



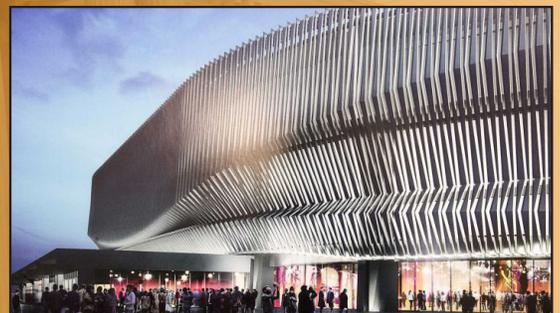
NASSAU COUNTY EXECUTIVE

LAURA CURRAN

2018 ADOPTED BUDGET

UPDATED MULTI-YEAR FINANCIAL PLAN FISCAL 2018-2021

ORDINANCE NO. 132-2017 AS CONFORMED TO THE 2018-2021 MULTI-YEAR FINANCIAL PLAN
APPROVED PURSUANT TO NASSAU COUNTY INTERIM FINANCE AUTHORITY RESOLUTION 17-700
JUNE 2018



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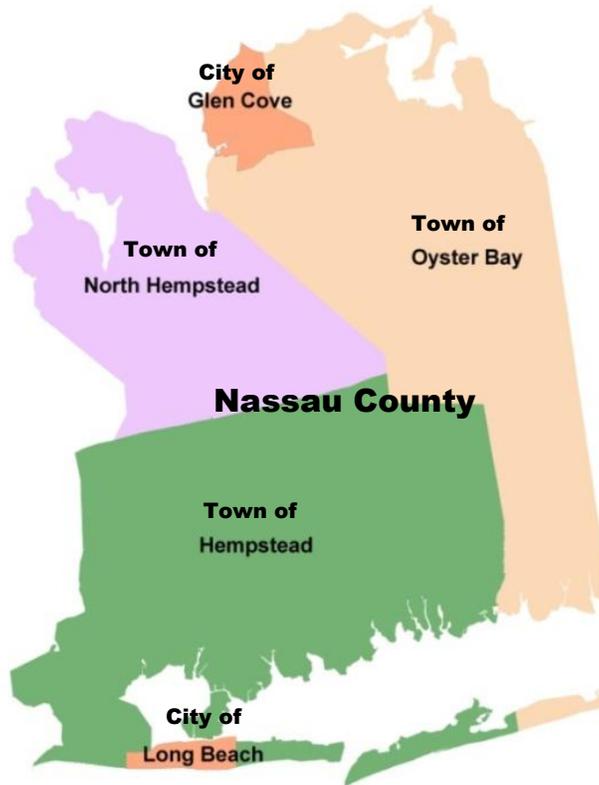
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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY



Overview

County Executive Curran inherited a 2018 NIFA Conformed Budget that contained major shortfalls. These included a tax certiorari backlog from the previous Administration and Legislature of over \$565 million and an unfunded budget judgement for the “Restivo” wrongful conviction settlement of \$43.8. In addition, the County finished 2017 with a GAAP deficit of over \$100 million. These issues required immediate attention to produce a GAAP balanced budget for 2018.

On March 15th the County Executive delivered to NIFA a GAAP balanced amended budget for 2018. The revised budget funded the Restivo judgment that became final on January 8, 2018, and required full payment by February 7, 2018 and restored funding for certain social programs cut by the prior administration. Resources were identified to fund these needs from better than expected sales tax performance, capital financing in lieu of operating funds to construct a new police academy, and vacancy savings, combined with other operating agency initiatives to contain expenditures and boost revenues. To date, the Legislature has not fully approved the amendment, and further by not approving the boot and tow contract is leaving uncollected revenue which



would net the County \$9 million in revenue. It should be noted that over \$700 million in deficit bonds were amassed over the past eight years to pay for non-capital items.

By the end of 2017, the County tax certiorari liability had grown to more than **\$565** million. Although the prior Administration ended bonding for tax certiorari claims, the amount the County owed continued to grow. Payment of these claims in 2017 entirely used up the County's available fund balance. The Curran Administration is left with the task of finding the resources to meet this large outstanding liability. The tax certiorari liability reflects approximately **19%** of the County's operating budget and **60%** of the County's property tax levy. The problem of paying cert claims is enormously inflated by the "County Guarantee" which requires the County to pay virtually 100% of overpayment claims on property tax while receiving only 15% of the County-wide levy. These payments are particularly difficult because they are for services County taxpayers enjoyed in the past; they buy no services now when the payments are due. Payment of this amount out of current operating funds would be impossibly disruptive to the welfare of the County. Since January, the County administration has pursued settlement of tax claims with the Long Island Power Authority (LIPA) which, if successfully concluded, will phase in fair taxable assessments of LIPA properties in the County over time and eliminate approximately \$200 million in LIPA claims stemming from overpayment of taxes in the past. This would reduce the amount owing by the County for past cert claims to approximately \$360 million. The County is looking to finance this accumulated liability to spread the impact of payment over a number of years.

At the same time, the Administration has been working intensely to reduce the level of claims for tax overpayments which it is obliged to pay on an ongoing basis. Claims derive from inconsistencies in the valuations of properties for tax purposes maintained by the County Department of Assessment. These valuations vary over time with physical changes and market fluctuations. The prior Administration froze these values as of 2011, causing them to be progressively more out of date and subject to challenge over the years since. As a result of extraordinary efforts by the Curran Administration, a new assessment roll with current values of properties will be published in January 2019, which should, over time, reduce the volume of claims for unfair overpayment of taxes. County Executive Curran is also committed to maintaining the new assessment roll as required by professional assessment standards. During 2018, the Administration is committed to paying ongoing tax claims with county bonding and will revisit NIFA authority for bonding in the next state legislation session. The Administration recently succeeded in obtaining State legislative approval of procedural changes to the operation of its Disputed Assessment Fund (DAF) which are expected to facilitate payment of tax claims for commercial properties out of current funds.

Events Since the March 15 Financial Plan Submission to NIFA

Since submitting its revised Financial Plan for 2018 to NIFA in March, realization of the changes contained in that plan has moved forward in a number of areas. Sales tax collections have maintained a level consistently above the increased growth rate in that plan. Necessary savings from continuing a smaller County workforce have been maintained. Several County agency initiatives to contain costs or increase revenues have gone forward. However, changes requiring County Legislature action have not yet been implemented. These include the restoration of funding



for several County services cut in the NIFA budget, and the implementation of \$13 million of revenue initiatives. Failure to implement these initiatives will affect revenues available to meet County service needs in FY 2018 as well as in future years.

Also, since March, the Administration and County Legislature have negotiated extensively over the County's capital investment requirements for 2018. These needs provide a starting point for the County's four-year capital plan, due in October, and also provide the basis for the County's outlook for long-term financing in 2018 and through the four years of the Financial Plan. The financing plan will forecast the amounts and timing of borrowings to meet the requirements for necessary investment in the County's physical plant and to provide the financing to amortize the cost of paying the County's current overhang of certiorari liability dating from claims reflected in the County's financial statements for FY 2017.

The Multi-Year Financial Plan

2018 Budget Projections

The starting point for the Multi-Year Plan (MYP) is the April projections. The County is currently projecting a \$9.2 million surplus for FY 2018. However, the County still has significant exposure from the backlog of tax certiorari payments caused by the frozen assessment that continues to be an unmanageable burden on the operating budget. The administration sought several legislative actions to address this issue:

1. The New York State Legislature was asked to change the DAF from its current property specific structure to a class refund structure that will better fund future tax certiorari obligations. On June 19, 2018, the New York State Senate and Assembly passed the change to the DAF which the County Administration was seeking. The legislation now requires the Governor's signature.
2. The New York State Legislature was also asked to approve an additional \$400 million in NIFA financing capacity to meet the demands of tax certiorari claims for past periods. The County Legislature did not support using NIFA debt to fund the tax certiorari claims for past periods. Subsequently, the New York State Legislature did not approve this request.
3. As part of the reassessment efforts, the County sought New York State Legislative authorization for a ten percent annual credit on property tax payable for certain properties valued at not more than \$500,000. This request was not approved by the Legislature.

Revenue Projections

The County's sales tax revenues began an upward trend in 2017 that continues in 2018. The 2018 NIFA Conformed Budget reflected modest growth of 2.5% in sales tax revenues. However, sales tax receipts thus far in 2018 have grown by 4% as compared to the same time in 2017. The economy remains strong, unemployment rates are historically low and consumer confidence remains high. Therefore, May projections continue to include an \$8.0 million increase in sales tax



revenue above the 2018 NIFA Conformed Budget corresponding to a 3.0% annual growth over 2017.

The Plan includes other projected revenue initiatives of \$21.1 million. These initiatives are: \$10.1 million in Traffic and Parking Violations (TPVA) from an increase in boot and tow seizures of motor vehicles, default judgment filing fees, scofflaw expansion, distracted driver education program fees and increased County parking fees; \$3.0 million in the Police Department for stricter enforcement; \$5.3 million from the sale and rent of County property and buildings; \$1.2 million in the Parks Department including green fees, rental of Chelsea Mansion, and summer recreation program fees; \$0.4 million in Consumer Affairs fines and enforcement; \$0.3 million in departmental revenues in the Fire Commission; \$0.2 million from FICA reimbursement in the Comptroller's Office; and \$0.1 million in State Aid for indirect cost reimbursement for the Women Infant and Children (WIC) program. Approximately \$13.0 million of these revenue initiatives require legislative approval including \$5.0 million for the sale of County property; therefore, these initiatives are at risk if they are not approved by the County Legislature.

Other revenue increases include \$6.0 in asset forfeiture in the Police Department to offset Police overtime related to the opioid and gang crisis in Nassau County; \$5.6 million in 2017 Federal Aid for bus service, offset by lower reimbursement from various departments due to less expenses; \$2.0 million of cash recovery from the County Attorney for a prior litigation; and \$1.6 million in investment income.

We are exploring asking NIFA as part of its control authority to permit the county to operate with a budget conformed to these changes regardless of legislation approval.

Expense Projections

County expenses are projected to exceed the 2018 NIFA Conformed Budget by \$22.6 million. As stated earlier, the largest component of this increase is \$43.8 million for the Restivo judgment which is partially offset by savings in other areas as discussed below.

- Salaries, Wages & Fees are \$15.2 million lower than the 2018 NIFA Conformed Budget due to 324 positions that have not been filled as of April 30, 2018.
- Fringe Benefits savings of \$8.4 million from vacant positions.
- Recipient Grants savings of \$4.5 million from lower caseloads in TANF and Safety Net Assistance.

Projected expenses in 2018 are higher in the following categories:

- Other Expenses of \$43.8 million primarily due to the Restivo settlement.
- Contractual Services are \$8.2 million higher than initially projected mainly due to restoration of funding for the TransDev contract for NICE bus services.



- Medicaid is \$1.5 million higher due to an adjustment for indigent care, offset by a lower Medicaid weekly share amount for the last three quarters of 2018.

OTPS initiatives include savings of \$2.5 million in utilities, general expenses and rent within the Department of Public Works; \$0.4 million savings in the Health Department from rate reduction in pre-school; \$0.3 million savings in the Police Department; and savings in County Attorney outside counsel fees of \$0.2 million.

Budget Restoration

As stated in the March Financial Report, the administration has reinstated \$7.1 million for the TransDev contract for NICE bus services and \$2.2 million to mitigate service reductions from the 2018 NIFA Conformed Budget that include Youth Boards programs in the amount of \$1.4 million; Long Island Regional Planning Council of \$0.3 million; Legal Aid Society of \$0.3 million and Vocational Education and Extension Board (VEEB) of \$0.2 million. In addition, as part of the re-assessment of taxable real property, the projections also include an additional \$1.2 million in new staffing in the Department of Assessment and the Assessment Review Commission. \$0.4 million is also added to bolster the Minority and Women Based Enterprise (MWBE) program by adding staff in the Office of Minority Affairs, Coordinated Agency for Spanish Americans (CASA), and Advisory Councils.

Ongoing Fiscal Challenges

The County is faced with a difficult financial outlook. The challenge for government - to protect its residents, provide quality services, and maintain the infrastructure, while limiting property taxes to the State imposed cap or below - is daunting. For Nassau County the challenge is greater because of the unfair burden of the County guaranty, lawsuits that predate this Administration and the required costs associated with mandates, fringe benefits and step labor increases even without collective bargaining increases. In addition to the growth in unpaid tax certiorari claims, from \$340 million to \$565 million between 2016 and 2017, funding the County's two major fringe benefit costs, health insurance and employee pensions, continues to be a major challenge. Health insurance costs in the 2018 NIFA Conformed Budget are projected to increase by nearly 8% compared to the 2017 budget, an increase of \$23 million. Further increases to health insurance costs are anticipated with the changes to insurance legislation.

While the costs of carrying out the basic functions of County government continuously increase, the County's revenue structure does not keep pace. Property tax, at close to 1/3 of revenues, is effectively capped by State law and political sensitivity; fees require continual increases to keep pace with costs; only sales tax may increase with costs over time. A revenue base which grows more slowly than expenditures requires continual initiatives by the County to achieve and maintain a balanced operating result.

Pension costs have also risen steeply in recent years. The pension bill increased over 127% between 2010 when it was \$95 million and 2014 when it hit its peak at \$216 million. The 2018 pension bill is \$204 million. To reduce the impact of the rapid growth in pension rates over this period, the County, like many municipalities, chose to amortize a portion of the pension bill



starting in 2012. As a result, the impact on taxpayers has been smoothed out but continues to increase.

Based on the pension bill for 2018, the County's average contribution rate for the Employees' Retirement System (ERS) decreased slightly from 16.41% of payroll to 16.23% of payroll and the average contribution rate for the Police and Fire Retirement System (PFRS) is forecast to increase slightly from 24.44% of payroll to 24.51% of payroll.

Challenges with Tax Certiorari Claims

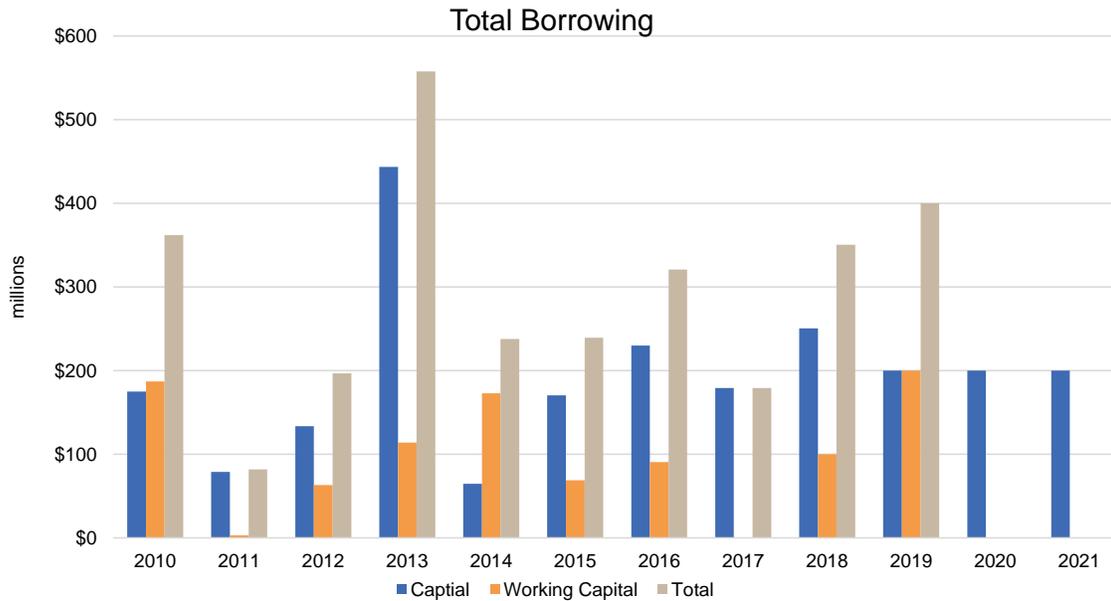
Although the reduction in County personnel has resulted in significant savings, it has also left several vital County functions disastrously understaffed. The freezing of the County property tax assessment roll in 2011, combined with personnel reductions in the Department of Assessment, the County Attorney's Office, and the Assessment Review Commission, have seriously damaged the confidence of taxpayers in the fairness of the property tax system.

In the most recent cycle of grievances brought by taxpayers, approximately 240,000 taxpayers (60% of the County's property taxpayers) grieved. Despite current payments of approximately \$90 million for tax certiorari claims in 2017, the net growth in the amount owed by the County for those payments is almost \$200 million.

As demonstrated on Table 1 below, the previous administration issued approximately \$700 million of bonds to fund operating deficits, including the payment of tax certiorari claims. However, ending borrowing as they did in 2016 without curtailing the ongoing growth in tax certiorari claims has used up whatever available fund balance the County had accumulated. Even so, the amount owing for these judgments continues to grow significantly. This has left the Curran Administration with an unfunded liability that cannot be met from current operating funds. Following settlement of these outstanding liabilities and barring no future judgements equivalent in size to the Restivo settlement, the County Executive is committed to ending the borrowing for non-capital expenses by close of 2019.



Table 1



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
General Capital	155.4	63.0	132.0	265.5	59.9	127.7	161.9	128.7	158.9	150.0	150.0	150.0
Sewer Capital *	19.5	16.0	1.5	178.0	5.0	42.8	68.1	50.7	91.5	50.0	50.0	50.0
Subtotal Capital	174.9	79.0	133.5	443.5	64.9	170.5	230.0	179.3	250.4	200.0	200.0	200.0
Tax Cert	69.9	-	-	75.0	125.0	60.0	60.0	-	100.0	200.0	-	-
Term Pay	92.0	-	43.5	11.2	20.0	5.2	30.8	-	-	-	-	-
Other Judgments	25.2	3.1	19.7	27.9	8.6	-	-	-	-	-	-	-
Sandy Tax Relief	-	-	-	-	19.3	3.7	-	-	-	-	-	-
Subtotal Working Capital	187.1	3.1	63.2	114.1	172.9	68.9	90.8	-	100.0	200.0	-	-
Total	362.1	82.0	196.6	557.6	237.8	239.4	320.8	179.3	350.4	400.0	200.0	200.0

*Includes new issuance of Sewer BANs for Sandy and sewer projects, does not include when BANs are bonded.

Economic Development

County Executive Curran is promoting economic development as a significant strategy to broaden the County’s tax base, create new jobs, and stimulate the overall renewal of communities. The County Executive is committed to achieving these goals while simultaneously protecting our environment.

Significant redevelopment opportunities are being advanced with the improvements planned at Belmont Park and the Nassau Hub. The Belmont Arena project includes the construction of an 18,000-seat arena for the New York Islanders, 435,000 square feet of retail stores, restaurants and a movie theater; a hotel with 200-250 rooms; nearly six acres of outdoor recreation space; and a 10,000-square foot community building. The economic impacts of this \$1 billion project include the addition of 3,100 permanent jobs and 12,300 construction jobs and revenues resulting from increased tourism and visitors to the site.



The planned redevelopment of Belmont Park provides an important impetus to take a fresh look at the Nassau Hub, a 77-acre property surrounding the Nassau Coliseum. Although there are some positive developments – including the planned return of the Islanders for additional home games during the next three seasons and the construction of Memorial Sloan Kettering Nassau Cancer Center - there remains considerable untapped potential at this site. As such, the County Executive has called for new ideas for the development of a Nassau Hub Innovation District. The County is seeking a transformative vision to grow economic opportunity and jobs for the County. A Request for Expression of Interest has been issued by the County with a due date of July 20, 2018.

The Nassau County Industrial Development Agency (IDA) was established to promote economic development by providing resources and financial assistance to County businesses. To ensure that the IDA is making good on its mandate, the County Executive has implemented reforms to increase transparency, better measure projects that receive IDA benefits and put communities first. These reforms include greater outreach to the public and elected officials on IDA projects; mandating the use of local labor/prevaling wages to the greatest extent possible; expanding the opportunities for mixed income housing as well as promoting transit-oriented development in Nassau’s downtowns; and strengthening job creation requirements.

Multi-Year Financial Plan Assumptions

The 2018 – 2021 Multi-Year Financial Plan includes several changes to revenue and expense assumptions to reflect the trends and challenges noted above. On the expense side the plan includes the following adjustments:

1. Tax Certiorari payments of \$30.0 million in 2019, \$20.0 million in 2020, and \$15.0 million in 2021 for the payment of class 1 & 2 property grievances.
2. Other Judgements and Claims of \$30.0 million annually between 2019-2021.
3. Increase in Health insurance of 22.4% over the period due to anticipated rising health insurance costs.
4. Increase in Pension Cost of 22.7% over the period due to an increase in the number of retirees.
5. Issuance of \$100 million in debt in 2018 and \$100 million in debt Q1 of 2018 and \$100 million in Q4 2019 to fund the outstanding backlog of tax certiorari claims.
6. Increase in staffing to Assessment, the Assessment Review Commission and the County Attorney of \$2.0 million in each year 2019-2021.

Revenue assumptions include the removal of the \$7.5 million of video lottery terminal (VLT) revenue in 2018, offset by a recovery from dis-encumbrances of \$7.5 million and projected growth in sales tax of 2% annually for 2019-2021. The plan assumes \$20 million of VLT revenue in 2019.

The net impact of these changes results in a projected net positive balance of \$7.4 million in 2019, \$3.4 million in 2020 and \$7.9 million in 2021.

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



The following tables that follow outline the County's current estimate of baseline gaps and initiatives to keep the budget in balance

**Table 1: 2018–2021
Pre-Gap Closing Plan**

MAJOR FUNDS					
E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	856,188,077	882,891,013	891,896,154	900,365,610
	AB - FRINGE BENEFITS	568,812,753	622,058,067	654,099,800	687,873,452
	AC - WORKERS COMPENSATION	33,499,182	34,499,182	34,499,182	34,499,182
	BB - EQUIPMENT	2,176,098	2,175,056	2,175,056	2,175,056
	DD - GENERAL EXPENSES	31,103,501	31,216,009	31,678,758	31,928,622
	DE - CONTRACTUAL SERVICES	259,581,842	259,841,352	260,327,217	260,822,800
	DF - UTILITY COSTS	31,766,551	32,559,101	34,103,524	34,264,934
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	FF - INTEREST	122,588,977	131,394,634	150,102,384	149,495,498
	GA - LOCAL GOVT ASST PROGRAM	71,326,412	72,727,940	74,157,499	75,615,649
	GG - PRINCIPAL	98,707,823	106,280,000	131,270,000	149,375,000
	HH - INTERFUND CHARGES	24,719,916	23,816,355	23,851,431	23,652,818
	MM - MASS TRANSPORTATION	44,126,435	45,332,456	46,573,452	47,850,436
	NA - NCIFA EXPENDITURES	2,025,000	1,975,000	2,025,000	2,075,000
	OO - OTHER EXPENSES	287,086,990	266,491,329	240,289,122	205,853,621
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	134,147,650	136,830,603	139,567,215	142,358,559
	SS - RECIPIENT GRANTS	51,150,000	51,150,000	51,150,000	51,150,000
	TT - PURCHASED SERVICES	67,583,171	67,583,171	68,010,171	68,441,441
	WW - EMERGENCY VENDOR PAYMENTS	47,025,000	47,825,000	47,893,300	47,962,283
	XX - MEDICAID	239,192,349	239,192,349	239,192,349	239,192,349
Total Expenses Excluding Interdepartmental Charges		2,978,057,726	3,061,088,618	3,128,111,615	3,160,202,311
Interdepartmental Charges		426,026,663	438,171,188	453,433,753	438,914,733
Total Expenses Including Interdepartmental Charges		3,404,084,389	3,499,259,806	3,581,545,368	3,599,117,044
REV	BA - INT PENALTY ON TAX	35,003,385	35,003,385	35,003,385	35,003,385
	BC - PERMITS & LICENSES	18,720,511	19,720,511	18,720,511	19,720,511
	BD - FINES & FORFEITS	116,171,981	114,065,138	114,065,138	114,065,138
	BE - INVEST INCOME	3,540,062	4,539,231	5,039,231	10,039,231
	BF - RENTS & RECOVERIES	32,897,604	26,678,032	26,678,032	26,678,032
	BG - REVENUE OFFSET TO EXPENSE	17,312,216	17,310,965	17,312,216	17,311,716
	BH - DEPT REVENUES	233,250,863	233,250,848	233,250,848	233,250,848
	BO - PAYMENT IN LIEU OF TAXES	45,621,235	44,791,079	44,317,188	44,316,434
	BQ - CAPITAL RESOURCES FOR DEBT	2,604,750	3,540,000	2,340,000	2,340,000
	BS - OTB PROFITS	10,500,000	20,000,000	20,000,000	20,000,000
	BW - INTERFUND CHARGES REVENUE	75,250,061	81,615,456	95,364,640	98,796,960
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	139,461,116	135,465,767	135,901,862	134,869,640
	IF - INTERFUND TRANSFER	2,912,422	696,617	0	0
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	210,483,868	212,059,848	213,479,993	214,928,048
	TA - SALES TAX COUNTYWIDE	1,095,525,185	1,117,435,689	1,139,784,402	1,162,580,091
	TB - SALES TAX PART COUNTY	101,271,425	110,177,362	99,643,085	101,635,947
	TL - PROPERTY TAX	814,709,197	811,834,995	811,347,041	811,335,804
	TO - OTB 5% TAX	2,100,000	2,100,000	2,100,000	2,100,000
	TX - SPECIAL TAXES	29,941,547	29,941,547	29,941,547	29,941,547
Total Revenue Excluding Interdepartmental Charges		2,987,277,428	3,020,226,470	3,044,289,119	3,078,913,331
Interdepartmental Charges		426,026,663	438,171,188	453,433,753	438,914,733
Total Revenue Including Interdepartmental Charges		3,413,304,091	3,458,397,658	3,497,722,872	3,517,828,064
Projected Surplus / (Deficit)		9,219,702	(40,862,148)	(83,822,496)	(81,288,980)



**Table 2: 2018–2021
Gap Closing Plan (Major Funds)
(In millions)**

MYP 2018 - 2021			
	2019 Plan	2020 Plan	2021 Plan
Current Baseline Surplus / (Gap)	(40.9)	(83.8)	(81.3)
<u>Gap Closing Options</u>			
<u>Expense/Revenue Actions</u>			
Workforce Management Savings	8.8	8.9	9.0
Asset Forfeiture Funding	6.0	6.0	6.0
Building Consolidation	5.0	5.0	5.0
Probation/Correction Savings	4.5	4.6	4.7
SUEZ Water Long Island Inc. Synergy Savings	3.0	4.0	4.0
EBF PDD Reserve	2.0	3.0	3.0
Technology	2.0	2.0	2.0
Health Insurance Contribution	1.0	2.0	3.0
Hotel Motel Tax	1.0	2.0	3.0
ERP Implementation	1.0	2.0	2.0
County's District Energy Facility	1.0	2.0	1.5
Workers Comp Savings	1.0	1.0	1.0
Income and Expense	0.0	15.0	15.0
Other Actions	0.0	10.0	10.0
Belmont Arena and Hub Sales Tax Benefit	0.0	7.5	7.7
<u>NYS Actions</u>			
Internet Sales	11.0	11.2	11.4
E-911 Reimbursement	1.0	1.0	1.0
Gap Closing Options	48.3	87.2	89.3
Surplus/ (Deficit) After Gap Closing Actions	7.4	3.4	8.0



Discussion of Gap Closing Options

The following items will assist the Administration in achieving greater financial stability.

Workforce Management

The Curran administration will optimize workforce levels while ensuring that the County provides essential services for all Nassau County residents. Each department is preparing a staffing and hiring plan that will analyze the impact of each vacancy. Currently, there are 324 funded vacancies and each vacancy is carefully analyzed before approval of new hires. These plans will be consolidated into a County-wide staffing strategy.

Asset Forfeiture

The County intends on using \$6.0 million per year of forfeiture funds as a result of fully bonding for construction of the new Police Academy. The uses of the funds will be determined by the Police Department to address any new policing programs that meet the Asset Forfeiture statute requirements.

Building Consolidation

The County's dramatic workforce reduction has opened possibilities for centralization and downsizing of office space. The County has hired Smith & DeGroat Real Estate to review the County's real estate assets for potential sale of excess property, consolidation of office space, lease renewal terms, etc. The County will also realize utility and maintenance savings from better consolidated space.

Probation/ Corrections Savings

The County can achieve savings by utilizing electronic monitoring bracelets that enable Probation to monitor individuals who cannot make their court ordered bail in lieu of housing them in the jail. The County anticipates saving by not institutionalizing these individuals.

SUEZ Water Long Island Inc. Synergy Savings

The County has committed to ensuring that there will not be layoffs to its workforce due to its contract with SUEZ Water Long Island Inc. The contract guarantees \$10 million in annual labor savings. County employees no longer required to support SUEZ Water Long Island Inc. are being utilized to optimize workforce productivity in areas of County operations that can substantially reduce the use and cost of overtime, generate revenues, or decrease payments for services performed by contracted vendors.

Employee Benefit Accrued Liability Reserve - Police District

The County currently has \$13.1 million in the Employee Benefit reserve in the Police District Fund. A change in the methodology for allocating benefits between the PDD and PDH funds will enable the County to draw down funds over the next 3 years.

Technology

The County is exploring opportunities to develop and utilize internet-based technologies to



improve resident and business interaction with County government. These improvements will enhance customer service, reduce costs, improve productivity, and increase revenue.

Health Insurance Contribution

Due to the large number of retirements over the last years, newly hired County employees are required to contribute toward their health insurance. During this multi-year plan period the County will begin to realize cost savings.

Hotel Motel Tax

The County anticipates increased revenues generated from tourism associated with the Belmont Park Arena project and from the economic development of the Nassau Hub.

ERP Implementation

The new enterprise resource planning (ERP) system will streamline core business processes that will lead to efficiencies and savings. This initiative is currently underway and the first phase (Personnel and Payroll) is anticipated to be operational by the end of 2018.

County's District Energy Facility

The agreement between Nassau County and Suez Energy NA, the current operator of the County's 57 mega-watt cogeneration plant in Uniondale, has a short-term extension to permit evaluation options for greater savings

Workers Compensation Savings

The County is estimating that the State will offer between \$14.5 million and \$16.0 million now, to relieve a portion of its future obligation. Most of these proceeds would be used to relieve future workers compensation liability. Approximately \$1 million per year will be allocated to the budget.

Income and Expense

The County believes that the Court of Appeals will rule in favor of the Income and Expense Law. This Law is intended to require commercial property owners to provide income statements for properties with a commercial rent and will produce a minimum of \$15.0 million in recurring revenue beginning in 2020.

Other Actions

The County will evaluate revenue generating and expense reduction initiatives that will result in a net savings to operations. These initiatives include achieving interdepartmental and/or interjurisdictional efficiencies, streamlining operations and improved grant management. Additionally, an area of focus will be on us of technology to promote doing business in and with Nassau County on a more business friendly terms.

**Belmont Arena and Hub Sales Tax Benefit**

The County will realize additional sales tax revenue during and after the construction phase of the new Belmont Arena for the New York Islanders and the HUB development project. The MYP projects additional local sales tax from entertainment, lodging and various other sources.

Internet Sales

The United States Supreme Court ruled in June that States can collect local sales tax on products delivered in that locality. The County anticipates new revenue with passage of necessary implementing legislation by New York State.

Sports Betting

The United States Supreme Court ruled in June that states can initiate and control sports betting. The county anticipates new revenue with usage of necessary implanting legislation by New York State.

E-911 Reimbursement

The State approved an amendment to County law that increased the surcharge on certain telecommunication equipment and telephone service supplier customers in relation to providing an enhanced 911 (E911) emergency telephone system in the County. This enabled the County to raise revenue needed to cover costs associated with providing this technology within the County.

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Table 3: 2018–2021 After-Gap Closing Plan

MAJOR FUNDS					
E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	856,188,077	865,341,013	873,596,154	881,915,610
	AB - FRINGE BENEFITS	568,812,753	614,408,067	643,949,800	676,723,452
	AC - WORKERS COMPENSATION	33,499,182	33,499,182	33,499,182	33,499,182
	BB - EQUIPMENT	2,176,098	2,175,056	2,175,056	2,175,056
	DD - GENERAL EXPENSES	31,103,501	31,216,009	31,678,758	31,928,622
	DE - CONTRACTUAL SERVICES	259,581,842	258,841,352	258,327,217	258,822,800
	DF - UTILITY COSTS	31,766,551	30,259,101	30,803,524	31,464,934
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	FF - INTEREST	122,588,977	131,394,634	150,102,384	149,495,498
	GA - LOCAL GOVT ASST PROGRAM	71,326,412	72,727,940	74,157,499	75,615,649
	GG - PRINCIPAL	98,707,823	106,280,000	131,270,000	149,375,000
	HH - INTERFUND CHARGES	24,719,916	23,816,355	23,851,431	23,652,818
	MM - MASS TRANSPORTATION	44,126,435	45,332,456	46,573,452	47,850,436
	NA - NCIFA EXPENDITURES	2,025,000	1,975,000	2,025,000	2,075,000
	OO - OTHER EXPENSES	287,086,990	262,691,329	236,539,122	202,053,621
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	134,147,650	136,830,603	139,567,215	142,358,559
	SS - RECIPIENT GRANTS	51,150,000	51,150,000	51,150,000	51,150,000
	TT - PURCHASED SERVICES	67,583,171	67,583,171	68,010,171	68,441,441
	WW - EMERGENCY VENDOR PAYMENTS	47,025,000	47,825,000	47,893,300	47,962,283
	XX - MEDICAID	239,192,349	239,192,349	239,192,349	239,192,349
Total Expenses Excluding Interdepartmental Charges		2,978,057,726	3,027,788,618	3,089,611,615	3,121,002,311
Interdepartmental Charges		426,026,663	438,171,188	453,433,753	438,914,733
Total Expenses Including Interdepartmental Charges		3,404,084,389	3,465,959,806	3,543,045,368	3,559,917,044
REV	BA - INT PENALTY ON TAX	35,003,385	35,003,385	35,003,385	35,003,385
	BC - PERMITS & LICENSES	18,720,511	19,720,511	18,720,511	19,720,511
	BD - FINES & FORFEITS	116,171,981	114,065,138	114,065,138	114,065,138
	BE - INVEST INCOME	3,540,062	4,539,231	5,039,231	10,039,231
	BF - RENTS & RECOVERIES	32,897,604	26,678,032	31,678,032	31,678,032
	BG - REVENUE OFFSET TO EXPENSE	17,312,216	17,310,965	17,312,216	17,311,716
	BH - DEPT REVENUES	233,250,863	235,250,848	255,250,848	255,250,848
	BO - PAYMENT IN LIEU OF TAXES	45,621,235	44,791,079	44,317,188	44,316,434
	BQ - CAPITAL RESOURCES FOR DEBT	2,604,750	3,540,000	2,340,000	2,340,000
	BS - OTB PROFITS	10,500,000	20,000,000	20,000,000	20,000,000
	BW - INTERFUND CHARGES REVENUE	75,250,061	81,615,456	95,364,640	98,796,960
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	139,461,116	135,465,767	135,901,862	134,869,640
	IF - INTERFUND TRANSFER	2,912,422	696,617	0	0
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	210,483,868	212,059,848	213,479,993	214,928,048
	TA - SALES TAX COUNTYWIDE	1,095,525,185	1,128,435,689	1,158,484,402	1,181,680,091
	TB - SALES TAX PART COUNTY	101,271,425	110,177,362	99,643,085	101,635,947
	TL - PROPERTY TAX	814,709,197	811,834,995	811,347,041	811,335,804
	TO - OTB 5% TAX	2,100,000	2,100,000	2,100,000	2,100,000
	TX - SPECIAL TAXES	29,941,547	31,941,547	32,941,547	33,941,547
Total Revenue Excluding Interdepartmental Charges		2,987,277,428	3,035,226,470	3,092,989,119	3,129,013,331
Interdepartmental Charges		426,026,663	438,171,188	453,433,753	438,914,733
Total Revenue Including Interdepartmental Charges		3,413,304,091	3,473,397,658	3,546,422,872	3,567,928,064
Projected Surplus / (Deficit)		9,219,702	7,437,852	3,377,504	8,011,020

FUND AND DEPARTMENTAL DETAIL

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GENERAL FUND

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	383,421,045	393,759,535	397,329,458	400,962,012
	AB - FRINGE BENEFITS	269,017,655	297,000,862	312,031,437	327,861,154
	AC - WORKERS COMPENSATION	19,613,497	20,613,497	20,613,497	20,613,497
	BB - EQUIPMENT	1,267,307	1,266,265	1,266,265	1,266,265
	DD - GENERAL EXPENSES	23,529,750	23,553,794	23,653,540	23,707,398
	DE - CONTRACTUAL SERVICES	240,704,493	240,964,003	241,449,868	241,945,451
	DF - UTILITY COSTS	27,829,875	28,563,328	29,974,987	30,079,989
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	GA - LOCAL GOVT ASST PROGRAM	71,326,412	72,727,940	74,157,499	75,615,649
	HD - DEBT SERVICE CHARGEBACKS	300,716,070	311,616,598	330,388,128	316,229,892
	HF - INTER-DEPARTMENTAL CHARGES	50,278,610	50,278,610	50,278,610	50,278,610
	HH - INTERFUND CHARGES	24,719,916	23,816,355	23,851,431	23,652,818
	MM - MASS TRANSPORTATION	44,126,435	45,332,456	46,573,452	47,850,436
	NA - NCIFA EXPENDITURES	2,025,000	1,975,000	2,025,000	2,075,000
	OO - OTHER EXPENSES	138,854,846	113,525,359	103,981,487	99,447,676
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	134,147,650	136,830,603	139,567,215	142,358,559
	SS - RECIPIENT GRANTS	51,150,000	51,150,000	51,150,000	51,150,000
	TT - PURCHASED SERVICES	67,583,171	67,583,171	68,010,171	68,441,441
	WW - EMERGENCY VENDOR PAYMENTS	47,025,000	47,825,000	47,893,300	47,962,283
	XX - MEDICAID	239,192,349	239,192,349	239,192,349	239,192,349
EXP Total		2,141,779,081	2,172,824,726	2,208,637,695	2,215,940,480
REV	AA - FUND BALANCE	-	-	-	-
	BA - INT PENALTY ON TAX	35,003,385	35,003,385	35,003,385	35,003,385
	BC - PERMITS & LICENSES	13,211,693	14,211,693	13,211,693	14,211,693
	BD - FINES & FORFEITS	81,794,407	80,348,000	80,348,000	80,348,000
	BE - INVEST INCOME	3,505,744	4,504,913	5,004,913	10,004,913
	BF - RENTS & RECOVERIES	32,815,902	26,678,032	26,678,032	26,678,032
	BG - REVENUE OFFSET TO EXPENSE	16,200,000	16,200,000	16,200,000	16,200,000
	BH - DEPT REVENUES	196,604,135	196,604,120	196,604,120	196,604,120
	BJ - INTERDEPT REVENUES	86,079,341	86,079,341	86,079,341	86,079,341
	BO - PAYMENT IN LIEU OF TAXES	19,520,599	18,690,443	18,216,552	18,215,798
	BS - OTB PROFITS	10,500,000	20,000,000	20,000,000	20,000,000
	BW - INTERFUND CHARGES REVENUE	36,943,160	36,039,599	36,074,675	35,876,062
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	133,745,036	129,769,702	130,247,689	130,730,455
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	209,603,868	211,179,848	212,599,993	214,048,048
	TA - SALES TAX COUNTYWIDE	1,095,525,185	1,117,435,689	1,139,784,402	1,162,580,091
	TB - SALES TAX PART COUNTY	101,271,425	110,177,362	99,643,085	101,635,947
	TL - PROPERTY TAX	51,684,985	48,810,783	48,322,829	48,311,592
	TO - OTB 5% TAX	2,100,000	2,100,000	2,100,000	2,100,000
	TX - SPECIAL TAXES	5,256,265	5,256,265	5,256,265	5,256,265
REV Total		2,131,365,130	2,159,089,175	2,171,374,975	2,203,883,742

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FIRE COMMISSION FUND

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	10,238,711	10,375,817	10,508,560	10,660,726
	AB - FRINGE BENEFITS	5,992,302	6,363,696	6,693,194	7,040,613
	BB - EQUIPMENT	84,021	84,021	84,021	84,021
	DD - GENERAL EXPENSES	188,806	188,806	188,806	188,806
	DE - CONTRACTUAL SERVICES	4,295,258	4,295,258	4,295,258	4,295,258
	HD - DEBT SERVICE CHARGEBACKS	820,758	832,277	778,948	781,478
	HF - INTER-DEPARTMENTAL CHARGES	2,524,924	2,524,924	2,524,924	2,524,924
EXP Total		24,144,780	24,664,799	25,073,711	25,575,826
REV	BE - INVEST INCOME	1,427	1,427	1,427	1,427
	BH - DEPT REVENUES	9,200,350	9,200,350	9,200,350	9,200,350
	BO - PAYMENT IN LIEU OF TAXES	404,691	404,691	404,691	404,691
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	180,000	180,000	180,000	180,000
	TL - PROPERTY TAX	15,258,520	15,258,520	15,258,520	15,258,520
REV Total		25,044,988	25,044,988	25,044,988	25,044,988

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POLICE DISTRICT FUND

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	221,997,735	229,810,824	233,186,211	235,681,820
	AB - FRINGE BENEFITS	140,407,672	149,967,747	157,879,670	166,229,248
	AC - WORKERS COMPENSATION	9,480,593	9,480,593	9,480,593	9,480,593
	BB - EQUIPMENT	338,090	338,090	338,090	338,090
	DD - GENERAL EXPENSES	3,825,631	3,876,333	4,077,861	4,186,677
	DE - CONTRACTUAL SERVICES	1,926,764	1,926,764	1,926,764	1,926,764
	DF - UTILITY COSTS	1,100,215	1,115,913	1,164,573	1,175,829
	HD - DEBT SERVICE CHARGEBACKS	2,243,962	2,296,995	840,989	929,627
	HF - INTER-DEPARTMENTAL CHARGES	20,816,584	20,816,584	20,816,584	20,816,584
EXP Total		402,137,246	419,629,843	429,711,335	440,765,231
REV	BC - PERMITS & LICENSES	4,628,818	4,628,818	4,628,818	4,628,818
	BD - FINES & FORFEITS	1,355,763	1,355,763	1,355,763	1,355,763
	BE - INVEST INCOME	20,891	20,891	20,891	20,891
	BF - RENTS & RECOVERIES	15,562	-	-	-
	BH - DEPT REVENUES	3,450,000	3,450,000	3,450,000	3,450,000
	BJ - INTERDEPT REVENUES	390,576	390,576	390,576	390,576
	BO - PAYMENT IN LIEU OF TAXES	16,758,062	16,758,062	16,758,062	16,758,062
	BW - INTERFUND CHARGES REVENUE	150,000	150,000	150,000	150,000
	TL - PROPERTY TAX	380,448,990	380,448,990	380,448,990	380,448,990
REV Total		407,218,662	407,203,100	407,203,100	407,203,100

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POLICE HEADQUARTERS FUND

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	240,530,586	248,944,837	250,871,925	253,061,052
	AB - FRINGE BENEFITS	153,395,124	168,725,762	177,495,499	186,742,437
	AC - WORKERS COMPENSATION	4,405,092	4,405,092	4,405,092	4,405,092
	BB - EQUIPMENT	486,680	486,680	486,680	486,680
	DD - GENERAL EXPENSES	3,559,314	3,597,076	3,758,552	3,845,741
	DE - CONTRACTUAL SERVICES	12,655,327	12,655,327	12,655,327	12,655,327
	DF - UTILITY COSTS	2,836,461	2,879,860	2,963,964	3,009,116
	HD - DEBT SERVICE CHARGEBACKS	22,349,663	23,529,108	21,529,478	21,077,526
	HF - INTER-DEPARTMENTAL CHARGES	26,276,092	26,276,092	26,276,092	26,276,092
	OO - OTHER EXPENSES	-	3,000,000	3,000,000	3,000,000
EXP Total		466,494,339	494,499,834	503,442,608	514,559,063
REV	BC - PERMITS & LICENSES	880,000	880,000	880,000	880,000
	BD - FINES & FORFEITS	33,021,811	32,361,375	32,361,375	32,361,375
	BE - INVEST INCOME	12,000	12,000	12,000	12,000
	BF - RENTS & RECOVERIES	66,140	-	-	-
	BH - DEPT REVENUES	23,996,378	23,996,378	23,996,378	23,996,378
	BJ - INTERDEPT REVENUES	13,426,293	13,426,293	13,426,293	13,426,293
	BO - PAYMENT IN LIEU OF TAXES	8,937,883	8,937,883	8,937,883	8,937,883
	BW - INTERFUND CHARGES REVENUE	6,200,000	6,200,000	6,200,000	6,200,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	903,878	903,878	903,878	903,878
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	700,000	700,000	700,000	700,000
	TL - PROPERTY TAX	367,316,702	367,316,702	367,316,702	367,316,702
	TX - SPECIAL TAXES	24,685,282	24,685,282	24,685,282	24,685,282
REV Total		480,146,367	479,419,791	479,419,791	479,419,791

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DEBT SERVICE FUND

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	FF - INTEREST	122,588,977	131,394,634	150,102,384	149,495,498
	GG - PRINCIPAL	98,707,823	106,280,000	131,270,000	149,375,000
	OO - OTHER EXPENSES	148,232,144	149,965,970	133,307,635	103,405,945
EXP Total		369,528,944	387,640,604	414,680,019	402,276,443
REV	BG - REVENUE OFFSET TO EXPENSE	1,112,216	1,110,965	1,112,216	1,111,716
	BQ - CAPITAL RESOURCES FOR DEBT	2,604,750	3,540,000	2,340,000	2,340,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	326,130,453	338,274,978	353,537,543	339,018,523
	BW - INTERFUND CHARGES REVENUE	31,956,901	39,225,857	52,939,965	56,570,898
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	4,812,202	4,792,187	4,750,295	3,235,306
	IF - TRANSFER FROM PDD	2,912,422	696,617	-	-
REV Total		369,528,944	387,640,604	414,680,019	402,276,443



AC - DEPARTMENT OF INVESTIGATIONS

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	2,452	286,926	287,370	287,786
	DD - GENERAL EXPENSES	10,667	10,667	10,667	10,667
	DE - CONTRACTUAL SERVICES	47,201	47,201	47,201	47,201
EXP Total		60,320	344,794	345,238	345,654

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AR - ASSESSMENT REVIEW COMMISSION

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	2,252,038	3,027,239	3,062,081	3,094,661
	DD - GENERAL EXPENSES	64,667	64,667	64,667	64,667
EXP Total		2,316,705	3,091,906	3,126,748	3,159,328

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AS - ASSESSMENT DEPARTMENT

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	9,194,368	10,052,507	10,172,701	10,285,083
	DD - GENERAL EXPENSES	178,906	178,906	178,906	178,906
	DE - CONTRACTUAL SERVICES	940,503	940,503	940,503	940,503
	OO - OTHER EXPENSES	30,000,000	30,000,000	20,000,000	15,000,000
EXP Total		40,313,777	41,171,916	31,292,110	26,404,492
REV	BH - DEPT REVENUES	42,674,642	42,674,642	42,674,642	42,674,642
REV Total		42,674,642	42,674,642	42,674,642	42,674,642

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



AT - COUNTY ATTORNEY

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	6,650,706	7,168,401	7,210,233	7,249,356
	BB - EQUIPMENT	6,079	6,079	6,079	6,079
	DD - GENERAL EXPENSES	609,394	609,394	609,394	609,394
	DE - CONTRACTUAL SERVICES	4,673,297	4,673,297	4,673,297	4,673,297
EXP Total		11,939,476	12,457,171	12,499,003	12,538,126
REV	BD - FINES & FORFEITS	610,000	610,000	610,000	610,000
	BF - RENTS & RECOVERIES	2,785,000	785,000	785,000	785,000
	BH - DEPT REVENUES	160,000	160,000	160,000	160,000
	BJ - INTERDEPT REVENUES	942,125	942,125	942,125	942,125
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	255,000	255,000	255,000	255,000
REV Total		4,752,125	2,752,125	2,752,125	2,752,125

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



BU - OFFICE OF MANAGEMENT AND BUDGET

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	3,662,942	3,723,060	3,921,288	3,917,149
	AB - FRINGE BENEFITS	25,320,618	27,118,915	28,140,411	29,203,878
	AC - WORKERS COMPENSATION	8,448,174	9,448,174	9,448,174	9,448,174
	BB - EQUIPMENT	4,563	4,563	4,563	4,563
	DD - GENERAL EXPENSES	104,517	104,517	104,517	104,517
	DE - CONTRACTUAL SERVICES	1,980,837	1,980,837	1,980,837	1,980,837
	DF - UTILITY COSTS	-	-	-	-
	GA - LOCAL GOVT ASST PROGRAM	71,326,412	72,727,940	74,157,499	75,615,649
	HD - DEBT SERVICE CHARGEBACKS	300,716,070	311,616,598	330,388,128	316,229,892
	HF - INTER-DEPARTMENTAL CHARGES	6,940,566	6,940,566	6,940,566	6,940,566
	HH - INTERFUND CHARGES	24,719,916	23,816,355	23,851,431	23,652,818
	NA - NCIFA EXPENDITURES	2,025,000	1,975,000	2,025,000	2,075,000
	OO - OTHER EXPENSES	95,510,767	69,915,898	70,101,338	70,291,424
EXP Total		540,760,382	529,372,424	551,063,752	539,464,467
REV	AA - FUND BALANCE	-	-	-	-
	BD - FINES & FORFEITS	900,000	900,000	900,000	900,000
	BF - RENTS & RECOVERIES	5,128,308	6,400,000	6,400,000	6,400,000
	BG - REVENUE OFFSET TO EXPENSE	15,600,000	15,600,000	15,600,000	15,600,000
	BJ - INTERDEPT REVENUES	56,107,615	56,107,615	56,107,615	56,107,615
	BO - PAYMENT IN LIEU OF TAXES	19,520,599	18,690,443	18,216,552	18,215,798
	BS - OTB PROFITS	10,500,000	20,000,000	20,000,000	20,000,000
	BW - INTERFUND CHARGES REVENUE	30,788,012	29,884,451	29,919,527	29,720,914
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	92,400	92,400	92,400	92,400
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	237,200	237,200	237,200	237,200
	TA - SALES TAX COUNTYWIDE	1,095,525,185	1,117,435,689	1,139,784,402	1,162,580,091
	TB - SALES TAX PART COUNTY	101,271,425	110,177,362	99,643,085	101,635,947
	TL - PROPERTY TAX	51,684,985	48,810,783	48,322,829	48,311,592
	TO - OTB 5% TAX	2,100,000	2,100,000	2,100,000	2,100,000
REV Total		1,389,455,729	1,426,435,943	1,437,323,611	1,461,901,557

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CA - OFFICE OF CONSUMER AFFAIRS

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	1,606,699	1,625,624	1,644,277	1,661,723
	BB - EQUIPMENT	8,707	8,707	8,707	8,707
	DD - GENERAL EXPENSES	13,256	13,256	13,256	13,256
	DE - CONTRACTUAL SERVICES	944	944	944	944
EXP Total		1,629,606	1,648,531	1,667,184	1,684,630
REV	BC - PERMITS & LICENSES	4,660,000	5,660,000	4,660,000	5,660,000
	BD - FINES & FORFEITS	700,000	700,000	700,000	700,000
	BH - DEPT REVENUES	200	200	200	200
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	45,000	45,000	45,000	45,000
REV Total		5,405,200	6,405,200	5,405,200	6,405,200

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CC - NC SHERIFF/CORRECTIONAL CENTER

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	118,030,508	119,546,538	120,445,794	121,769,837
	AC - WORKERS COMPENSATION	9,022,290	9,022,290	9,022,290	9,022,290
	BB - EQUIPMENT	143,499	143,499	143,499	143,499
	DD - GENERAL EXPENSES	3,203,086	3,203,086	3,203,086	3,203,086
	DE - CONTRACTUAL SERVICES	25,082,758	25,559,096	26,044,961	26,540,544
	DF - UTILITY COSTS	1,690,673	1,698,937	1,807,935	1,787,230
EXP Total		157,172,814	159,173,446	160,667,565	162,466,486
REV	BD - FINES & FORFEITS	13,000	13,000	13,000	13,000
	BF - RENTS & RECOVERIES	1,409	-	-	-
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	2,300,000	2,300,000	2,300,000	2,300,000
	BJ - INTERDEPT REVENUES	150,000	150,000	150,000	150,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	3,695,400	3,695,400	3,695,400	3,695,400
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	80,000	80,000	80,000	80,000
REV Total		6,539,809	6,538,400	6,538,400	6,538,400



CE - COUNTY EXECUTIVE

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	1,721,228	1,721,374	1,721,648	1,721,926
	DD - GENERAL EXPENSES	66,082	66,082	66,082	66,082
	DE - CONTRACTUAL SERVICES	212,406	212,406	212,406	212,406
EXP Total		1,999,716	1,999,862	2,000,136	2,000,414

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CF - OFFICE OF CONSTITUENT AFFAIRS

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	2,498,078	2,516,052	2,533,851	2,550,511
	DD - GENERAL EXPENSES	1,587,225	1,587,225	1,587,225	1,587,225
EXP Total		4,085,303	4,103,277	4,121,076	4,137,736
REV	BJ - INTERDEPT REVENUES	766,550	766,550	766,550	766,550
REV Total		766,550	766,550	766,550	766,550

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CL - COUNTY CLERK

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	5,701,394	5,752,654	5,804,480	5,853,008
	BB - EQUIPMENT	47,824	47,202	47,202	47,202
	DD - GENERAL EXPENSES	288,976	287,928	287,928	287,928
	DE - CONTRACTUAL SERVICES	551,873	551,873	551,873	551,873
EXP Total		6,590,067	6,639,656	6,691,482	6,740,011
REV	BD - FINES & FORFEITS	44,000	44,000	44,000	44,000
	BF - RENTS & RECOVERIES	2,000	2,000	2,000	2,000
	BH - DEPT REVENUES	57,457,800	57,457,800	57,457,800	57,457,800
REV Total		57,503,800	57,503,800	57,503,800	57,503,800



CO - COUNTY COMPTROLLER

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	7,318,677	7,390,742	7,464,301	7,533,083
	BB - EQUIPMENT	4,720	4,720	4,720	4,720
	DD - GENERAL EXPENSES	119,891	119,891	119,891	119,891
	DE - CONTRACTUAL SERVICES	739,176	739,176	739,176	739,176
EXP Total		8,182,464	8,254,529	8,328,088	8,396,870
REV	BF - RENTS & RECOVERIES	450,000	450,000	450,000	450,000
	BH - DEPT REVENUES	11,194	11,194	11,194	11,194
REV Total		461,194	461,194	461,194	461,194



CS - CIVIL SERVICE

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	4,487,081	4,533,905	4,581,219	4,625,443
	DD - GENERAL EXPENSES	400,602	400,602	400,602	400,602
	DE - CONTRACTUAL SERVICES	13,687	13,687	13,687	13,687
EXP Total		4,901,370	4,948,194	4,995,508	5,039,732
REV	BF - RENTS & RECOVERIES	106,235	106,235	106,235	106,235
	BH - DEPT REVENUES	420,800	420,800	420,800	420,800
REV Total		527,035	527,035	527,035	527,035

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CT - COURTS

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AB - FRINGE BENEFITS	1,167,636	1,255,573	1,306,933	1,360,422
EXP Total		1,167,636	1,255,573	1,306,933	1,360,422
REV	SA - STATE AID - REIMBURSEMENT OF EXPENSES	1,074,276	1,074,276	1,074,276	1,074,276
REV Total		1,074,276	1,074,276	1,074,276	1,074,276

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DA - DISTRICT ATTORNEY

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	40,993,821	45,118,213	45,266,766	45,406,721
	BB - EQUIPMENT	61,833	61,833	61,833	61,833
	DD - GENERAL EXPENSES	894,938	894,938	894,938	894,938
	DE - CONTRACTUAL SERVICES	1,289,610	1,289,610	1,289,610	1,289,610
EXP Total		43,240,202	47,364,594	47,513,147	47,653,102
REV	BF - RENTS & RECOVERIES	66,659	-	-	-
	BH - DEPT REVENUES	2,000	2,000	2,000	2,000
	BJ - INTERDEPT REVENUES	301,015	301,015	301,015	301,015
	BW - INTERFUND CHARGES REVENUE	250,000	250,000	250,000	250,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	35,000	35,000	35,000	35,000
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	76,793	76,793	76,793	76,793
REV Total		731,467	664,808	664,808	664,808



EL - BOARD OF ELECTIONS

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	15,060,062	15,181,538	15,305,532	15,421,582
	BB - EQUIPMENT	67,969	67,969	67,969	67,969
	DD - GENERAL EXPENSES	1,948,246	1,948,246	1,948,246	1,948,246
	DE - CONTRACTUAL SERVICES	542,401	542,401	542,401	542,401
EXP Total		17,618,678	17,740,154	17,864,148	17,980,198
REV	BF - RENTS & RECOVERIES	120,000	120,000	120,000	120,000
	BH - DEPT REVENUES	70,000	70,000	70,000	70,000
REV Total		190,000	190,000	190,000	190,000

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EM - EMERGENCY MANAGEMENT

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	491,622	496,333	500,768	504,909
	DD - GENERAL EXPENSES	5,618	5,618	5,618	5,618
EXP Total		497,240	501,951	506,386	510,527
REV	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	480,012	480,012	480,012	480,012
REV Total		480,012	480,012	480,012	480,012



FB - FRINGE BENEFIT

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AB - FRINGE BENEFITS	242,529,401	268,626,374	282,584,093	297,296,854
EXP Total		242,529,401	268,626,374	282,584,093	297,296,854
REV	BF - RENTS & RECOVERIES	25,193	-	-	-
REV Total		25,193	-	-	-

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HE - HEALTH DEPARTMENT

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	14,729,078	14,903,848	15,079,831	15,244,323
	BB - EQUIPMENT	111,866	111,866	111,866	111,866
	DD - GENERAL EXPENSES	715,630	715,630	715,630	715,630
	DE - CONTRACTUAL SERVICES	326,478	326,478	326,478	326,478
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	HF - INTER-DEPARTMENTAL CHARGES	5,780,939	5,780,939	5,780,939	5,780,939
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	134,147,650	136,830,603	139,567,215	142,358,559
EXP Total		160,811,641	163,669,364	166,581,959	169,537,796
REV	BC - PERMITS & LICENSES	6,010,840	6,010,840	6,010,840	6,010,840
	BD - FINES & FORFEITS	245,000	245,000	245,000	245,000
	BF - RENTS & RECOVERIES	200,000	197,401	197,401	197,401
	BH - DEPT REVENUES	3,485,700	3,485,700	3,485,700	3,485,700
	BW - INTERFUND CHARGES REVENUE	150,516	150,516	150,516	150,516
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	71,899,000	73,242,980	74,613,840	76,012,116
REV Total		81,991,056	83,332,437	84,703,297	86,101,573

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HI -HOUSING & COMMUNITY DEVELOPMENT

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	733,541	733,598	733,657	733,717
EXP Total		733,541	733,598	733,657	733,717
REV	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	370,750	370,750	370,750	370,750
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	111,225	111,225	111,225	111,225
REV Total		481,975	481,975	481,975	481,975



HR - COMMISSION ON HUMAN RIGHTS

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	513,061	518,530	524,155	529,416
	DD - GENERAL EXPENSES	5,145	5,145	5,145	5,145
EXP Total		518,206	523,675	529,300	534,561

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HS - DEPARTMENT OF HUMAN SERVICES

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	4,589,082	4,637,497	4,687,291	4,733,892
	BB - EQUIPMENT	14,161	14,161	14,161	14,161
	DD - GENERAL EXPENSES	1,134,463	1,134,463	1,134,463	1,134,463
	DE - CONTRACTUAL SERVICES	26,529,329	26,529,329	26,529,329	26,529,329
	HF - INTER-DEPARTMENTAL CHARGES	3,155,599	3,155,599	3,155,599	3,155,599
EXP Total		35,422,634	35,471,049	35,520,843	35,567,444
REV	BD - FINES & FORFEITS	16,500	16,500	16,500	16,500
	BF - RENTS & RECOVERIES	20,000	20,000	20,000	20,000
	BH - DEPT REVENUES	15	-	-	-
	BJ - INTERDEPT REVENUES	100,000	100,000	100,000	100,000
	BW - INTERFUND CHARGES REVENUE	100,000	100,000	100,000	100,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	5,070,954	5,070,954	5,070,954	5,070,954
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	10,974,641	10,974,641	10,974,641	10,974,641
REV Total		16,282,110	16,282,095	16,282,095	16,282,095

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IT - INFORMATION TECHNOLOGY

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	7,500,349	7,597,505	7,690,967	7,778,371
	DD - GENERAL EXPENSES	466,746	466,633	466,633	466,633
	DE - CONTRACTUAL SERVICES	14,145,865	14,145,865	14,145,865	14,145,865
	DF - UTILITY COSTS	3,870,521	3,920,271	3,970,867	4,022,324
EXP Total		25,983,481	26,130,274	26,274,333	26,413,193
REV	BH - DEPT REVENUES	2,000	2,000	2,000	2,000
	BJ - INTERDEPT REVENUES	9,173,446	9,173,446	9,173,446	9,173,446
	BW - INTERFUND CHARGES REVENUE	264,963	264,963	264,963	264,963
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	290,000	290,000	290,000	290,000
REV Total		9,730,409	9,730,409	9,730,409	9,730,409



LE - COUNTY LEGISLATURE

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	6,808,785	6,809,045	6,809,463	6,809,890
	BB - EQUIPMENT	53,406	53,406	53,406	53,406
	DD - GENERAL EXPENSES	1,592,126	1,592,126	1,592,126	1,592,126
	DE - CONTRACTUAL SERVICES	950,638	950,638	950,638	950,638
EXP Total		9,404,955	9,405,215	9,405,633	9,406,060



LR - OFFICE OF LABOR RELATIONS

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	280,209	280,209	280,209	280,209
	DD - GENERAL EXPENSES	3,741	3,741	3,741	3,741
	DE - CONTRACTUAL SERVICES	363,758	363,758	363,758	363,758
EXP Total		647,708	647,708	647,708	647,708



MA - OFFICE OF MINORITY AFFAIRS

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	380,941	380,941	380,941	380,941
	DD - GENERAL EXPENSES	40,408	40,408	40,408	40,408
	DE - CONTRACTUAL SERVICES	14,161	14,161	14,161	14,161
EXP Total		435,510	435,510	435,510	435,510



ME - MEDICAL EXAMINER

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	7,835,833	7,925,576	8,016,864	8,102,431
	BB - EQUIPMENT	69,615	69,615	69,615	69,615
	DD - GENERAL EXPENSES	687,310	687,310	687,310	687,310
	DE - CONTRACTUAL SERVICES	38,660	38,660	38,660	38,660
EXP Total		8,631,418	8,721,161	8,812,449	8,898,016
REV	BH - DEPT REVENUES	25,000	25,000	25,000	25,000
REV Total		25,000	25,000	25,000	25,000



PA - PUBLIC ADMINISTRATOR

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	494,113	497,306	500,538	503,558
	DD - GENERAL EXPENSES	3,167	3,167	3,167	3,167
	DE - CONTRACTUAL SERVICES	6,891	6,891	6,891	6,891
EXP Total		504,171	507,364	510,596	513,616
REV	BH - DEPT REVENUES	250,000	250,000	250,000	250,000
REV Total		250,000	250,000	250,000	250,000

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PB - PROBATION

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	16,067,964	16,267,403	16,464,605	16,649,498
	BB - EQUIPMENT	34,023	34,023	34,023	34,023
	DD - GENERAL EXPENSES	276,452	276,463	276,508	276,532
	DE - CONTRACTUAL SERVICES	557,369	557,369	557,369	557,369
	DF - UTILITY COSTS	472	471	502	490
	HF - INTER-DEPARTMENTAL CHARGES	1,883,449	1,883,449	1,883,449	1,883,449
EXP Total		18,819,729	19,019,179	19,216,456	19,401,361
REV	BH - DEPT REVENUES	1,592,404	1,592,404	1,592,404	1,592,404
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	28,500	28,500	28,500	28,500
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	5,266,609	5,266,609	5,266,609	5,266,609
REV Total		6,887,513	6,887,513	6,887,513	6,887,513



PE - DEPARTMENT OF HUMAN RESOURCES

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	806,151	806,151	806,151	806,151
	DD - GENERAL EXPENSES	10,290	10,290	10,290	10,290
	DE - CONTRACTUAL SERVICES	10,951	10,951	10,951	10,951
EXP Total		827,392	827,392	827,392	827,392

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PK - PARKS, RECREATION AND MUSEUMS

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	19,449,916	19,572,577	19,687,285	19,794,767
	BB - EQUIPMENT	380,084	380,084	380,084	380,084
	DD - GENERAL EXPENSES	1,722,108	1,722,108	1,722,108	1,722,108
	DE - CONTRACTUAL SERVICES	6,758,909	6,758,909	6,758,909	6,758,909
EXP Total		28,311,017	28,433,678	28,548,386	28,655,868
REV	BF - RENTS & RECOVERIES	2,535,608	2,529,278	2,529,278	2,529,278
	BH - DEPT REVENUES	23,289,904	23,289,904	23,289,904	23,289,904
	TX - SPECIAL TAXES	2,625,000	2,625,000	2,625,000	2,625,000
REV Total		28,450,512	28,444,182	28,444,182	28,444,182



PR - SHARED SERVICES

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	824,714	834,027	843,598	852,549
	DD - GENERAL EXPENSES	22,468	22,468	22,468	22,468
EXP Total		847,182	856,495	866,066	875,017
REV	BF - RENTS & RECOVERIES	380,000	380,000	380,000	380,000
	BH - DEPT REVENUES	185,500	185,500	185,500	185,500
REV Total		565,500	565,500	565,500	565,500

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PW - PUBLIC WORKS DEPARTMENT

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	28,964,110	29,434,368	29,844,777	30,227,493
	AC - WORKERS COMPENSATION	2,143,033	2,143,033	2,143,033	2,143,033
	BB - EQUIPMENT	117,188	117,188	117,188	117,188
	DD - GENERAL EXPENSES	5,863,695	5,888,888	5,988,589	6,042,424
	DE - CONTRACTUAL SERVICES	137,102,424	137,102,424	137,102,424	137,102,424
	DF - UTILITY COSTS	22,268,209	22,943,648	24,195,684	24,269,944
	DG - VAR DIRECT EXPENSES	250,000	250,000	250,000	250,000
	HF - INTER-DEPARTMENTAL CHARGES	15,063,504	15,063,504	15,063,504	15,063,504
	MM - MASS TRANSPORTATION	44,126,435	45,332,456	46,573,452	47,850,436
	OO - OTHER EXPENSES	13,344,079	13,609,461	13,880,150	14,156,253
EXP Total		269,242,677	271,884,970	275,158,801	277,222,699
REV	BC - PERMITS & LICENSES	2,194,418	2,194,418	2,194,418	2,194,418
	BD - FINES & FORFEITS	500	500	500	500
	BF - RENTS & RECOVERIES	19,976,644	14,854,943	14,854,943	14,854,943
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	47,302,930	47,302,930	47,302,930	47,302,930
	BJ - INTERDEPT REVENUES	18,339,856	18,339,856	18,339,856	18,339,856
	BW - INTERFUND CHARGES REVENUE	5,384,669	5,384,669	5,384,669	5,384,669
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	12,454,934	6,829,600	6,829,600	6,829,600
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	68,785,200	68,785,200	68,785,200	68,785,200
REV Total		174,739,151	163,992,116	163,992,116	163,992,116



RM - RECORDS MANAGEMENT

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	872,143	881,239	890,114	898,408
	BB - EQUIPMENT	108,564	108,144	108,144	108,144
	DD - GENERAL EXPENSES	151,516	151,516	151,516	151,516
	DE - CONTRACTUAL SERVICES	118,004	113,105	113,105	113,105
EXP Total		1,250,227	1,254,004	1,262,879	1,271,173

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



SA - COORD AGENCY FOR SPANISH AMERICANS

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	178,452	178,452	178,452	178,452
	DD - GENERAL EXPENSES	3,249	3,249	3,249	3,249
	DE - CONTRACTUAL SERVICES	9,440	9,440	9,440	9,440
EXP Total		191,141	191,141	191,141	191,141
REV	BH - DEPT REVENUES	30,000	30,000	30,000	30,000
	BW - INTERFUND CHARGES REVENUE	5,000	5,000	5,000	5,000
REV Total		35,000	35,000	35,000	35,000

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



SS - SOCIAL SERVICES

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	46,222,283	46,801,955	47,367,772	47,896,437
	BB - EQUIPMENT	18,880	18,880	18,880	18,880
	DD - GENERAL EXPENSES	754,164	754,164	754,164	754,164
	DE - CONTRACTUAL SERVICES	6,681,041	6,681,041	6,681,041	6,681,041
	HF - INTER-DEPARTMENTAL CHARGES	17,454,553	17,454,553	17,454,553	17,454,553
	SS - RECIPIENT GRANTS	51,150,000	51,150,000	51,150,000	51,150,000
	TT - PURCHASED SERVICES	67,583,171	67,583,171	68,010,171	68,441,441
	WW - EMERGENCY VENDOR PAYMENTS	47,025,000	47,825,000	47,893,300	47,962,283
	XX - MEDICAID	239,192,349	239,192,349	239,192,349	239,192,349
EXP Total		476,081,441	477,461,113	478,522,230	479,551,148
REV	BF - RENTS & RECOVERIES	800,000	798,175	798,175	798,175
	BH - DEPT REVENUES	16,583,180	16,583,180	16,583,180	16,583,180
	BJ - INTERDEPT REVENUES	198,734	198,734	198,734	198,734
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	111,262,086	112,912,086	113,390,073	113,872,839
	SA - STATE AID - REIMBURSEMENT OF EXPENSES	50,704,221	50,936,221	50,985,506	51,035,285
REV Total		179,548,221	181,428,396	181,955,668	182,488,213

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



TC - TAXI & LIMOUSINE COMMISSION

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	423,755	425,509	430,060	434,332
	BB - EQUIPMENT	3,649	3,649	3,649	3,649
	DD - GENERAL EXPENSES	4,562	4,562	4,562	4,562
	DE - CONTRACTUAL SERVICES	29,764	29,764	29,764	29,764
EXP Total		461,730	463,484	468,035	472,307
REV	BC - PERMITS & LICENSES	346,435	346,435	346,435	346,435
	BD - FINES & FORFEITS	800,000	800,000	800,000	800,000
REV Total		1,146,435	1,146,435	1,146,435	1,146,435



TR - COUNTY TREASURER

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	1,903,635	1,923,023	1,942,059	1,959,840
	BB - EQUIPMENT	1,825	1,825	1,825	1,825
	DD - GENERAL EXPENSES	350,804	350,804	350,804	350,804
	DE - CONTRACTUAL SERVICES	312,795	312,795	312,795	312,795
	OO - OTHER EXPENSES	-	-	-	-
EXP Total		2,569,059	2,588,447	2,607,483	2,625,264
REV	BA - INT PENALTY ON TAX	35,003,385	35,003,385	35,003,385	35,003,385
	BD - FINES & FORFEITS	14,000	14,000	14,000	14,000
	BE - INVEST INCOME	3,504,913	4,504,913	5,004,913	10,004,913
	BF - RENTS & RECOVERIES	183,846	-	-	-
	BH - DEPT REVENUES	760,540	760,540	760,540	760,540
	TX - SPECIAL TAXES	2,631,265	2,631,265	2,631,265	2,631,265
REV Total		42,097,950	42,914,103	43,414,103	48,414,103

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



TV - TRAFFIC & PARKING VIOLATIONS AGENCY

E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	3,685,505	3,719,277	3,753,189	3,784,919
	BB - EQUIPMENT	8,852	8,852	8,852	8,852
	DD - GENERAL EXPENSES	211,287	211,287	211,287	211,287
	DE - CONTRACTUAL SERVICES	10,671,435	10,459,506	10,459,506	10,459,506
EXP Total		14,577,079	14,398,923	14,432,835	14,464,564
REV	BD - FINES & FORFEITS	78,451,407	77,005,000	77,005,000	77,005,000
	BE - INVEST INCOME	831	-	-	-
	BF - RENTS & RECOVERIES	35,000	35,000	35,000	35,000
	BH - DEPT REVENUES	326	326	326	326
REV Total		78,487,564	77,040,326	77,040,326	77,040,326

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



VS - VETERANS SERVICES AGENCY

E/R	OBJECT NAME	2018 April Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	485,751	490,395	495,171	499,637
	DD - GENERAL EXPENSES	14,348	14,348	14,348	14,348
	DE - CONTRACTUAL SERVICES	1,888	1,888	1,888	1,888
EXP Total		501,987	506,631	511,407	515,873
REV	SA - STATE AID - REIMBURSEMENT OF EXPENSES	59,703	59,703	59,703	59,703
REV Total		59,703	59,703	59,703	59,703

APPENDICES



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

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

Table A.1 below identifies the primary assumptions in the Fiscal 2018 – 2021 Updated Multi-Year Financial Plan baseline.

Table A.1: MYP Adopted Baseline Inflators

Expense / Revenue Category	Baseline Inflator	Explanation
Employee Benefits		
Non-Police Pension Contribution	NYSERS, 5.8%, 5.8%	Estimates/Assumptions provided by the NYS Retirement System
Police Pension Contribution	NYSERS, 6.11%, 6.11%	Estimates/Assumptions provided by the NYS Retirement System
Health Insurance - Actives	8.5%, 6.13%, 6.13%	Highest average increase over last 3, 5 or 9 years
Health Insurance - Retirees	8.5%, 4.21% , 4.21%	Highest average increase over last 3, 5 or 9 years
Other-Than-Personal-Services	Flat, Flat, Flat	
Utilities		
Light and Power	-0.12%, 6.39%, -2.24%	EIA (US DOE) 2018 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (Reference Case)
Brokered Gas	5.87%, 4.63%, 3.10%	
Trigen	4.43%, 3.67%, 2.64%	Blended (2/3 weighting for Natural Gas and 1/3 weighting for the ten-year avg CPI [2.43%])
Fuel	1.9%, 16.4%, 5.68%	EIA (US DOE) 2018 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (Reference Case)
Water	4.2%, 4.2%, 4.2%	Derived from the NY Public Service Commission’s 2015 Five Year Book, Percent Increase in Average Annual Bill per Customer, and weighted equally with the CPI.
Telephone	1.7%, 1.7%, 1.7%	Assumes increases consistent with the 10 year avg growth in the CPI - All Urban Consumers (New York-Northern New Jersey-Long Island, NY-NJ-CT-PA)
Medicaid	Flat, Flat , Flat	2017 goes back to Original Weekly Medicaid Cap prior to Relief
Social Services Entitlements	Variable	Reflects most current caseload information
Special Education Program	Variable	Reflects most current caseload information
State Aid	Variable	Variable based upon reimbursement formula
Federal Aid	Variable	Variable based upon reimbursement formula
Sales Tax	2.0%, 2.0%, 2.0%	



APPENDIX B: BORROWING SCHEDULE

2018-2021 Multi-Year Financial Plan
Debt Service Assumptions

MYP Assumptions ⁽¹⁾								
	Principal Amount	Sale Date	First Interest Payment Date	First Principal Payment Date	Final Principal Payment Date	Weighted Average Life	Interest Rate Mode	Coupon
2018								
<u>Capital Borrowings</u> ²								
Capital-General	90,840,000	05/02/18	04/01/19	04/01/20	04/01/43	12.10	Fixed	5.00%
Capital-SSWRD ³	0	05/02/18	04/01/19	04/01/20	04/01/43	12.10	Fixed	5.00%
Tax Certs	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/18	10/01/19	10/01/20	10/01/38	12.10	Fixed	5.00%
Capital-SSWRD ^{3,4}	223,905,000	12/01/18	10/01/19	10/01/20	10/01/38	12.10	Fixed	5.00%
Tax Certs	100,000,000	12/01/18	07/01/19	07/01/20	07/01/38	12.20	Fixed	5.00%
Total	489,745,000							
<u>Cash Flow Borrowings</u>								
BANs	59,605,000	05/02/18	12/14/18	-	12/14/18	0.62	Fixed	2.50%
RANs	380,000,000	12/01/18	03/01/19	-	09/01/19	0.63	Fixed	2.50%
TANs	-	-	-	-	-	-	-	-
Total	439,605,000							
2019								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	06/01/19	12/01/19	06/01/20	06/01/39	12.10	Fixed	5.00%
Capital-SSWRD ³	25,000,000	06/01/19	12/01/19	06/01/20	06/01/39	12.10	Fixed	5.00%
Tax Certs	100,000,000	03/01/19	03/01/20	03/01/21	03/01/39	12.50	Fixed	5.00%
Term Pay	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/19	06/01/20	12/01/20	12/01/39	12.10	Fixed	5.00%
Capital-SSWRD ³	25,000,000	12/01/19	06/01/20	12/01/20	12/01/39	12.10	Fixed	5.00%
Tax Certs	100,000,000	09/01/19	06/01/20	06/01/21	06/01/39	12.20	Fixed	5.00%
Term Pay	-	-	-	-	-	-	-	-
Total	400,000,000							
<u>Cash Flow Borrowings</u>								
BANs	-	-	-	-	-	-	-	-
RANs	-	-	-	-	-	-	-	-
TANs	380,000,000	12/01/19	03/01/20	-	09/01/20	0.63	Fixed	2.50%
Total	380,000,000							

*Please see footnote on page 61



APPENDIX B: BORROWING SCHEDULE (continued)

2020									
<u>Capital Borrowings</u> ²									
Capital-General	75,000,000	06/01/20	12/01/20	06/01/21	06/01/40	12.10	Fixed	5.00%	
Capital-SSWRD ³	25,000,000	06/01/20	12/01/20	06/01/21	06/01/40	12.10	Fixed	5.00%	
Tax Certs	-	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/20	06/01/21	12/01/21	12/01/40	12.10	Fixed	5.00%	
Capital-SSWRD ³	<u>25,000,000</u>	12/01/20	06/01/21	12/01/21	12/01/40	12.10	Fixed	5.00%	
Total	200,000,000								
<u>Cash Flow Borrowings</u>									
BANs	-	-	-	-	-	-	-	-	-
RANs	-	-	-	-	-	-	-	-	-
TANs	<u>380,000,000</u>	12/01/20	03/01/21	-	09/01/21	0.63	Fixed	3.00%	
Total	380,000,000								
2021									
<u>Capital Borrowings</u> ²									
Capital-General	75,000,000	06/01/21	12/01/21	06/01/22	06/01/41	12.10	Fixed	5.00%	
Capital-SSWRD ³	25,000,000	06/01/21	12/01/21	06/01/22	06/01/41	12.10	Fixed	5.00%	
Tax Certs	-	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/21	06/01/22	12/01/22	12/01/41	12.10	Fixed	5.00%	
Capital-SSWRD ³	<u>25,000,000</u>	12/01/21	06/01/22	12/01/22	12/01/41	12.10	Fixed	5.00%	
Total	200,000,000								
<u>Cash Flow Borrowings</u>									
BANs	-	-	-	-	-	-	-	-	-
RANs	-	-	-	-	-	-	-	-	-
TANs	<u>380,000,000</u>	12/01/21	03/01/22	-	09/01/22	0.63	Fixed	3.00%	
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) Includes bonding for the \$44,125,000 2017 Series A BANs, \$95,125,000 2017 Series B BANs, and \$44,765,000 2018 Series A BANs maturing on December 14, 2018.



APPENDIX C: DEBT SERVICE BASELINE

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<i>Existing Debt Service Obligations</i>				
<u>General Fund Obligations</u>				
Long Term Debt				
Principal	\$72,178,588	\$76,620,709	\$82,197,464	\$85,120,010
Interest	72,604,531	72,059,112	67,260,496	63,193,448
NIFA Set Asides				
Principal	108,747,726	112,426,639	103,985,012	81,400,853
Interest	22,118,345	20,475,416	15,768,247	11,357,518
Fees	2,144,821	1,586,038	858,772	569,926
Total	277,794,011	283,167,914	270,069,991	241,641,755
<u>Parks And Recreation</u>				
Long Term Debt				
Principal	4,336,367	5,337,520	6,134,351	6,575,112
Interest	6,088,202	5,674,138	5,358,990	5,048,927
NIFA Set Asides				
Principal	3,162,714	3,020,824	2,659,715	2,013,498
Interest	531,581	502,025	377,173	264,222
Fees	59,906	44,226	23,947	15,892
Total	14,178,770	14,578,733	14,554,176	13,917,651
<u>Environmental Bond Fund</u>				
Long Term Debt				
Principal	3,741,397	5,205,689	6,004,532	6,412,907
Interest	5,349,922	4,785,641	4,503,896	4,197,729
NIFA Set Asides				
Principal	429,414	467,949	461,918	393,297
Interest	120,682	106,804	84,979	63,141
Fees	3,807	2,810	1,522	1,010
Total	9,645,222	10,568,893	11,056,847	11,068,084
<u>Police District</u>				
Long Term Debt				
Principal	1,648,929	1,737,420	374,847	491,766
Interest	535,807	493,980	406,922	389,985
NIFA Set Asides				
Principal	47,583	55,013	51,137	42,111
Interest	10,919	10,047	7,794	5,573
Fees	724	535	289	192
Total	2,243,962	2,296,995	840,989	929,627
<u>Police Headquarters</u>				
Long Term Debt				
Principal	10,004,988	10,585,104	9,835,279	10,348,044
Interest	10,420,131	10,908,217	9,971,421	9,480,772
NIFA Set Asides				
Principal	1,601,290	1,726,497	1,499,085	1,093,669
Interest	284,612	280,762	208,246	144,790
Fees	38,642	28,528	15,447	10,251
Total	22,349,663	23,529,108	21,529,478	21,077,526



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Fire Prevention Fund</u>				
Long Term Debt				
Principal	285,042	304,716	289,351	335,674
Interest	414,905	403,121	387,621	373,520
NIFA Set Asides				
Principal	101,477	105,959	88,764	63,170
Interest	16,879	16,668	12,231	8,463
Fees	2,455	1,813	981	651
Total	820,758	832,277	778,948	781,478
<u>Community College</u>				
Long Term Debt				
Principal	1,961,796	2,128,516	2,723,468	2,937,900
Interest	3,778,488	4,218,938	3,925,367	3,788,573
NIFA Set Asides				
Principal	1,390,049	718,979	613,761	443,195
Interest	139,153	115,649	85,231	58,828
Fees	15,754	11,631	6,298	4,179
Total	7,285,240	7,193,713	7,354,125	7,232,675
<u>Water Related Projects</u>				
Long Term Debt				
Principal	2,493,004	1,816,209	2,085,098	2,355,377
Interest	4,816,969	3,422,048	3,191,334	3,087,568
NIFA Set Asides				
Principal	1,256,528	1,114,614	960,084	699,788
Interest	208,505	182,108	134,908	93,631
Fees	26,394	17,754	9,613	6,380
Total	8,801,400	6,552,733	6,381,037	6,242,744
<u>Sewer Related Projects</u>				
Long Term Debt				
Principal	2,057,712	2,544,117	4,485,610	5,673,210
Interest	4,030,946	7,076,515	6,949,115	6,740,143
NIFA Set Asides				
Principal	2,600,720	2,872,860	2,658,024	2,036,086
Interest	506,212	490,012	370,736	259,888
Fees	60,502	43,810	23,721	15,743
Total	9,256,092	13,027,314	14,487,206	14,725,070
<u>Total General Improvement</u>				
Long Term Debt				
Principal	98,707,823	106,280,000	114,130,000	120,250,000
Interest	108,039,901	109,041,710	101,955,162	96,300,665
Total	206,747,724	215,321,710	216,085,162	216,550,665



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Total NIFA</u>				
Principal	119,337,501	122,509,334	112,977,500	88,185,667
Interest	23,936,888	22,179,491	17,049,545	12,256,054
Fees	2,353,005	1,737,145	940,590	624,224
Total	145,627,394	146,425,970	130,967,635	101,065,945
Expense of Loans	2,604,750	3,540,000	2,340,000	2,340,000
Short Term Interest				
BAN Interest (Sewer Capital)	1,034,437	-	-	-
BAN Interest (Sandy)	-	-	-	-
RAN Interest	-	-	-	-
TAN Interest	7,051,389	6,161,111	6,777,222	7,393,333
Total	8,085,826	6,161,111	6,777,222	7,393,333
Total Existing Obligations	363,065,694	371,448,791	356,170,019	327,349,943
<u>Future Obligations</u>				
General Capital and Tax Certs				
Principal	-	-	6,220,000	10,520,000
Interest	3,243,500	4,507,542	11,655,125	17,928,875
SSWRD				
Principal	-	-	8,030,000	9,760,000
Interest	3,219,750	9,076,917	12,984,875	14,775,000
Judgments and Term Pay				
Principal	-	-	2,890,000	8,845,000
Interest	-	2,607,354	16,730,000	13,097,625
Environmental Bond Act				
Principal	-	-	-	-
Interest	-	-	-	-
Total Future Obligations				
Principal	-	-	17,140,000	29,125,000
Interest	6,463,250	16,191,813	41,370,000	45,801,500
Total	6,463,250	16,191,813	58,510,000	74,926,500
Total Debt Service	\$369,528,944	\$387,640,604	\$414,680,019	\$402,276,443

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



APPENDIX D

Fiscal 2018-2021 Multi-Year Financial Plan

8/31/2017

NASSAU COMMUNITY COLLEGE Fiscal 2018-2021 Multi-Year Financial Plan

	2016 Operating Results	Adopted 2017 Budget	2017 Projected**	Adopted 2018 Budget	2019 Projected	2020 Projected	2021 Projected
OPERATING EXPENSES:							
Salaries	125,015,226	124,837,737	122,697,801	122,797,454	124,639,416	126,509,007	128,406,642
Debt Service on Retirement Incentives	453,601	654,456	652,081	2,717,350	2,717,750	2,711,068	262,500
Fringe Benefits	56,431,734	60,580,000	56,853,640	59,708,000	61,499,240	63,344,217	65,244,544
Equipment	1,894,281	2,255,493	2,255,493	2,075,054	2,075,054	2,075,054	2,075,054
General Expenses	7,148,056	7,832,273	7,832,273	6,995,371	6,995,371	6,995,371	6,995,371
Contractual	8,105,839	7,866,675	7,866,675	7,766,553	7,766,553	7,766,553	7,766,553
Utility Costs	4,716,602	4,470,500	4,423,827	4,393,827	4,393,827	4,393,827	4,393,827
Interfund Charges	1,815,734	3,120,000	2,800,000	2,640,000	2,640,000	2,640,000	2,640,000
Other	47,012	55,000	55,000	55,000	55,000	55,000	55,000
Total Operating Expenses	205,628,085	211,672,134	205,436,790	209,148,609	212,782,211	216,490,097	217,839,491
% growth				1.8%	1.7%	1.7%	0.6%
OPERATING REVENUES:							
Investment Income	81,628	65,000	65,000	65,000	65,000	65,000	65,000
Rents & Recoveries	624,882	600,000	600,000	990,000	990,000	990,000	990,000
Revenue Offset to Expenses	3,942,119	4,642,364	4,562,364	6,162,364	6,162,364	6,162,364	6,162,364
Service Fees	6,914,734	7,259,942	7,114,743	8,531,487	8,531,487	8,531,487	8,531,487
Student Revenues	82,829,292	85,047,353	82,383,134	81,162,678	81,162,678	81,162,678	81,162,678
Revenue in Lieu of Spons Share	14,189,837	14,075,581	13,368,723	12,700,287	12,700,287	12,700,287	12,700,287
State Aid (Includes Categorical Aid)	47,810,987	47,775,011	47,447,434	45,323,590	42,407,491	40,964,873	40,454,149
Property Taxes	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883
Fund Balance	0	0	0	2,006,320	0	0	0
Total Operating Revenue	208,600,362	211,672,134	207,748,281	209,148,609	204,226,190	202,783,572	202,272,848
Operations Gain (Loss)-(Baseline Operating Results)*	2,972,277	0	2,311,491	0	(8,556,020)	(13,706,525)	(15,566,643)

* 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.

** The 2017 Fiscal Year ended 8/31/2017 has not yet been formally closed.

Current Assumptions: (in Body)

Expense Assumptions (% Change in Out Years)

	2018	2019	2020	2021
Salaries		1.50%	1.50%	1.50%
Fringe Benefits		3.00%	3.00%	3.00%
Equipment		0.00%	0.00%	0.00%
General Expenses		0.00%	0.00%	0.00%
Contractual		0.00%	0.00%	0.00%
Utility Costs including CUP		0.00%	0.00%	0.00%

Revenue Assumptions

	2016	2017-Budget	2017-Projected	2018	2019	2020	2021
Enrollment Increase	-6.370%	-5.000%	-7.360%	-6.000%	0.000%	0.000%	0.000%
Aidable # FTE's (50/30/20 rule)	18,197.0	17,127.0	17,397.2	16,336.4	15,274.9	14,749.7	14,563.8
Projected actual FTE's	16,724.8	16,023.1	15,493.4	14,563.8	14,563.8	14,563.8	14,563.8
State Aid per Aidable FTE	2,597	2,697	2,697	2,747	2,747	2,747	2,747
Increase in FT Tuition	300	334	334	234	0	0	0
FT Tuition	4,534	4,868	4,868	5,102	5,102	5,102	5,102
Prop Tax Increase	0	0	0	0	0	0	0

FISCAL 2018–2021 MULTI-YEAR FINANCIAL PLAN UPDATE



Fiscal 2018-2021 Multi-Year Financial Plan

8/31/2017

NASSAU COMMUNITY COLLEGE Fiscal 2018-2021 Multi-Year Financial Plan

		<u>2018</u> <u>Budget</u>	<u>2019</u> <u>Projected</u>	<u>2020</u> <u>Projected</u>	<u>2021</u> <u>Projected</u>
BASELINE (GAP)		0	(8,556,020)	(13,706,525)	(15,566,643)
GAP CLOSING MEASURES *					
1. Initiatives- Planned					
A. Instructional Efficiencies (Attrition)			-	-	-
B. Staffing Efficiencies (Attrition)			-	-	-
C. OTPS Contracts					
D. Fee Adjustments					
E. Contingency Adjustment (Reserve for Items Not Materializing)					
Total Cost Reductions			-	-	-
2. State					
	FTE in body				
A. Increase in State Aid Rate in 2018	16,336.4				
B. Increase in State Aid Rate in 2019	15,274.9		1,527,488	1,474,972	1,456,380
C. Increase in State Aid Rate in 2020	14,749.7			1,474,972	1,456,380
D. Increase in State Aid Rate in 2021	14,563.8				1,456,380
Total State Aid			1,527,488	2,949,943	4,369,139
3. Sponsor Support					
A. Increase in Sponsor Support 2018	\$ -	Already in Plan			
B. Increase in Sponsor Support 2019	\$ 1,000,000.00		1,000,000	1,000,000	1,000,000
C. Increase in Sponsor Support 2020	\$ 1,000,000.00			1,000,000	1,000,000
D. Increase in Sponsor Support 2021	\$ 1,000,000.00				1,000,000
Total Sponsor			1,000,000	2,000,000	3,000,000
4. Tuition-					
A. Increase in Tuition in 2018	\$ 234	Already in Plan			
B. Increase in Tuition in 2019	\$ 100		1,590,801	1,590,801	1,590,801
C. Increase in Tuition in 2020	\$ 100			1,590,801	1,590,801
D. Increase in Tuition in 2021	\$ 100				1,590,801
Total Tuition Increases			1,590,801	3,181,602	4,772,404
5. Enrollment Changes- Student Revenue- Including Fees					
	2107 in base	Increases			
A. Enrollment impact-Student Revenue 2018		-6.00%	Already in Plan		
B. Enrollment impact-Student Revenue 2019		1.00%	912,850	928,758	944,666
C. Enrollment impact-Student Revenue 2020		1.00%		938,045	954,112
D. Enrollment impact-Student Revenue 2021		1.00%			963,653
Total Enrollment impact-Student Revenue			912,850	1,866,803	2,862,431
6. Revenue in Lieu of Sponsor Support					
A. Enrollment impact plus Increased Sponsor Support 2018		-6.00%	Already in Plan		
B. Enrollment impact plus Increased Sponsor Support 2019		1.00%	243,268	243,268	243,268
C. Enrollment impact plus Increased Sponsor Support 2020		1.00%		243,269	243,269
D. Enrollment impact plus Increased Sponsor Support 2021		1.00%			243,268
Total Enrollment impact-Student Revenue			243,268	486,537	729,805

Recalculated State Aidable FTE's	2016	2017- Projected	2018	2019	2020	2021
Enrollment Increase- Gap Closers		-7,360%	-6.000%	1.000%	1.000%	1.000%
Aidable # FTE's (50/30/20 rule)	18,197.0	17,397.2	16,336.4	15,274.9	14,856.5	15,005.1
Projected actual FTE's	16,724.8	15,493.4	14,563.8	14,709.4	14,856.5	15,005.1
State Aid per Aidable FTE	2,597	2,697	2,747	2,847	3,047	3,347

7. Enrollment Changes- State Aid-						
	New Aidable FTE's	Already in Plan				
A. 2018 Enrollment Impact-State Aid	-6.00%	Already in Plan				
B. 2019 Enrollment Impact-State Aid	1.00%		-	-	-	
C. 2020 Enrollment Impact-State Aid	1.00%			325,455	357,498	
D. 2021 Enrollment Impact-State Aid	1.00%				1,477,023	
Total Enrollment impact-State Aid				325,455	1,834,521	
8. Other Revenue Enhancements/ Savings Measures & Use of Fund Balance- To Be Determined						
A. 2019 Items			3,281,614			
B. 2020 Items				2,896,185		
C. 2021 Items					(2,001,657)	
Total Other			3,281,614	2,896,185	(2,001,657)	
Total GAP Closers			-	8,556,020.68	13,706,524.86	15,566,643.04
Preliminary Balance Baseline GAP surplus/(deficit)			-	0	0	0

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



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

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

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



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

SEWER AND STORM WATER FINANCE AUTHORITY					
E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	DE - CONTRACTUAL SERVICES	900,000	900,000	900,000	900,000
	FF - INTEREST	6,685,500	6,144,750	5,576,250	4,986,500
	GG - PRINCIPAL	10,815,000	11,370,000	11,795,000	12,365,000
	LZ - TRANS OUT TO SSW FOR DEBT SERVICE	114,230,768	114,216,518	114,360,018	114,379,768
EXP Total		132,631,268	132,631,268	132,631,268	132,631,268
REV	BE - INVEST INCOME	15,000	15,000	15,000	15,000
	BO - PAYMENT IN LIEU OF TAXES	7,852,738	7,852,738	7,852,738	7,852,738
	TL - PROPERTY TAX	124,763,530	124,763,530	124,763,530	124,763,530
REV Total		132,631,268	132,631,268	132,631,268	132,631,268
SEWER AND STORM WATER RESOURCES DISTRICT					
E/R	OBJECT NAME	2018 April			
		Projection	2019 Plan	2020 Plan	2021 Plan
EXP	AA - SALARIES, WAGES & FEES	10,386,859	10,502,273	10,593,435	10,689,410
	AB - FRINGE BENEFITS	7,954,963	7,582,560	7,971,167	8,379,861
	BB - EQUIPMENT	15,000	15,000	15,000	15,000
	DD - GENERAL EXPENSES	1,007,921	999,451	999,451	999,451
	DE - CONTRACTUAL SERVICES	64,154,936	64,153,862	64,152,767	64,151,649
	DF - UTILITY COSTS	6,075,000	6,373,110	6,738,296	6,929,866
	FF - INTEREST	5,338,753	3,088,895	2,588,805	2,091,985
	GG - PRINCIPAL	9,713,490	9,411,051	8,895,174	7,932,736
	HH - INTERFUND CHARGES	28,068,536	34,413,821	47,639,975	51,259,671
	LY - TRANSFER OUT SFA FUND	9,287,548	0	0	0
	OO - OTHER EXPENSES	4,538,500	0	0	0
EXP Total		146,541,506	136,540,023	149,594,070	152,449,630
REV	BC - PERMITS & LICENSES	1,553,000	1,553,000	1,553,000	1,553,000
	BE - INVEST INCOME	200,000	200,000	200,000	200,000
	BF - RENTS & RECOVERIES	6,540,000	6,540,000	6,540,000	6,540,000
	BH - DEPT REVENUES	1,200,000	1,200,000	1,200,000	1,200,000
	FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES	24,730	0	0	0
	IF - TRANSFER FROM PDD	114,230,768	114,216,518	114,360,018	114,379,768
REV Total		123,748,498	123,709,518	123,853,018	123,872,768
	<u>Use of Fund Balance</u>	22,793,008	5,756,852	0	0
	<u>Tax Increase</u>	0	7,073,653	25,741,052	28,576,862
Surplus / (Deficit)		0	0	0	0