,496</b>	<b>23,913,496</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**POLICE DISTRICT FUND**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	231,406,838	238,143,929	252,304,157	260,284,853
	AB - FRINGE BENEFITS	117,716,186	123,163,763	127,772,751	132,367,562
	AC - WORKERS COMPENSATION	7,584,129	7,584,129	7,584,129	7,584,129
	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	1,364,012	1,373,046	1,398,810
	HD - DEBT SERVICE CHARGEBACKS	2,237,043	2,250,011	2,240,593	2,243,226
	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
<b>EXP Total</b>		<b>393,003,261</b>	<b>400,189,260</b>	<b>418,994,192</b>	<b>431,667,331</b>
REV	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
	BF - RENTS & RECOVERIES	15,000	0	0	0
	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	367,974,960	367,974,960	367,974,960	367,974,960
<b>REV Total</b>		<b>388,295,177</b>	<b>378,280,177</b>	<b>378,280,177</b>	<b>378,280,177</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**POLICE HEADQUARTER FUND**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	230,363,559	221,773,101	224,490,018	216,876,067
	AB - FRINGE BENEFITS	130,209,703	136,549,586	141,405,061	146,630,690
	AC - WORKERS COMPENSATION	3,204,850	3,204,850	3,204,850	3,204,850
	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	17,070,168	16,752,477	16,628,901
	HF - INTER DEPARTMENTAL CHARGES	21,634,778	21,634,778	21,634,778	21,634,778
	HH - INTERFUND CHARGES	16,985	16,985	16,985	16,985
	OO - OTHER EXPENSE	250,000	256,250	262,656	269,223
<b>EXP Total</b>		<b>419,892,087</b>	<b>420,330,302</b>	<b>427,880,596</b>	<b>425,688,900</b>
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	342,069,082	342,069,082	342,069,082	342,069,082
	TX - SPECIAL TAXES	23,901,000	23,901,000	23,901,000	23,901,000
<b>REV Total</b>		<b>422,471,454</b>	<b>407,471,454</b>	<b>407,471,454</b>	<b>407,471,454</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**DEBT SERVICE FUND**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	FF - INTEREST	98,129,845	116,016,162	124,663,037	132,345,875
	GG - PRINCIPAL	76,340,000	85,245,000	105,339,999	116,139,998
	OO - OTHER EXPENSE	193,554,277	183,173,304	166,276,781	152,525,176
<b>EXP Total</b>		<b>368,024,122</b>	<b>384,434,466</b>	<b>396,279,817</b>	<b>401,011,049</b>
REV	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	4,224,000	4,090,020	3,120,000	2,719,200
	BV - DEBT SERVICE CHARGEBACK REVENUE	332,458,134	346,861,964	350,824,252	351,579,183
	BW - INTERFUND CHARGES REVENUE	26,550,439	28,690,933	37,544,016	41,921,117
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	4,791,549	4,791,549	4,791,549	4,791,549
<b>REV Total</b>		<b>368,024,122</b>	<b>384,434,466</b>	<b>396,279,817</b>	<b>401,011,049</b>

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**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**

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**AC - DEPARTMENT OF INVESTIGATIONS**

E/R	Obj	2015 1st. Qtr.			
		Projection	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
<b>EXP Total</b>		<b>5,500</b>	<b>5,583</b>	<b>5,666</b>	<b>5,751</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**AR - ASSESSMENT REVIEW COMMISSION**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	2,171,439	2,171,920	2,172,484	2,173,059
	DD - GENERAL EXPENSES	35,033	35,558	36,092	36,633
	DE - CONTRACTUAL SERVICES	12,500	12,688	12,878	13,071
<b>EXP Total</b>		<b>2,218,972</b>	<b>2,220,166</b>	<b>2,221,453</b>	<b>2,222,763</b>



**AS - ASSESSMENT DEPARTMENT**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	9,213,253	9,208,677	9,210,245	9,211,844
	DD - GENERAL EXPENSES	253,900	257,709	261,574	265,498
	DE - CONTRACTUAL SERVICES	39,000	39,585	40,179	40,781
<b>EXP Total</b>		<b>9,506,153</b>	<b>9,505,970</b>	<b>9,511,998</b>	<b>9,518,123</b>
REV	BH - DEPT REVENUES	3,365,000	9,365,000	9,365,000	9,365,000
<b>REV Total</b>		<b>3,365,000</b>	<b>9,365,000</b>	<b>9,365,000</b>	<b>9,365,000</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**AT - COUNTY ATTORNEY**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,652,626	7,657,527	7,662,526	7,667,625
	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
<b>EXP Total</b>		<b>13,617,626</b>	<b>13,712,002</b>	<b>13,807,818</b>	<b>13,905,097</b>
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	502,269	502,269	502,269	502,269
	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
<b>REV Total</b>		<b>3,297,269</b>	<b>3,297,269</b>	<b>3,297,269</b>	<b>3,297,269</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**BU - OFFICE OF MANAGEMENT AND BUDGET**

E/R	CC	Obj	2015 1st. Qtr.			
			Projection	2016 Plan	2017 Plan	2018 Plan
EXP	10	AA - SALARIES, WAGES & FEES	4,968,928	14,434,893	23,256,020	28,267,948
		AB - FRINGE BENEFITS	25,232,436	26,237,598	27,282,168	28,368,460
		AC - WORKERS COMPENSATION	8,688,986	8,688,986	8,688,986	8,688,986
		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	66,737,410	68,374,595	70,052,710	71,772,778
		HD - DEBT SERVICE CHARGEBACKS	315,299,990	326,745,287	331,040,330	331,901,556
		HF - INTER DEPARTMENTAL CHARGES	3,255,676	3,255,676	3,255,676	3,255,676
		HH - 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	53,104,038	42,041,312	42,182,100	42,326,492
		<b>10 Total</b>	<b>510,130,679</b>	<b>522,503,570</b>	<b>538,362,474</b>	<b>546,917,099</b>
	30	AA - SALARIES, WAGES & FEES	(850,000)	(10,989,497)	(12,819,497)	(13,619,497)
		DE - CONTRACTUAL SERVICES	0	(6,350,000)	(7,500,000)	(7,600,000)
		<b>30 Total</b>	<b>(850,000)</b>	<b>(17,339,497)</b>	<b>(20,319,497)</b>	<b>(21,219,497)</b>
<b>EXP Total</b>			<b>509,280,679</b>	<b>505,164,073</b>	<b>518,042,977</b>	<b>525,697,602</b>
REV	10	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	3,714,828	11,167,690	12,630,746	15,713,346
		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	20,000,000	20,000,000	20,000,000
		BS - OTB PROFITS	0	9,000,000	22,000,000	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	1,028,504,814	1,054,217,434	1,080,572,870	1,107,587,192
		TB - PART COUNTY SALES TAX	87,691,596	89,811,125	91,983,643	94,210,473
		TL - PROPERTY TAX	106,380,782	106,380,782	106,380,782	106,380,782
		TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
<b>REV Total</b>			<b>1,382,333,694</b>	<b>1,403,786,675</b>	<b>1,446,333,311</b>	<b>1,481,208,694</b>

Object	Explanation
EXP AA - SALARIES, WAGES & FEES	Decrease in Salaries in out years due to implementation of the following initiatives: Workforce Management, United Water Synergy, Office Consolidation. The implementation of the ERP project impacts 2017 & 2018, offset by CSEA Labor Contract increases.
DE - CONTRACTUAL SERVICES	Decrease in Contractual Services due to implementation of Strategic Sourcing and United Water Synergy. ERP implementation impacts 2017 & 2018.

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**CA - OFFICE OF CONSUMER AFFAIRS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,700,891	1,702,663	1,704,471	1,706,315
	BB - EQUIPMENT	2,400	2,436	2,473	2,510
	DD - GENERAL EXPENSES	15,400	15,631	15,865	16,103
<b>EXP Total</b>		<b>1,718,691</b>	<b>1,720,730</b>	<b>1,722,809</b>	<b>1,724,928</b>
REV	BC - PERMITS & LICENSES	5,145,000	6,145,000	7,145,000	6,145,000
	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
<b>REV Total</b>		<b>5,790,200</b>	<b>6,790,200</b>	<b>7,790,200</b>	<b>6,790,200</b>

Object	Explanation
REV BC - PERMITS & LICENSES	Outyears reflect increase in Permits & Licenses due to the creation of the Taxi & Limousine Commission.

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**CC - NC SHERIFF/CORRECTIONAL CENTER**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	117,763,485	122,813,300	126,666,135	129,070,430
	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	2,867,410	2,857,285	2,905,533
<b>EXP Total</b>		<b>146,516,163</b>	<b>152,054,313</b>	<b>156,362,519</b>	<b>159,291,502</b>
REV	BD - FINES & FORFEITS	13,000	13,000	13,000	13,000
	BF - RENTS & RECOVERIES	19,897	0	0	0
	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
<b>REV Total</b>		<b>7,896,897</b>	<b>7,877,000</b>	<b>7,877,000</b>	<b>7,877,000</b>



**CE - COUNTY EXECUTIVE**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,908,129	1,909,869	1,911,644	1,913,454
	DD - GENERAL EXPENSES	80,000	81,200	82,418	83,654
	DE - CONTRACTUAL SERVICES	225,000	228,375	231,801	235,278
<b>EXP Total</b>		<b>2,213,129</b>	<b>2,219,444</b>	<b>2,225,862</b>	<b>2,232,386</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**CF - OFFICE OF CONSTITUENT AFFAIRS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	2,010,769	2,013,179	2,015,636	2,018,143
	DD - GENERAL EXPENSES	1,542,100	1,565,232	1,588,710	1,612,541
<b>EXP Total</b>		<b>3,552,869</b>	<b>3,578,410</b>	<b>3,604,346</b>	<b>3,630,684</b>
REV	BJ - INTERDEPT REVENUES	939,604	939,604	939,604	939,604
<b>REV Total</b>		<b>939,604</b>	<b>939,604</b>	<b>939,604</b>	<b>939,604</b>



**CL - COUNTY CLERK**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	5,410,248	5,412,432	5,414,660	5,416,932
	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
<b>EXP Total</b>		<b>6,270,248</b>	<b>6,285,332</b>	<b>6,300,653</b>	<b>6,316,215</b>
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
<b>REV Total</b>		<b>31,628,000</b>	<b>31,628,000</b>	<b>31,628,000</b>	<b>31,628,000</b>



**CO - COUNTY COMPTROLLER**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	6,652,023	6,657,524	6,663,134	6,668,857
	BB - EQUIPMENT	5,000	5,075	5,151	5,228
	DD - GENERAL EXPENSES	137,500	139,563	141,656	143,781
	DE - CONTRACTUAL SERVICES	790,300	802,155	814,187	826,400
<b>EXP Total</b>		<b>7,584,823</b>	<b>7,604,316</b>	<b>7,624,128</b>	<b>7,644,266</b>
REV	BF - RENTS & RECOVERIES	250,000	250,000	250,000	250,000
	BH - DEPT REVENUES	16,300	16,300	16,300	16,300
<b>REV Total</b>		<b>266,300</b>	<b>266,300</b>	<b>266,300</b>	<b>266,300</b>



**CS - CIVIL SERVICE**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	4,850,117	4,851,257	4,852,419	4,853,605
	DD - GENERAL EXPENSES	336,335	341,380	346,501	351,698
	HH - INTERFUND CHARGES	10,000	10,000	10,000	10,000
<b>EXP Total</b>		<b>5,196,452</b>	<b>5,202,637</b>	<b>5,208,920</b>	<b>5,215,303</b>
REV	BF - RENTS & RECOVERIES	138,500	138,000	138,000	138,000
	BH - DEPT REVENUES	335,000	335,000	335,000	335,000
<b>REV Total</b>		<b>473,500</b>	<b>473,000</b>	<b>473,000</b>	<b>473,000</b>

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**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**

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**CT - COURTS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AB - FRINGE BENEFITS	1,518,003	1,582,995	1,650,806	1,721,558
<b>EXP Total</b>		<b>1,518,003</b>	<b>1,582,995</b>	<b>1,650,806</b>	<b>1,721,558</b>
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	1,487,033	1,548,539	1,612,614	1,679,367
<b>REV Total</b>		<b>1,487,033</b>	<b>1,548,539</b>	<b>1,612,614</b>	<b>1,679,367</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**DA - DISTRICT ATTORNEY**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	32,018,104	32,074,282	32,131,582	32,190,029
	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
<b>EXP Total</b>		<b>34,514,583</b>	<b>34,608,208</b>	<b>34,703,517</b>	<b>34,800,543</b>
REV	BD - FINES & FORFEITS	50,000	50,000	50,000	50,000
	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	250,000	250,000	250,000	250,000
	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
<b>REV Total</b>		<b>681,733</b>	<b>681,733</b>	<b>681,733</b>	<b>681,733</b>



**EL - BOARD OF ELECTIONS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	14,866,694	14,879,987	14,893,546	14,907,376
	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
<b>EXP Total</b>		<b>17,957,197</b>	<b>18,016,848</b>	<b>18,077,459</b>	<b>18,139,048</b>
REV	BF - RENTS & RECOVERIES	120,000	2,120,000	2,120,000	2,120,000
	BH - DEPT REVENUES	35,000	35,000	35,000	35,000
<b>REV Total</b>		<b>155,000</b>	<b>2,155,000</b>	<b>2,155,000</b>	<b>2,155,000</b>

	Object	Explanation
REV	BF - RENTS & RECOVERIES	Outyears reflect revenue to be apportioned among the cities and towns, or in the case of a village election held other than at the time for the fall primary or general election.

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**EM - EMERGENCY MANAGEMENT**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	950,218	950,927	951,651	952,389
	DD - GENERAL EXPENSES	11,200	11,368	11,539	11,712
	HH - INTERFUND CHARGES	700,000	700,000	700,000	700,000
<b>EXP Total</b>		<b>1,661,418</b>	<b>1,662,295</b>	<b>1,663,190</b>	<b>1,664,101</b>
REV	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	726,080	726,080	726,080	726,080
<b>REV Total</b>		<b>726,080</b>	<b>726,080</b>	<b>726,080</b>	<b>726,080</b>



**FB - FRINGE BENEFIT**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AB - FRINGE BENEFITS	210,570,889	220,719,295	232,317,585	246,109,753
<b>EXP Total</b>		<b>210,570,889</b>	<b>220,719,295</b>	<b>232,317,585</b>	<b>246,109,753</b>

	Object	Explanation
EXP	AB - FRINGE BENEFITS	Outyears includes savings for Workforce Management, United Water Synergy and Health Insurance Cost Reduction.

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**HE - HEALTH DEPARTMENT**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	14,427,449	14,446,022	14,464,966	14,484,289
	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	6,620,845	6,620,845	6,620,845	6,620,845
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
<b>EXP Total</b>		<b>162,824,674</b>	<b>165,569,893</b>	<b>168,369,882</b>	<b>171,225,736</b>
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	471,248	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	57,516	57,516	57,516	57,516
	SA - STATE AID REIMBURSEMENT OF EXPENSES	72,765,000	74,124,800	75,511,796	76,926,532
<b>REV Total</b>		<b>80,437,551</b>	<b>81,796,103</b>	<b>83,183,099</b>	<b>84,597,835</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**HI -HOUSING & INTERGOVERNMENTAL AFFAIRS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,012,547	1,012,547	1,012,547	1,012,547
	DD - GENERAL EXPENSES	2,000	2,030	2,060	2,091
	HF - INTER DEPARTMENTAL CHARGES	156,433	156,433	156,433	156,433
<b>EXP Total</b>		<b>1,170,980</b>	<b>1,171,010</b>	<b>1,171,041</b>	<b>1,171,071</b>
REV	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	370,750	370,750	370,750	370,750
	SA - STATE AID REIMBURSEMENT OF EXPENSES	111,225	111,225	111,225	111,225
<b>REV Total</b>		<b>481,975</b>	<b>481,975</b>	<b>481,975</b>	<b>481,975</b>



**HR - COMMISSION ON HUMAN RIGHTS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	486,166	486,587	487,016	487,454
	DD - GENERAL EXPENSES	5,450	5,532	5,615	5,699
	DE - CONTRACTUAL SERVICES	10,000	10,150	10,302	10,457
<b>EXP Total</b>		<b>501,616</b>	<b>502,269</b>	<b>502,933</b>	<b>503,609</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**HS - DEPARTMENT OF HUMAN SERVICES**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	4,837,026	4,843,903	4,850,919	4,858,075
	BB - EQUIPMENT	30,000	30,450	30,907	31,370
	DD - GENERAL EXPENSES	1,069,864	1,085,912	1,102,201	1,118,734
	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
<b>EXP Total</b>		<b>36,263,328</b>	<b>36,684,988</b>	<b>37,113,008</b>	<b>37,547,484</b>
REV	BD - FINES & FORFEITS	40,000	40,000	40,000	40,000
	BF - RENTS & RECOVERIES	3,941	0	0	0
	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
<b>REV Total</b>		<b>16,460,789</b>	<b>16,456,848</b>	<b>16,456,848</b>	<b>16,456,848</b>



**IT - INFORMATION TECHNOLOGY**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,566,489	7,558,129	7,570,002	7,582,113
	DD - GENERAL EXPENSES	336,200	341,243	346,362	351,557
	DE - CONTRACTUAL SERVICES	8,647,849	10,534,859	10,561,738	10,589,021
	DF - UTILITY COSTS	3,900,000	3,982,150	4,066,477	4,153,039
<b>EXP Total</b>		<b>20,450,538</b>	<b>22,416,381</b>	<b>22,544,579</b>	<b>22,675,730</b>
REV	BH - DEPT REVENUES	8,284	8,284	8,284	8,284
	BJ - INTERDEPT REVENUES	6,834,964	6,834,964	6,834,964	6,834,964
	BW - INTERFUND CHARGES REVENUE	488,511	488,511	488,511	488,511
<b>REV Total</b>		<b>7,331,759</b>	<b>7,331,759</b>	<b>7,331,759</b>	<b>7,331,759</b>



**LE - COUNTY LEGISLATURE**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	5,654,856	5,657,631	5,660,462	5,663,349
	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
<b>EXP Total</b>		<b>8,442,690</b>	<b>8,487,283</b>	<b>8,532,558</b>	<b>8,578,526</b>



**LR - OFFICE OF LABOR RELATIONS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	389,359	389,539	389,723	389,910
	DD - GENERAL EXPENSES	5,100	5,177	5,254	5,333
	DE - CONTRACTUAL SERVICES	400,000	406,000	412,090	418,271
<b>EXP Total</b>		<b>794,459</b>	<b>800,715</b>	<b>807,067</b>	<b>813,515</b>



**MA - OFFICE OF MINORITY AFFAIRS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	498,397	498,622	498,852	499,085
	DD - GENERAL EXPENSES	24,970	25,345	25,725	26,111
	DE - CONTRACTUAL SERVICES	31,000	31,465	31,937	32,416
<b>EXP Total</b>		<b>554,367</b>	<b>555,432</b>	<b>556,513</b>	<b>557,612</b>



**ME - MEDICAL EXAMINER**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	6,814,260	6,819,789	6,825,430	6,831,183
	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
<b>EXP Total</b>		<b>7,668,654</b>	<b>7,686,999</b>	<b>7,705,648</b>	<b>7,724,604</b>
REV	BF - RENTS & RECOVERIES	6,174	0	0	0
	BH - DEPT REVENUES	25,000	25,000	25,000	25,000
<b>REV Total</b>		<b>31,174</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**PA - PUBLIC ADMINISTRATOR**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	475,249	475,327	475,406	475,487
	DD - GENERAL EXPENSES	9,250	9,389	9,530	9,673
	DE - CONTRACTUAL SERVICES	7,300	7,410	7,521	7,633
<b>EXP Total</b>		<b>491,799</b>	<b>492,125</b>	<b>492,456</b>	<b>492,793</b>
REV	BH - DEPT REVENUES	500,000	500,000	500,000	500,000
<b>REV Total</b>		<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>

# FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN



PB - PROBATION					
E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	16,406,470	16,433,092	16,460,246	16,487,943
	BB - EQUIPMENT	30,900	31,364	31,834	32,311
	DD - GENERAL EXPENSES	290,700	295,046	299,463	303,950
	DE - CONTRACTUAL SERVICES	503,325	510,875	518,538	526,316
	DF - UTILITY COSTS	500	506	502	510
	HF - INTER DEPARTMENTAL CHARGES	1,124,541	1,124,541	1,124,541	1,124,541
<b>EXP Total</b>		<b>18,356,436</b>	<b>18,395,423</b>	<b>18,435,125</b>	<b>18,475,572</b>
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	5,207,877	5,207,877	5,207,877	5,207,877
<b>REV Total</b>		<b>6,897,877</b>	<b>6,897,877</b>	<b>6,897,877</b>	<b>6,897,877</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**PE - DEPARTMENT OF HUMAN RESOURCES**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	858,038	858,771	859,518	860,280
	DD - GENERAL EXPENSES	18,600	18,879	19,162	19,450
	DE - CONTRACTUAL SERVICES	12,500	12,688	12,878	13,071
<b>EXP Total</b>		<b>889,138</b>	<b>890,337</b>	<b>891,558</b>	<b>892,800</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**PK - PARKS, RECREATION AND MUSEUMS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	18,536,686	18,550,422	18,566,287	18,582,468
	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
<b>EXP Total</b>		<b>28,678,035</b>	<b>28,841,664</b>	<b>29,009,669</b>	<b>29,180,274</b>
REV	BF - RENTS & RECOVERIES	1,633,857	1,616,800	1,616,800	1,616,800
	BH - DEPT REVENUES	21,137,320	27,137,320	29,137,320	29,137,320
	SA - STATE AID REIMBURSEMENT OF EXPENSES	12,690	12,690	12,690	12,690
	TX - SPECIAL TAXES	3,325,000	3,325,000	3,325,000	3,325,000
<b>REV Total</b>		<b>26,108,867</b>	<b>32,091,810</b>	<b>34,091,810</b>	<b>34,091,810</b>

Object	Explanation
REV BH - DEPT REVENUES	Outyears reflect revenue from the use of various assets such as roadways as media outlets.

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**PR - SHARED SERVICES**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	838,775	784,353	786,416	788,521
	DD - GENERAL EXPENSES	18,950	19,234	19,523	19,816
	DE - CONTRACTUAL SERVICES	37,100	37,657	38,221	38,795
<b>EXP Total</b>		<b>894,825</b>	<b>841,244</b>	<b>844,160</b>	<b>847,131</b>
REV	BF - RENTS & RECOVERIES	200,000	200,000	200,000	200,000
	BH - DEPT REVENUES	528,500	528,500	528,500	528,500
<b>REV Total</b>		<b>728,500</b>	<b>728,500</b>	<b>728,500</b>	<b>728,500</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**PW - PUBLIC WORKS DEPARTMENT**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	30,138,553	30,240,493	30,344,472	30,450,530
	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	30,181,865	30,248,392	30,733,692
	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	43,371,263	44,553,496	45,770,014	47,021,811
	OO - OTHER EXPENSE	14,169,246	13,349,131	13,134,614	12,925,806
<b>EXP Total</b>		<b>273,279,814</b>	<b>273,831,300</b>	<b>275,193,167</b>	<b>277,036,474</b>
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	12,846,589	11,900,363	15,100,363	15,100,363
	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	19,947,925	19,947,925	19,947,925	19,947,925
	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
<b>REV Total</b>		<b>164,227,396</b>	<b>163,281,170</b>	<b>166,481,170</b>	<b>166,481,170</b>

Object	Explanation
EXP OO - OTHER EXPENSE	Outyears reflect a reduction in rent due to centralization and downsizing of office space.
REV BF - RENTS & RECOVERIES	Outyears reflect increase of revenue due to County's continued effort of identifying surplus of property.



**RM - RECORDS MANAGEMENT**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	887,433	887,867	888,310	888,762
	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
<b>EXP Total</b>		<b>1,177,933</b>	<b>1,182,725</b>	<b>1,187,591</b>	<b>1,192,532</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**SA - COORD AGENCY FOR SPANISH AMERICANS**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	255,434	255,498	255,564	255,630
	DD - GENERAL EXPENSES	3,442	3,494	3,546	3,599
	DE - CONTRACTUAL SERVICES	12,500	12,688	12,878	13,071
<b>EXP Total</b>		<b>271,376</b>	<b>271,680</b>	<b>271,988</b>	<b>272,301</b>
REV	BH - DEPT REVENUES	30,540	30,540	30,540	30,540
<b>REV Total</b>		<b>30,540</b>	<b>30,540</b>	<b>30,540</b>	<b>30,540</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**SS - SOCIAL SERVICES**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	44,526,062	44,536,243	44,577,229	44,619,034
	BB - EQUIPMENT	24,000	24,360	24,725	25,096
	DD - GENERAL EXPENSES	768,150	779,672	791,367	803,238
	DE - CONTRACTUAL SERVICES	8,094,143	8,215,555	8,338,788	8,463,870
	HF - INTER DEPARTMENTAL CHARGES	18,057,551	18,057,551	18,057,551	18,057,551
	SS - RECIPIENT GRANTS	61,050,000	62,271,000	63,516,420	64,786,748
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	52,500,193	52,249,767	52,249,767
	XX - MEDICAID	236,240,624	247,717,022	251,073,095	255,617,620
<b>EXP Total</b>		<b>489,918,106</b>	<b>503,872,225</b>	<b>509,794,983</b>	<b>517,212,286</b>
REV	BF - RENTS & RECOVERIES	1,900,000	1,000,000	1,000,000	1,000,000
	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	111,148,417	111,148,417	111,148,417	111,148,417
	SA - STATE AID REIMBURSEMENT OF EXPENSES	54,358,141	55,920,220	57,038,624	57,038,624
<b>REV Total</b>		<b>182,599,249</b>	<b>183,261,328</b>	<b>184,379,732</b>	<b>184,379,732</b>

# FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN



## TR - COUNTY TREASURER

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,994,897	1,995,819	1,996,761	1,997,720
	BB - EQUIPMENT	8,800	8,932	9,066	9,202
	DD - GENERAL EXPENSES	393,300	399,200	405,187	411,265
	DE - CONTRACTUAL SERVICES	257,000	260,855	264,768	268,739
	OO - OTHER EXPENSE	100,000,000	70,000,000	75,000,000	30,000,000
<b>EXP Total</b>		<b>102,653,997</b>	<b>72,664,806</b>	<b>77,675,782</b>	<b>32,686,927</b>
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	60,000,000	60,000,000	0
	TX - SPECIAL TAXES	2,998,000	1,998,000	2,998,000	2,998,000
<b>REV Total</b>		<b>134,590,000</b>	<b>93,590,000</b>	<b>94,590,000</b>	<b>34,590,000</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**TV - TRAFFIC & PARKING VIOLATIONS AGENCY**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	3,472,038	3,475,332	3,478,692	3,482,120
	BB - EQUIPMENT	9,100	9,237	9,375	9,516
	DD - GENERAL EXPENSES	231,450	234,922	238,446	242,022
	DE - CONTRACTUAL SERVICES	12,446,570	12,449,124	12,451,716	12,454,347
<b>EXP Total</b>		<b>16,159,158</b>	<b>16,168,614</b>	<b>16,178,229</b>	<b>16,188,005</b>
REV	BD - FINES & FORFEITS	58,442,400	58,442,400	58,442,400	58,442,400
	BF - RENTS & RECOVERIES	35,000	35,000	35,000	35,000
<b>REV Total</b>		<b>58,477,400</b>	<b>58,477,400</b>	<b>58,477,400</b>	<b>58,477,400</b>

**FISCAL 2015-2018 UPDATED MULTI-YEAR FINANCIAL PLAN**



**VS - VETERANS SERVICES AGENCY**

E/R	Obj	2015 1st. Qtr.			
		Projection	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	426,319	426,365	426,412	426,460
	DD - GENERAL EXPENSES	16,200	16,443	16,690	16,940
	DE - CONTRACTUAL SERVICES	700	711	721	732
<b>EXP Total</b>		<b>443,219</b>	<b>443,519</b>	<b>443,823</b>	<b>444,132</b>
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	59,703	59,703	59,703	59,703
<b>REV Total</b>		<b>59,703</b>	<b>59,703</b>	<b>59,703</b>	<b>59,703</b>

## **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**

<b>Expense / Revenue Category</b>	<b>Baseline Inflat</b>	<b>Explanation</b>
<b>Wages</b>		
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%	
<b>Utilities</b>		
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%	



APPENDIX B: BORROWING SCHEDULE

APPENDIX B: BORROWING SCHEDULE

Nassau County  
 Update to 2015-2018 Multi-Year Financial Plan  
 Debt Service Assumptions  
 June 02, 2015

<i>MYP Assumptions</i> <sup>(1)</sup>								
	Principal Amount	Sale Date	First Interest Payment Date	First Principal Payment Date	Final Principal Payment Date	Weighted Average Life	Interest Rate Mode	Coupon
2015 Remaining								
<u>Capital Borrowings</u> <sup>2</sup>								
Capital-General	90,000,000	12/01/15	04/01/16	04/01/16	04/01/35	11.63	Fixed	5.00%
Capital-SSWRD <sup>3</sup>	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Tax Certs	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Term Pay	<u>41,500,000</u>	12/01/15	04/01/16	04/01/16	04/01/25	5.41	Fixed	5.00%
Total	131,500,000							
<u>Cash Flow Borrowings</u>								
BANs (Sandy) <sup>4</sup>	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BANs (SSWRD)	40,000,000	12/01/15	10/01/16	N/A	10/01/16	0.83	Fixed	3.00%
RANs	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TANs	<u>200,000,000</u>	12/01/15	10/01/16	N/A	10/01/16	0.83	Fixed	2.25%
Total	240,000,000							
2016								
<u>Capital Borrowings</u> <sup>2</sup>								
Capital-General	75,000,000	04/01/16	10/01/16	04/01/17	04/01/36	12.14	Fixed	5.00%
Capital-SSWRD <sup>3</sup>	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Tax Certs	60,000,000	04/01/16	10/01/16	04/01/17	04/01/36	12.14	Fixed	5.00%
Judgments & Settlements	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Capital-General	75,000,000	10/01/16	04/01/17	04/01/17	04/01/36	11.63	Fixed	5.00%
Capital-SSWRD <sup>3</sup>	130,835,000	10/01/16	04/01/17	04/01/17	04/01/36	11.63	Fixed	5.00%
Tax Certs	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Judgments & Settlements	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	340,835,000							
<u>Cash Flow Borrowings</u>								
BANs (Sandy) <sup>4</sup>	26,600,000	02/01/16	02/01/17	N/A	02/01/17	1.00	Fixed	2.25%
RANs	180,000,000	06/01/16	04/01/17	N/A	04/01/17	0.83	Fixed	2.25%
TANs	<u>200,000,000</u>	12/01/16	10/01/17	N/A	10/01/17	0.83	Fixed	2.25%
Total	406,600,000							



APPENDIX B: BORROWING SCHEDULE (continued)

2017									
<u>Capital Borrowings</u> <sup>2</sup>									
Capital-General	75,000,000	04/01/17	10/01/17	04/01/18	04/01/37	12.14	Fixed	5.00%	
Capital-SSWRD <sup>3</sup>	25,000,000	04/01/17	10/01/17	04/01/18	04/01/37	12.14	Fixed	5.00%	
Tax Certs	60,000,000	04/01/17	10/01/17	04/01/18	04/01/37	12.14	Fixed	5.00%	
Judgments & Settlements	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Capital-General	75,000,000	10/01/17	04/01/18	04/01/18	04/01/37	11.63	Fixed	5.00%	
Capital-SSWRD <sup>3</sup>	25,000,000	10/01/17	04/01/18	04/01/18	04/01/37	11.63	Fixed	5.00%	
Tax Certs	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Judgments & Settlements	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Total	260,000,000								
<u>Cash Flow Borrowings</u>									
BANs (Sandy) <sup>4</sup>	26,600,000	02/01/17	02/01/18	N/A	02/01/18	1.00	Fixed	2.50%	
RANs	180,000,000	06/01/17	04/01/18	N/A	04/01/18	0.83	Fixed	2.50%	
TANs	<u>200,000,000</u>	12/01/17	10/01/18	N/A	10/01/18	0.83	Fixed	2.50%	
Total	406,600,000								
2018									
<u>Capital Borrowings</u> <sup>2</sup>									
Capital-General	75,000,000	04/01/18	10/01/18	04/01/19	04/01/38	12.14	Fixed	5.00%	
Capital-SSWRD <sup>3</sup>	51,600,000	04/01/18	10/01/18	04/01/19	04/01/38	12.14	Fixed	5.00%	
Tax Certs	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Judgments & Settlements	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Capital-General	75,000,000	10/01/18	04/01/19	04/01/19	04/01/38	11.63	Fixed	5.00%	
Capital-SSWRD <sup>3</sup>	25,000,000	10/01/18	04/01/19	04/01/19	04/01/38	11.63	Fixed	5.00%	
Tax Certs	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Judgments & Settlements	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Total	226,600,000								
<u>Cash Flow Borrowings</u>									
BANs (Sandy) <sup>4</sup>	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
RANs	180,000,000	06/01/18	04/01/19	N/A	04/01/19	0.83	Fixed	2.50%	
TANs	<u>200,000,000</u>	12/01/18	10/01/19	N/A	10/01/19	0.83	Fixed	2.50%	
Total	380,000,000								

(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 Update*  
*Baseline*

	<u>2015 Adopted</u>	<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	\$51,508,318	\$58,410,633	\$66,629,205	\$68,770,419
Interest	49,416,662	57,133,111	68,317,800	62,651,734	59,417,233
NIFA Set Asides					
Principal	133,420,242	133,419,742	127,102,705	118,189,562	109,042,726
Interest	39,448,536	39,448,290	34,901,840	29,903,363	25,631,327
Fees	3,339,147	3,339,146	3,099,740	2,637,341	2,144,821
Total	276,009,319	284,848,607	291,832,718	280,011,205	265,006,526
<u>Parks And Recreation</u>					
Long Term Debt					
Principal	3,116,889	3,290,547	3,104,398	3,254,454	3,059,549
Interest	2,905,476	4,129,222	4,139,801	3,997,054	3,844,097
NIFA Set Asides					
Principal	2,576,485	2,576,986	3,028,837	2,719,499	3,162,714
Interest	966,171	966,418	869,523	748,621	643,756
Fees	93,263	93,264	86,577	73,662	59,906
Total	9,658,284	11,056,437	11,229,136	10,793,290	10,770,022
<u>Environmental Bond Fund</u>					
Long Term Debt					
Principal	3,326,579	3,332,034	3,470,270	3,668,789	3,847,893
Interest	5,182,796	5,199,165	5,063,245	4,899,919	4,726,625
NIFA Set Asides					
Principal	845,587	845,587	818,149	424,555	429,414
Interest	221,079	221,079	183,564	145,647	126,631
Fees	5,927	5,927	5,502	4,681	3,807
Total	9,581,968	9,603,792	9,540,730	9,143,591	9,134,370
<u>Police District</u>					
Long Term Debt					
Principal	1,428,328	1,377,732	1,507,372	1,568,836	1,648,190
Interest	749,365	734,722	675,102	613,276	534,652
NIFA Set Asides					
Principal	40,656	40,656	50,509	43,694	47,583
Interest	17,567	17,567	15,981	13,897	12,077
Fees	1,127	1,127	1,047	890	724
Total	2,237,043	2,171,804	2,250,011	2,240,593	2,243,226
<u>Police Headquarters</u>					
Long Term Debt					
Principal	6,189,711	6,299,530	7,529,496	7,934,723	8,034,645
Interest	6,597,676	7,453,929	7,341,687	6,998,349	6,609,360
NIFA Set Asides					
Principal	1,271,439	1,271,439	1,674,132	1,371,751	1,601,290
Interest	519,830	519,830	469,007	400,139	344,964
Fees	60,159	60,159	55,846	47,515	38,642
Total	14,638,815	15,604,887	17,070,168	16,752,477	16,628,901



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>
<b><u>Fire Prevention Fund</u></b>					
Long Term Debt					
Principal	97,701	110,241	231,660	263,884	277,574
Interest	69,801	428,319	428,037	416,670	403,238
NIFA Set Asides					
Principal	79,250	79,250	104,792	83,167	101,477
Interest	31,712	31,712	28,461	24,112	20,756
Fees	3,822	3,822	3,548	3,019	2,455
Total	282,286	653,344	796,498	790,852	805,500
<b><u>Community College</u></b>					
Long Term Debt					
Principal	973,944	980,814	1,086,147	1,171,628	1,179,925
Interest	2,726,040	2,884,453	2,874,327	2,823,795	2,767,306
NIFA Set Asides					
Principal	1,424,448	1,424,448	1,169,768	1,299,328	1,390,049
Interest	304,867	304,867	263,522	221,261	180,606
Fees	24,527	24,527	22,768	19,372	15,754
Total	5,453,826	5,619,109	5,416,532	5,535,384	5,533,640
<b><u>Water Related Project</u></b>					
Long Term Debt					
Principal	1,710,911	1,686,596	1,935,788	2,165,474	2,229,102
Interest	3,853,936	4,021,359	4,002,577	3,915,286	3,812,216
NIFA Set Asides					
Principal	1,443,032	1,443,032	1,353,456	1,337,066	1,256,528
Interest	406,950	406,950	360,286	307,743	260,721
Fees	41,092	41,092	38,145	32,455	26,394
Total	7,455,921	7,599,029	7,690,252	7,758,024	7,584,961
<b><u>Sewer Related Project</u></b>					
Long Term Debt					
Principal	1,836,205	1,859,189	2,004,236	2,238,006	2,057,701
Interest	3,818,773	3,901,413	3,818,871	3,724,004	3,622,912
NIFA Set Asides					
Principal	1,790,694	1,790,694	2,496,985	2,337,211	2,600,720
Interest	858,476	858,476	791,155	692,835	599,632
Fees	94,192	94,192	87,439	74,395	60,502
Total	8,398,340	8,503,964	9,198,686	9,066,451	8,941,467
<b><u>Total General Improvement</u></b>					
Long Term Debt					
Principal	69,065,000	70,445,001	79,280,000	88,894,999	91,104,998
Interest	75,320,525	85,885,693	96,661,447	90,040,087	85,737,639
Total	144,385,525	156,330,694	175,941,447	178,935,086	176,842,637



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>
<b><u>Total NIFA</u></b>					
Principal	142,891,833	142,891,834	137,799,333	127,805,833	119,632,501
Interest	42,775,188	42,775,189	37,883,339	32,457,618	27,820,470
Fees	3,663,256	3,663,256	3,400,612	2,893,330	2,353,005
Total	189,330,277	189,330,279	179,083,284	163,156,781	149,805,976
Expense of Loans	4,224,000	3,960,420	4,090,020	3,120,000	2,719,200
Short Term Interest					
BAN Interest (Capital)	740,000	-	2,292,058	-	-
BAN Interest (Sandy)	1,423,956	1,616,547	705,680	601,825	668,694
RAN Interest	3,088,906	3,088,906	2,806,102	3,363,750	3,737,500
TAN Interest	3,333,333	3,122,729	3,750,000	3,750,000	4,166,667
Total	8,586,195	7,828,182	9,553,840	7,715,575	8,572,861
<b>Total Existing Obligations</b>	<b>346,525,997</b>	<b>357,449,575</b>	<b>368,668,591</b>	<b>352,927,442</b>	<b>337,940,674</b>
<b><u>Future Obligations</u></b>					
General Capital and Tax Certs					
Principal	4,775,000	-	2,685,000	9,090,000	15,815,000
Interest	11,005,625	-	7,807,875	18,013,500	26,390,875
SSWRD					
Principal	-	-	-	3,905,000	5,595,000
Interest	625,000	-	-	7,069,125	9,996,625
Judgments and Term Pay					
Principal	2,500,000	-	3,280,000	3,450,000	3,625,000
Interest	2,567,500	-	1,993,000	1,824,750	1,647,875
Environmental Bond Act					
Principal	-	-	-	-	-
Interest	25,000	-	-	-	-
<b><u>Total Future Obligations</u></b>					
Principal	7,275,000	-	5,965,000	16,445,000	25,035,000
Interest	14,223,125	-	9,800,875	26,907,375	38,035,375
<b>Total</b>	<b>21,498,125</b>	<b>-</b>	<b>15,765,875</b>	<b>43,352,375</b>	<b>63,070,375</b>
<b>Total Debt Service</b>	<b>\$368,024,122</b>	<b>\$357,449,575</b>	<b>\$384,434,466</b>	<b>\$396,279,817</b>	<b>\$401,011,049</b>



APPENDIX D

Fiscal 2015-2018 Multi-Year Financial Plan

1/14/2015

NASSAU COMMUNITY COLLEGE  
Fiscal 2015-2018 Multi-Year Financial Plan

	2014 <u>Actual</u>	Adopted 2015 <u>Budget</u>	2015 <u>Projected</u>	2016 <u>Projected</u>	2017 <u>Projected</u>	2018 <u>Projected</u>
<b>OPERATING EXPENSES:</b>						
Salaries	131,023,907	132,731,000	129,920,300	130,946,706	135,420,374	139,482,985
Fringe Benefits	55,725,579	58,450,000	57,975,113	60,873,869	63,917,562	67,113,440
Equipment	2,242,527	2,307,482	2,307,482	2,353,632	2,400,704	2,448,718
General Expenses	7,553,835	8,185,664	8,185,664	9,049,377	9,230,365	9,414,972
Contractual	7,117,295	7,891,985	7,891,985	8,049,825	8,210,821	8,375,038
Utility Costs	5,056,256	3,678,769	3,678,769	3,752,344	3,827,391	3,903,939
Interfund Charges	3,105,587	3,281,100	3,281,100	3,346,722	3,413,656	3,481,930
Other	1,149,658	55,000	755,000	55,000	55,000	55,000
Total Operating Expenses	212,974,644	216,581,000	213,995,413	218,427,475	226,475,874	234,276,022
% growth				2.1%	3.7%	3.4%
<b>OPERATING REVENUES:</b>						
Investment Income	44,408	65,000	65,000	65,000	65,000	65,000
Rents & Recoveries	565,907	3,838,573	3,838,573	500,000	500,000	500,000
Revenue Offset to Expenses	3,928,737	4,642,365	4,642,365	4,642,365	4,642,365	4,642,365
Service Fees	7,124,283	6,857,635	6,859,260	6,859,260	6,859,260	6,859,260
Student Revenues	82,376,001	83,598,615	82,144,036	82,144,036	82,144,036	82,144,036
Revenue in Lieu of Spons Share	14,697,445	15,542,010	14,963,847	14,963,847	14,963,847	14,963,847
State Aid (Includes Categorical Aid)	46,909,405	47,356,919	47,433,557	45,832,106	45,132,896	44,791,407
Property Taxes	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883
Fund Balance	4,873,800	2,473,000	2,473,000	0	0	0
Total Operating Revenue	212,726,869	216,581,000	214,626,521	207,213,497	206,514,287	206,172,798
Operations Gain (Loss)-(Baseline Operating Results)*	(247,775)	0	631,108	(11,213,977)	(19,961,586)	(28,103,224)

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

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



APPENDIX D

NASSAU COMMUNITY COLLEGE  
Fiscal 2015-2018 Multi-Year Financial Plan

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

			<u>2016</u> <u>Projected</u>	<u>2017</u> <u>Projected</u>	<u>2018</u> <u>Projected</u>
<b>BASELINE (GAP)</b>			<b>(11,213,977)</b>	<b>(19,961,586)</b>	<b>(28,103,224)</b>
<b>GAP CLOSING MEASURES</b>					
1. Initiatives- Planned					
A. 2015 Instructional Efficiencies (Attrition)			1,000,000	1,000,000	1,000,000
B. 2015 Staffing Efficiencies (Attrition)			500,000	500,000	500,000
C. OTPS Contracts					
D. Fee Adjustments					
E. Contingency Adjustment (Reserve for Items Not Materializing)					
<b>Total Cost Reductions</b>			<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>
2. State					
A. Increase in State Aid Rate in 2016	18,114.6	150	2,717,187	2,675,184	2,654,670
B. Increase in State Aid Rate in 2017	17,834.6	150		2,675,184	2,654,670
C. Increase in State Aid Rate in 2018	17,697.8	150			2,654,670
<b>Total State Aid</b>			<b>2,717,187</b>	<b>5,350,368</b>	<b>7,964,010</b>
3. Sponsor Support					
A. Increase in Sponsor Support 2016		2.00%	1,044,138	1,044,138	1,044,138
B. Increase in Sponsor Support 2017		2.00%		1,065,020	1,065,020
C. Increase in Sponsor Support 2018		2.00%			1,086,321
<b>Total Sponsor</b>			<b>1,044,138</b>	<b>2,109,158</b>	<b>3,195,479</b>
4. Tuition-					
A. Increase in Tuition in 2016	\$ 200		3,880,210	3,880,210	3,880,210
B. Increase in Tuition in 2017	\$ 250			4,850,262	4,850,262
C. Increase in Tuition in 2018	\$ 250				4,850,262
<b>Total Tuition Increases</b>			<b>3,880,210</b>	<b>8,730,471</b>	<b>13,580,733</b>
5. Enrollment Increases- Student Revenue		Increases			
A. Enrollment impact-Student Revenue 2016		-1.00%	(860,242)	(908,745)	(957,248)
B. Enrollment impact-Student Revenue 2017		-1.00%		(899,658)	(947,675)
C. Enrollment impact-Student Revenue 2018		-1.00%			(938,198)
<b>Total Enrollment impact-Student Revenue</b>			<b>(860,242)</b>	<b>(1,808,403)</b>	<b>(2,843,121)</b>
6. Enrollment Increases- Instructional Cost Factor		Enrollment Increases			
A. Enrollment impact-Instructional Cost Factor 2016		-1.00%	430,121	454,373	478,624
B. Enrollment impact-Instructional Cost Factor 2017		-1.00%	-	449,829	473,838
C. Enrollment impact-Instructional Cost Factor 2018		-1.00%	-	-	469,099
<b>Total Enrollment impact-Instructional Cost Factor</b>			<b>430,121</b>	<b>904,201</b>	<b>1,421,561</b>
7. Enrollment Increases- State Aid- 2015Base=	17,697.8				
A. 2016 Enrollment Increase-State Aid		-1.00%		(495,007)	(521,554)
B. 2017 Enrollment Increase-State Aid		-1.00%			(516,339)
C. 2018 Enrollment Increase-State Aid		-1.00%			-
<b>Total Enrollment impact-State Aid</b>			<b>0</b>	<b>(495,007)</b>	<b>(1,037,893)</b>
8. Other Revenue Enhancements/ Savings Measures & Use of Fund Balance- To Be Determined					
A. 2016 Items			2,502,564	2,502,564	2,502,564
B. 2017 Items				1,168,233	1,168,233
C. 2018 Items					651,658
<b>Total Other</b>			<b>2,502,564</b>	<b>3,670,797</b>	<b>4,322,455</b>
<b>Total GAP Closers</b>			<b>11,213,977</b>	<b>19,961,586</b>	<b>28,103,224</b>
<b>Preliminary Balance Baseline GAP surplus/(deficit)</b>			<b>(0)</b>	<b>(0)</b>	<b>0</b>



APPENDIX E

NASSAU HEALTH CARE CORPORATION (FISCAL 2015 – 2018)  
(Provided by the Nassau Health Care Corporation)

**Nassau Health Care Corporation and Subsidiaries**

**2015 Approved Budget**

**Consolidated**

(In Thousands)

	<u>2015</u> <u>Budget</u>	<u>2016</u> <u>Proposed</u>	<u>2017</u> <u>Proposed</u>	<u>2018</u> <u>Proposed</u>
<i>Net patient service revenue</i>	440,680	449,494	458,484	467,653
<i>NYS Intergovernmental transfer</i>	53,244	53,000	53,000	53,000
<i>Interim Access Assurance Fund (IAAF)</i>	11,100	0	0	0
<i>Nassau County Billings</i>	20,627	20,000	20,000	20,000
<i>Historical Mission/Article VI Payments</i>	13,001	0	0	0
<i>Federal &amp; State Aid</i>	15,000	15,000	15,000	15,000
<i>Practice Plan Revenue</i>	0			
<i>Services to LIFQHC</i>	14,400	15,000	15,000	15,000
<i>Miscellaneous</i>	<u>24,932</u>	25,000	25,000	25,000
<i>Total operating revenue</i>	<u>592,984</u>	<u>577,494</u>	<u>586,484</u>	<u>595,653</u>
<b>Operating Revenues:</b>				
<b>Operating Expenses:</b>				
<i>Salaries</i>	236,685	236,685	241,418	246,247
<i>Fringe Benefits</i>	127,012	130,823	134,748	138,790
<i>Supplies</i>	34,518	35,554	36,620	37,719
<i>Expenses</i>	89,122	91,796	94,550	97,386
<i>Utilities</i>	20,985	21,615	22,263	22,931
<i>Depreciation</i>	19,628	19,000	19,000	19,000
<i>Interest Expense</i>	11,001	10,500	10,000	9,500
<i>Services to LIFQHC</i>	14,400	15,000	15,000	15,000
<i>Bad Debt Expense</i>	<u>40,122</u>	41,000	41,000	41,000
<i>Total operating expenses</i>	<u>593,473</u>	<u>601,971</u>	<u>614,598</u>	<u>627,572</u>
<i>Gain (Loss) From Operations</i>	<u>(489)</u>	<u>(24,477)</u>	<u>(28,115)</u>	<u>(31,919)</u>
<b>NonOperating Revenues:</b>				
<i>Investment Income</i>	<u>1,042</u>	1,500	1,500	1,500
<b>BASELINE SURPLUS (GAP) AS OF January 1, 2015</b>	<u>553</u>	<u>(22,979)</u>	<u>(26,615)</u>	<u>(30,419)</u>



**APPENDIX F**

**SEWER AND STORM WATER RESOURCE DISTRICT FINANCIAL PLAN**

<b>SEWER AND STORM WATER FINANCE AUTHORITY</b>					
<b>E/R</b>	<b>Obj</b>	<b>2015 1st. Quarter Projection</b>	<b>2016 Plan</b>	<b>2017 Plan</b>	<b>2018 Plan</b>
EXP	DE - CONTRACTUAL SERVICES	920,000	920,000	920,000	920,000
	FF - INTEREST	6,574,725	7,651,295	7,202,750	6,685,500
	GG - PRINCIPAL	5,755,000	10,205,000	10,345,000	10,815,000
	LZ - TRANS OUT TO SSW FOR DEBT SERVICE	110,068,845	104,547,275	104,855,820	104,908,070
<b>EXP Total</b>		<b>123,318,570</b>	<b>123,323,570</b>	<b>123,323,570</b>	<b>123,328,570</b>
REV	BE - INVEST INCOME	5,000	10,000	10,000	15,000
	TL - PROPERTY TAX	123,313,570	123,313,570	123,313,570	123,313,570
<b>REV Total</b>		<b>123,318,570</b>	<b>123,323,570</b>	<b>123,323,570</b>	<b>123,328,570</b>
<b>SEWER AND STORM WATER RESOURCE DISTRICT</b>					
<b>E/R</b>	<b>Obj</b>	<b>Values</b>			
		<b>2015 1st. Quarter Projection</b>	<b>2016 Plan</b>	<b>2017 Plan</b>	<b>2018 Plan</b>
EXP	AA - SALARIES, WAGES & FEES	15,429,109	16,204,235	16,917,623	17,344,823
	AB - FRINGE BENEFITS	12,363,842	12,926,955	13,201,299	13,587,681
	BB - EQUIPMENT	202,000	0	0	0
	DD - GENERAL EXPENSES	849,000	414,000	426,000	438,933
	DE - CONTRACTUAL SERVICES	58,472,000	59,086,980	60,859,589	62,685,377
	DF - UTILITY COSTS	7,622,799	5,920,213	5,974,318	6,068,752
	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	34,444,189	29,888,001	39,138,223	43,524,545
	OO - OTHER EXPENSE	538,500	551,963	565,762	579,906
<b>EXP Total</b>		<b>148,467,239</b>	<b>141,689,093</b>	<b>152,450,420</b>	<b>159,287,208</b>
REV	AA - FUND BALANCE	15,425,501	16,168,925	10,711,118	0
	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	15,166,000	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	1,717,000	1,717,000	1,717,000	1,717,000
	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	110,068,845	104,547,275	104,855,820	104,908,070
<b>REV Total</b>		<b>148,467,239</b>	<b>141,689,093</b>	<b>136,539,831</b>	<b>125,880,963</b>
<b>Surplus / (Deficit)</b>		<b>0</b>	<b>0</b>	<b>(15,910,589)</b>	<b>(33,406,245)</b>
<b>Gap Closing Measure</b>					
	Debt Service Benefit from P3 Transaction	0	0	15,910,589	33,406,245
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>