



2017 ADOPTED BUDGET

SUMMARY OF FISCAL 2017

ORDINANCE NO. 177- 2016 AS CONFORMED TO THE
2017-2020 MULTI-YEAR FINANCIAL PLAN APPROVED PURSUANT TO
NASSAU COUNTY INTERIM FINANCE AUTHORITY RESOLUTION 16-654
DECEMBER 2016

ECONOMIC INDICATORS ON THE RISE



25,000 New Jobs



LOWEST UNEMPLOYMENT RATE IN THE REGION!



Increase in Public Safety

CRIME DOWN 24.46%



(2009-2015)

2009 2010 2011 2012 2013 2014 2015



Increase in Population &
Home Values



3,500 New Housing Opportunities



ENDED THE VETERAN HOMELESSNESS CRISIS



Growth at the Hub



Increased Reserves, Efficiencies
and Strengthened Finances



OFFICE OF MANAGEMENT AND BUDGET

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Nassau County

New York

For the Fiscal Year Beginning

January 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation Award to Nassau County, New York for the fiscal year beginning January 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**TRANSMITTAL LETTER FROM THE
COUNTY EXECUTIVE**



EDWARD P. MANGANO
COUNTY EXECUTIVE



OFFICE OF THE COUNTY EXECUTIVE
THE THEODORE ROOSEVELT EXECUTIVE & LEGISLATIVE BUILDING
1550 FRANKLIN AVENUE
MINEOLA, NEW YORK 11501
516-571-3131

September 15, 2016

Dear Neighbors,

The 2017 Proposed County Budget reflects the progress we have made in improving Nassau County's economy and quality of life while at the same time addressing the County's increased financial obligations. Specifically, the Proposed Budget continues to close the \$378 million structural deficit we inherited in 2010 and the unaccounted for hundreds of millions of dollars in decades old unresolved property tax grievances, while at the same time funding the need for intensified police presence and increased expenses related to overall employee salaries, termination expenses, healthcare, pension costs, and debt service. The net financial impact over last year's budget is approximately \$78 million excluding \$15 million contingency budgeted for costs such as termination pay related to unexpected retirements.

While significant progress has been made in repairing the County's finances, the most notable progress has been set forth in our financial plan that eliminates borrowing for tax refunds. Of all the counties in New York, only Nassau must pay for the refunds of the local towns, special districts and school districts. For decades, the County has had no option but to borrow to fund this broken system, which requires it to pay one dollar in refunds for every 16 cents it receives in taxes. This decades-long practice resulted in the County issuing almost \$1.5 billion of debt to fund tax certiorari payments, of which approximately \$1.0 billion is still outstanding. More astonishing, New York State government refuses to pass legislation to correct this inequity. Moreover, the courts have ruled that Nassau County does not have the jurisdiction to correct inequities without the support of New York State. This notwithstanding the State did enact County-requested legislation to establish a Disputed Assessment Fund (DAF) which will properly allocate the cost of commercial property tax refunds to commercial property owners. Residents will no longer shoulder much of this burden. The DAF, coupled with the successful Residential Small Claims Assessment Review Settlement Program which has saved taxpayers \$20+ million annually, places the County on a path to have zero tax certiorari borrowing in 2018.

The Proposed Budget reflects the fact that the County has eliminated its reliance on borrowing to pay for employee termination costs and established a litigation fund to pay judgments in part out of operating funds. Together, this progress has resulted in reducing accumulation of debt and strengthening our finances. The overall NIFA GAAP-attributed deficit will be reduced to just \$20 million in extraordinary litigation costs in 2018 as assessment reforms take effect.

While challenges remain, they will not serve as obstacles to maintaining Nassau County's quality of life which has been enhanced by policies of my administration. Overall, economic indicators are on the rise in Nassau County. After losing private sector jobs for more than 10 years, good middle-class jobs have begun to return and our population is growing. Home values have increased and Nassau continues to lead the region with the lowest unemployment rate. To build upon this success and protect middle-class families, this Proposed Budget holds the line on property taxes. That said, revenue enhancements are necessary to fund public safety costs which reduced crime by 24% since 2010. While there have been no specific threats to Nassau County, we must remember our neighbor to the west - New York City - continues to be a high value target for those who wish to do us harm. Accordingly, the Proposed Budget includes an increase in the police force – with increased police patrols, 911 operators, and the formation of special units that may be needed from time-to-time such as anti-terror. This increase in force provides our police department with a greater ability to intensify police patrols throughout local communities and assign officers to special crime prevention units. Residents should take comfort in these actions.

Our low crime rate, combined with quality of life and economic policies, contribute to our success in attracting and retaining local employers. Together with my economic development team, we have created more than 25,000 new jobs and employment opportunities. Success stories include winning Dealertrack Technologies and Hain Celestial's headquarters for Nassau over that of other states. R-Best Produce, Display Technologies, Jesco Lighting, New York Vanity and Supreme Screw all relocated their jobs and headquarters from other counties and cities to Nassau. These are true brick and mortar investments and the 2017 Proposed Budget continues to build upon this record of success.

To attract new jobs and expand the economy, government must do all it can to hold the line on property taxes. Nassau County government has succeeded in that mission. While schools made up 67% of your tax bill in 2009, school taxes now, on average, make up 71% in 2016. Nassau had the reverse trend. County government on average made up 19% of your total tax bill in 2009. It only makes up approximately 16% of your total tax bill in 2016. While many neighboring municipalities increased property taxes by double-digits since 2010, Nassau County froze property taxes for four straight years. Combined with the elimination of the County Home Energy Tax and a 20% reduction in the size of government, more money is in our residents' wallets than in the pocket of government. In cooperation with the County Legislature and NIFA, we have improved finances by addressing two decades of non-structural fiscal policies with systematic reforms rather than burdening homeowners with enormous tax increases to address problems of the past. Our progress includes:

- Reducing the size of government by 1,700 positions - which reduces costs for this generation and will save future generations significant dollars in reduced pension and healthcare costs for a current annual savings of approximately \$150 million;
- Producing budgetary surpluses through strong fiscal management which has increased Nassau County's fund balance from \$60 million to \$160 million - thus exceeding the 4% or \$120 million goal set forth by the County's Fund Balance policy.
- Reduced the size of government - consolidating 10 departments into 4 and saving taxpayers \$4 million annually;

Nassau County Office of Management and Budget

- New labor agreements that save hundreds of millions of dollars by implementing a new salary structure and requiring new employee contributions to healthcare and pension costs while reforming work rules. The agreements settled costly litigation and provides financial stability for the County;
- Implementing a Residential Small Claims Assessment Review Settlement Program to curtail \$20+ million in annual waste and eliminate the accumulation of future debt;
- Establishing a Commercial Disputed Assessment Fund which will drastically reduce by tens of millions of dollars annually the taxes or debt necessary to fund commercial property assessment tax refunds;
- Paying employee termination costs from operating funds; and
- Establishing a Litigation Fund to cover costs of judgments and settlements from operating surpluses generated each year while limiting bonding to extraordinary litigation.

Cost-cutting public-private partnerships were launched to save taxpayers hundreds of millions of dollars while improving services for residents. Successes include:

- \$233+ million in savings through a public-private partnership with United Water for the operation and maintenance of wastewater facilities, including a guaranteed \$10 million in annual savings;
- \$30 million in annual savings by launching a public-private partnership for Nassau County's bus system;
- \$7 million in annual transportation savings by entering a public-private partnership at the jail for inmate healthcare services;
- Millions of dollars in utility and capital improvement savings through a public-private partnership to transform the Nassau Veterans Memorial Coliseum into a world-class arena;
- New indoor twin ice skating rinks and an outdoor rink at Northwell Health Ice Center in Eisenhower Park – built at no cost to taxpayers - will host official NY Islander practices, youth hockey leagues and share their profits with taxpayers.
- New Museum of American Armor - which generates new revenue for the Old Bethpage Village Restoration and creates a permanent living classroom for a new generation of Americans to appreciate the battlefield sacrifices made on their behalf;
- New athletic fields at Mitchel Athletic Complex - constructed in partnership with Molloy College without taxpayer dollars and open for use by our residents; and
- The NY Cosmo's Practice Field – a new soccer field at Mitchel Athletic Complex - constructed without taxpayer dollars and open for use by our residents.

Nassau County's quality of life continues to improve. Transformation of the Nassau Veterans Memorial Coliseum is ongoing, and residents will enjoy this world-class sports-entertainment destination when it reopens in 2017. Memorial Sloan Kettering (MSK) Cancer Center has also moved forward with plans to construct a new first-class cancer treatment and research center on the property, along with 250 good-paying jobs with an average salary of \$150,000 a year. MSK is only the beginning of our vision to establish the Hub as a Biotech Center as well as a world-class sports and entertainment venue.

To support economic growth, my administration is committed to increasing affordable housing opportunities for our young workforce and veterans. More than 3,500 new apartments have opened or are now under construction in Nassau, with more than 1,000 units being constructed through my initiative to convert vacant office space into apartments near transit centers. Success can be viewed in Great Neck, Great Neck Plaza, Farmingdale, Hempstead, Manhasset, Mineola, New Cassel, Roslyn and Westbury. These new opportunities will assist young families in staying on Long Island and support the workforce of new industries. To assist our veterans, this administration established 60 homes at Mitchel Field to provide affordable housing for veterans, active duty military and their families, and rehabilitated five two-bedroom townhouses in Hempstead for homeless veterans and their families. Together with the efforts of our Department of Social Services and Office of Housing and Community Development and not-for-profit veteran agencies, we have been recognized by First Lady Michelle Obama and Housing and Urban Development (HUD) Secretary Julian Castro for ending the veteran homelessness crisis in our region.

The 2017 Proposed Budget continues critical investments in combating the national heroin epidemic, ensuring public health from the threat of mosquito-borne diseases, funding for our public transportation system and investments in downtown beautification projects. Nassau County's quality of life is like nowhere else. Quality of life enhancements over the past several years include:

- Reinvestments in County roadways, park improvements, and streetscaping projects.
- New athletic fields, including a first-of-its-kind field for differently-abled children in Eisenhower Park.
- Dog Runs at Bay Park, Cedar Creek Park, Nickerson Beach, Wantagh Park, Eisenhower Park, Christopher Morley Park, and Old Bethpage Village Restoration.
- New cabanas at Nickerson Beach and a new Pitch and Putt on the beach built by CSEA employees.
- Cantiague Park showcases new fields and a renovated NHL-sized ice rink that now accommodates more youth hockey teams and figure skating.
- Grant Park showcases a new ice rink.
- The community center at Wantagh Park will be demolished and rebuilt, along with a new mini golf course.
- A kayak launch and boardwalk will be constructed at Milburn Creek Park.

- In East Rockaway, a brand new Bay Park is now open to the public with athletic fields and a first-class playground and picnic pavilion.
- The former Social Services Building in Garden City is being converted into a new Family Court.
- A new Crime Lab is under construction in Westbury and a new Police Training Academy is planned at Nassau Community College.
- Aging police precincts are being replaced with new buildings that better serve our communities.
- Plans are underway to install sewer systems in parts of our north shore.
- The Bayville Bridge will undergo additional repairs and the final phase of West Shore Road reconstruction is ongoing.

There is so much to be proud of, and much to look forward to. We have an exciting vision for Nassau, which is fast becoming a reality. Our County is on a wonderful path that continues to provide for financial stability by addressing the assessment system which is responsible for approximately \$1.0 billion in current debt. We will continue to create more jobs and housing opportunities. Working together, we can and will continue to provide an affordable government for taxpayers, while maintaining public safety and working tirelessly to make Nassau an even better place to live, work and raise a family.

Sincerely,



Edward P. Mangano
County Executive

COUNTY MISSION, VISION AND VALUES STATEMENT



COUNTY MISSION, VISION AND VALUES

MISSION

The Mangano Administration's primary Mission is to right-size government through cutting wasteful spending, eliminating duplicate services, and delivering essential services without raising real property taxes.

VISION

- Provide Nassau County's government services through efficiency, consolidation and/or elimination of various departments and functions which are duplicate
- Continue to provide essential governmental services in an efficient and diligent manner
- Contain expense growth at all levels of government
- Administer County government more efficiently, utilizing shared services, workforce management, consolidations, and increased productivity
- Maintain Nassau County's quality of life for residents and future generations

COUNTY VALUES

To maintain Nassau County's model suburban quality of life for future generations

Nassau Residents First – to instill County pride and develop community cohesiveness

Constituent Loyalty – to provide the most efficient services

Conscientious – to approach issues in a fair and thoughtful manner

Accountable – to accept responsibility regardless of outcomes

Resourceful – to achieve outstanding performance and reach creative solutions

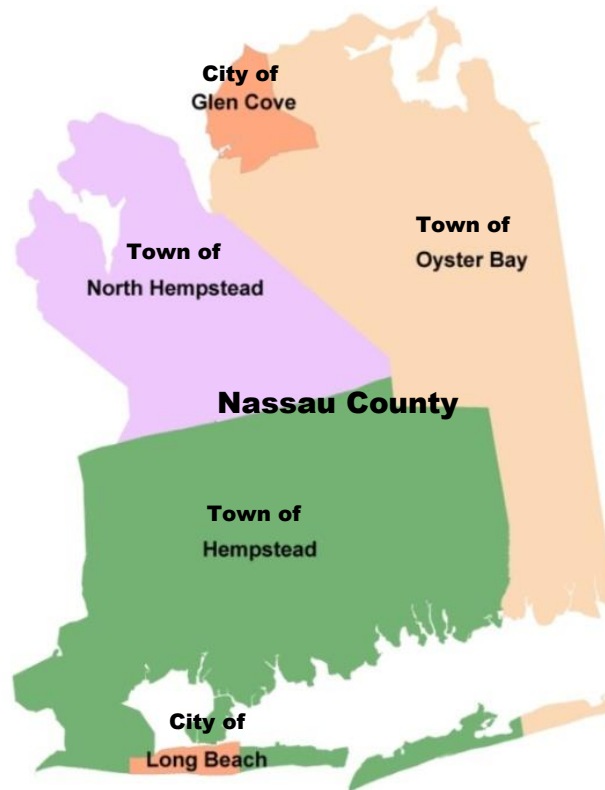
Effective – to serve each and every day to our fullest potential

Sincere – to seek veracity in all issues to achieve the best possible outcomes

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY



Overview

The Mangano Administration is proud of the transformation that Nassau County has gone through over the last seven years. The economy is growing stronger, local quality of life continues to be enhanced and the County's finances are being strengthened. The 2017 Adopted Budget demonstrates the Administration's ability to provide County government services through efficiencies, innovation, and increased productivity. The Adopted Budget is built on a commitment to spending restraints while maintaining public safety in a changing world through the funding of additional police officers.

The core value of the Administration is to maintain Nassau County's model suburban quality of life for future generations. With cooperation from the Legislature and NIFA, the County has made notable progress. This Administration has improved finances by addressing two decades of non-structural fiscal policies with systematic reforms rather than burdening homeowners with enormous tax increases. The progress includes:

EXECUTIVE SUMMARY



- reducing the size of government by over 1,700 full-time positions - which reduces costs for this generation and will save future generations significant dollars in reduced pension and healthcare costs (offset by the addition of 150 new police officers in the 2017 Adopted Budget);
- consolidating ten departments into four, saving taxpayers \$4 million annually;
- new (2014) labor agreements that save hundreds of millions of dollars, compared to prior contracts, by implementing a new salary structure and by requiring new employee contributions to healthcare and pension costs while reforming work rules and settling litigation;
- implementing a Residential Small Claims Assessment Review Settlement Program to reduce potential liability and the accumulation of future debt;
- establishing a Commercial Disputed Assessment Fund which will drastically reduce by tens of millions of dollars annually the taxes or debt necessary to fund commercial property assessment tax refunds;
- establishing pay-go for all employee termination costs; and
- establishing a Litigation Fund to set forth a path for pay-go.

The Administration cut \$330 million in wasteful spending – the equivalent of a 34% property tax increase. This has been accomplished by reducing the size of the workforce, including fewer administrators, through layoffs, smart incentive programs, attrition and the consolidation of departments. In addition, the County has reduced its energy costs, reduced the number of vehicles in the fleet and eliminated thousands of copy machines and phone lines.

The County's operations have improved despite a leaner workforce. Residents of Nassau County can be proud of the services, facilities and infrastructure provided to them by Nassau's workforce. The Mangano Administration has had the vision to cultivate the County's parks system and create a legacy of enduring aesthetic and economic value. Highlights include:

- The Northwell Health Ice Center at Eisenhower Park will host official NY Islander practices, youth hockey leagues and share their profits with the County.





- New athletic fields are being constructed Countywide, including a first-of-its-kind field for differently-abled children in Eisenhower Park.



- In East Rockaway, a brand new Bay Park is now open to the public with athletic fields and a playground.



- Dog Runs at Bay Park, Cedar Creek Park, Nickerson Beach, Wantagh Park, Eisenhower Park, Christopher Morley Park, and Old Bethpage Village Restoration.
- New cabanas arrived at Nickerson Beach and a Pitch and Putt was built on the beach by County employees.
- Cantiague Park showcases new fields and a renovated NHL-sized ice rink that now accommodates more youth hockey teams and figure skating.
- Grant Park showcases a new ice rink.
- The community center at Wantagh Park is being rebuilt after damage from Superstorm Sandy, and a new mini golf course constructed by County employees is now open.
- A kayak launch and boardwalk will be constructed at Milburn Creek Park.



EXECUTIVE SUMMARY



The redevelopment of Nassau Veterans Memorial Coliseum will be a centerpiece bolstering Nassau's economy. Private investment, without taxpayer's dollars, is renovating the Coliseum. The total project investment of \$260.5 million includes building an indoor theater, restaurants, and retail space. The newly-transformed Coliseum will generate a minimum of \$334 million in rental income over 49 years to the County, or 8% of gross income, whichever is greater. Additional revenues are expected to be derived from projected sales and related economic activity including entertainment, sales and hotel taxes, arena revenues (ticket fees, merchandising, rental/leasing, concessions), and plaza rental revenues. In addition, the County will no longer be responsible for expenses such as utilities, repairs and capital expenditures.



In a further effort to spur economic development of the Nassau Hub, and create a biotech corridor therein, the County has entered into a contractual agreement with Memorial Sloan Kettering Cancer Center to expand its presence within the County. Memorial Sloan Kettering purchased five acres of land from the County and will invest \$140 million to build a new 105,000 square-foot facility. Proceeds from the sale (\$6.5 million) was deposited into the County's General and Open Space Funds in 2016. The cancer center will be a state-of-the-art outpatient care treatment and clinical research center located on the site of the current Nassau Veterans Memorial Coliseum. Upon completion, the cancer center will employ approximately 250 clinical and administrative positions with an average annual salary and benefits package totaling \$150,000.



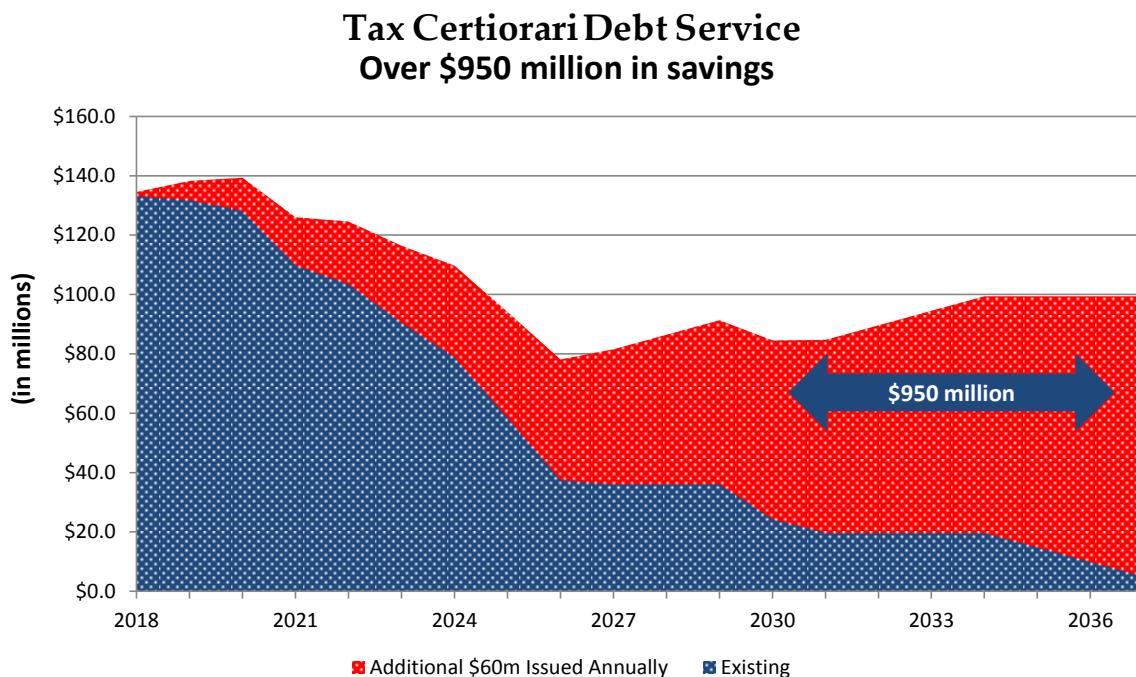
Good-paying job opportunities are the foundation of Nassau's economy. After losing private sector jobs for more than 10 years, middle-class jobs have begun to return. Nassau continues to lead the region with the lowest unemployment rate. The County's economic development team's record includes creating and retaining more than 25,000 jobs. Success stories include winning Dealertrack Technologies and Hain Celestial's headquarters for Nassau over that of other states. Jesco Lighting, R-Best Produce, Display Technologies, New York Vanity, Agua Enerviva, and Supreme Screw all relocated their jobs and headquarters from New York City boroughs to Nassau County. The Mangano Administration has fostered a stronger economic environment in which businesses seek to locate their operations in Nassau County.

In 2017, the County finances will further benefit from the vision of the Administration to reform Nassau's Property Tax Assessment System. Attempts by prior administrations to reform the County's Property Tax Assessment System have failed. Nassau County is unfairly burdened by the County guaranty, which requires the County (unlike any other county in New York) to fund the property tax refunds of the towns, special districts, and 55 out of the 56 school districts in the County. For decades, the County has had no option but to borrow to fund this broken system, which requires it to pay one dollar in refunds for every 16 cents it receives in taxes. The overwhelming liability from successful property assessment grievances is the most daunting fiscal challenge for the County. In the past, approximately \$100 million of property tax refunds have been financed with bonds each year, resulting in related outstanding long-term debt of approximately \$1 billion. County Executive Mangano has addressed this hurdle in two ways: one for commercial properties and one for residential.

EXECUTIVE SUMMARY



On June 20, 2014, the New York State Legislature 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 (DAF) that establishes a manageable and fiscally-sound process to satisfy most commercial tax certiorari refunds. This will end the need to borrow to pay for future tax refunds, which has been the practice of the County since the 1970s. This reform will save the County approximately \$950 million in debt service payments over 20 years. Rating agencies have recognized this as a credit positive as it will provide recurring funding for successful tax challenges and may result in lower interest rates for taxpayers.



The DAF will end the need to borrow for future commercial property tax refunds, through self-funding the liability. The DAF goes into effect with the school tax bills for 2016/2017.

Establishing the DAF to satisfy commercial cases will also result in a more equitable allocation of taxes between residential and commercial property owners. Currently, all property owners bear the burden of paying tax certiorari refunds. This creates an inequity between residential and commercial property owners because commercial property owners generate the vast majority of refunds and many taxpayers do not reside in areas that receive the benefit of a commercial tax base. This legislation addresses this disparate cost allocation.

In order to transition to the DAF, there is an agreement between the County Executive and the County Legislature, whereby transitional borrowing, as approved by the Nassau County Interim Finance Authority (NIFA), is providing for financing of tax certiorari refunds; the 2017 Adopted

EXECUTIVE SUMMARY



Budget includes the final \$60 million of the transitional borrowing. The Adopted Budget also includes \$15 million of operating funds, an increase of \$5 million compared to the 2016 Budget, to help fund the outstanding liability. In addition, the County intends to increase that funding level to \$30 million starting in 2018. Recognizing the need for a contingency plan to fund the tax cert liability, the County added an additional line, such as that in Suffolk County, to Nassau's tax bill for tax certiorari payments. However, it should be noted that for 2017 the levy is \$0.

The savings that have been garnered on the residential properties was initiated for tax year 2011/2012. The implementation of a residential small claims settlement program has reduced and will continue to reduce the tax refund liability for the County. This successful initiative has resulted in the County resolving nearly all residential small claims grievances – with the exception of condos and estate homes – prior to the finalization of the tax roll, which has provided homeowners with timely resolution of their challenges without generating costly refunds. In summary, these homeowners no longer pay property taxes they do not owe.

While challenges remain, they will not serve as obstacles to maintaining Nassau County's quality of life. The Administration will continue to improve operations and seek new efficiencies. However, it must be recognized that although the Administration has right-sized the government, the costs to maintain services does increase every year due to contractually agreed to increases and the continual skyrocketing costs for healthcare and pension contributions accounting for \$35 million in increased costs in 2017. In addition, it is recognized that Nassau County is not immune from the threats of terrorism and the other ills that threaten our way of life, which is resulting in hiring 150 additional police officers to combat these threats and preserve our residents' way of life.

Homeland security is a top priority given the current state of affairs throughout the world. Since 2009, terrorists have killed 90 people in the United States. In May 2016, Federal Bureau of Investigation Director James Comey estimated that out of the more than 1,000 active homegrown terror investigations, around 80 percent are linked to ISIS. Since 2014, 102 individuals have been arrested by authorities and 3 have been charged in absentia in ISIS-linked cases.¹ In response to this, the Nassau County Police Department (NCPD) has built a significant intelligence function related to homeland security that includes the issuance of regular intelligence bulletins, monitoring of social media, and working with local, state, and federal partners in law enforcement to ensure that critical intelligence is shared and received in real-time.

The NCPD has been recognized for its intelligence-led policing models. The NCPD conducts tabletop exercises, drills, and active shooter simulations on a regular basis. The NCPD is the first major police department to equip patrol members with heavy-duty tactical vests and ballistic helmets and has begun to equip members with rifles. The NCPD also recently rolled out a new Alert/Domain Awareness – the first of its kind in American law enforcement – that will be

¹ Homeland Security Committee's Terror Threat Snapshot, August 2016

EXECUTIVE SUMMARY



available to schools, religious institutions, and other critical infrastructure. This comprehensive program ties together camera systems, card systems, mapping, and mobile alarms. In the event of an incident such as an active shooter, this smartphone-based application can give the user the ability to set off an alert to fire, police, or medical responders by touching an icon. The call for service is transmitted directly to the Communications Bureau, where a supervisor can automatically access any camera, card systems, mapping, and door locks to provide responding officers with real-time intelligence. The exact location of the caller, and the emergency, is determined by using the phone's GPS. This system will provide responding officers with critical information that will not only save time, but will also save lives. While the NCPD hopes this system will never need to be used, it is important to prepare in case a tragedy strikes in Nassau County.

In 2016, the NCPD acquired the Rook, a state-of-the-art tactical vehicle utilized by officers in the Emergency Services Unit that improves the safety and security of the members of the NCPD and the public. The Rook comes with multiple attachments that include an armored deployment platform, grapple claw, vehicle extraction tool, hydraulic breaching ram, and a custom-designed platform. It also comes equipped with a Level 4 armor that can withstand 30-06 caliber armor-piercing bullets, and has bulletproof glass. Police Officers are now even better equipped to deal with situations like a hostage rescue, barricaded suspects, a riot scene, or a natural disaster like Hurricane Sandy with this apparatus. The Rook was used most recently by law enforcement during the San Bernardino terrorist attacks. The NCPD is the first police department in New York State to own the Rook, which was purchased with Asset Forfeiture money; there are only 18 in the United States.

The NCPD takes great pride in the fact that Nassau County is among the safest communities of its size in the United States.² In the County, crime and shootings are down 24% since 2010. In addition to the dedicated men and women of the NCPD, rapid advances in technology have made it possible to effectively address and target crime patterns. The NCPD has been a leader in this transition with intelligence-led policing tactics, which uses statistics and complex analytical models to more effectively and efficiently direct police resources. Advancements in technology have made it possible for police officers to receive and input valuable intelligence through the computers within their patrol vehicles, enabling a more dynamic and interactive process. This pipeline of real-time intelligence has effectively turned these individual patrol vehicles into mobile police precincts, exponentially increasing the effectiveness of law enforcement.

Technology is very important to combating and preventing crime, but it does not completely reduce the need for people. There has been no more dangerous time in the world since 9/11. The Administration recognizes this and has provided the necessary resources in the 2017 Adopted Budget to safeguard the safety and security of the County's residents and visitors. Therefore, the County will be hiring additional officers in 2017. The Adopted Budget increases the number of sworn personnel from 2,350 to 2,500. In addition, the budgeted police civilian staff is increasing

² New York State, Division of Criminal Justice Services' Uniform Crime Report

EXECUTIVE SUMMARY

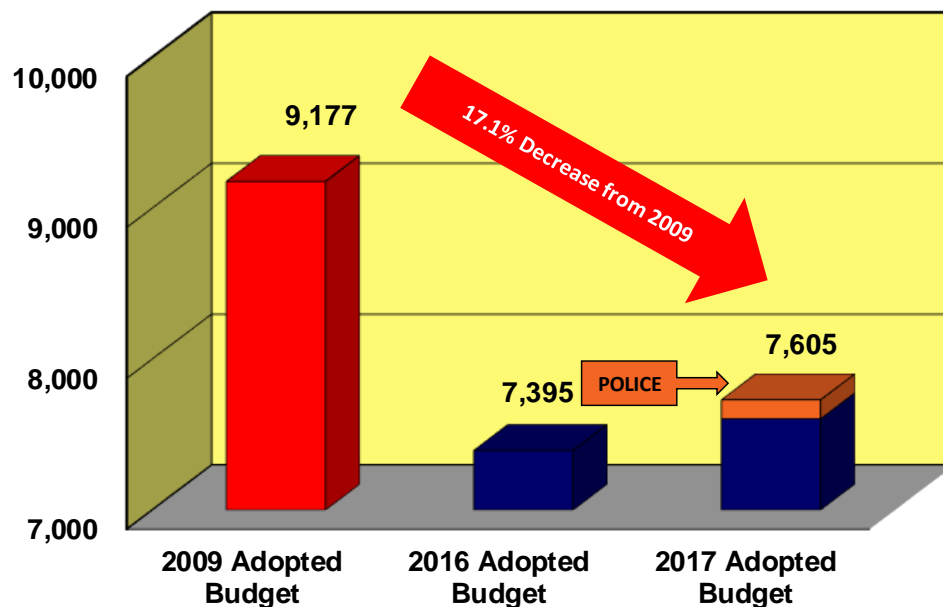


by 81 positions. These positions include police communication operators, security officers, police service aides who perform technical administrative functions that were previously performed by sworn members and intelligence analysts. There is a financial cost associated with increasing personnel, but the cost would have been significantly more if not for the labor agreements approved in 2014. The agreements brought 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. Work rule changes and adjustments to vacation and compensatory leave will achieve additional savings.

The labor agreements, which are in place 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 reduced 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 the County. The County successfully reduced its workforce in each year from 2010 through 2015 through a combination of voluntary separation incentive programs, layoffs, and attrition. In 2009, the County's budgeted workforce was 9,177 full-time employees. As a result of strong fiscal management, the County's budgeted workforce is 7,605 positions for 2017. The adopted headcount for 2017 is a reduction of 17.1%, from 2009 authorized levels.

The chart below illustrates the workforce reduction since 2009.



The Mangano Administration will continue to optimize workforce levels while ensuring that all essential services are provided for all County residents.

EXECUTIVE SUMMARY



In addition to enhancing funding for the NCPD, the Mangano Administration is including additional funding for the Nassau County District Attorney's Office (NCDA). The NCDA requested an increase in both staffing and compensation levels for its Assistant District Attorney (ADA) workforce as it dedicates additional investigative and prosecutorial resources to fighting heroin and corruption. The requested adjustment was \$4 million over the 2016 allocation, which would enable the NCDA to grow to a standing labor force of 200 ADAs at salaries closer to those of neighboring jurisdictions. The NCDA has been subsisting at turn-of-the-century staffing levels while the court system, the profession of prosecution, the technological sophistication of crime, and the array of crime have all broadened in scope. In 2001, the NCDA had an allocation of 169 ADAs to staff nine bureaus; in 2016, it received an allocation of 178 ADAs to staff fifteen bureaus.

At current levels, an NCDA ADA with five years' meritorious employment makes \$68,464. This amount is approximately less than as a second-year ADA employed by Suffolk or Westchester Counties. By year six, an NCDA ADA is making less than a third-year Suffolk, Rockland or Westchester ADA—indeed, the NCDA ADA is making 37% less than her counterpart in Westchester, 18% less than her counterpart in Suffolk, 16% less than her counterpart in Rockland, and 12% less than her counterpart in New York County. By the seventh year in her career, the NCDA ADA has earned \$58,777 less than the Suffolk ADA, \$51,959 less than the Rockland ADA, \$35,185 less than the New York ADA, and a staggering \$88,258 less than the Westchester ADA. This disparity has led to attrition at more than double the rate seen in recent years.

| Assistant District Attorney Salaries | | | | | | |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 |
| <i>New York</i> | \$62,500 | \$65,500 | \$68,500 | \$71,500 | \$74,500 | \$78,000 |
| <i>Suffolk</i> | \$66,268 | \$69,243 | \$72,219 | \$75,377 | \$78,718 | \$82,267 |
| <i>Rockland</i> | \$65,437 | \$68,247 | \$71,182 | \$74,235 | \$77,420 | \$80,753 |
| <i>Westchester</i> | \$61,883 | \$69,347 | \$76,166 | \$82,441 | \$88,726 | \$95,010 |
| <i>Nassau</i> | \$60,000 | \$60,000 | \$63,138 | \$64,175 | \$68,464 | \$69,538 |

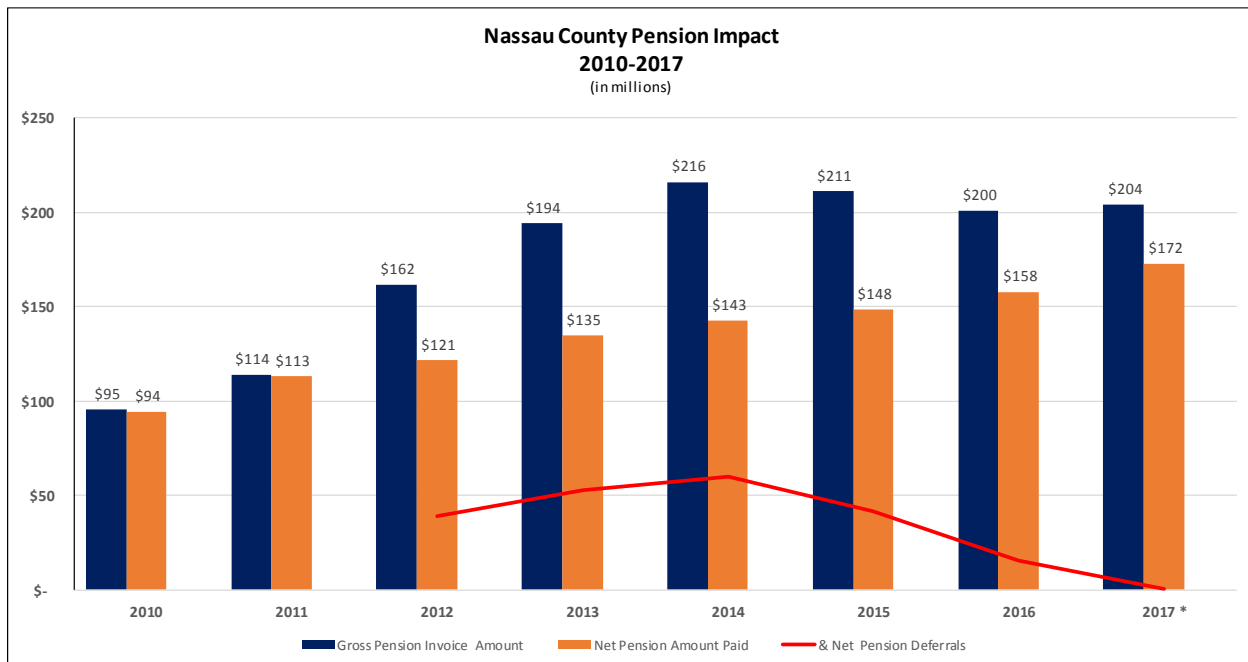
Based on the case made by the NCDA, the Administration agreed to increase the level of funding over a two-year period, which will increase the NCDA's ability to fill its numerous vacant positions, increase retention and grow the office to the appropriate levels.

The funding of employee fringe benefits presents a major challenge for the County. The County's two major fringe benefit costs are health insurance and employee pensions. Health insurance costs in the Major Funds for 2017 Adopted Budget are projected to rise by 7.5%, an increase of \$20.6 million from 2016 projected costs, bringing the total cost for family coverage to approximately \$25,000. Because of this high cost, it was critical that in 2014 the Administration achieved a required 15% contribution to the cost of health insurance from new union employees or they can choose a lower cost option plan that can save 15%. Over time, this concession will yield significant savings to the County.

EXECUTIVE SUMMARY



The chart below illustrates the impact of pension costs since 2010. The costs doubled over this period through 2014.



In order to reduce the impact of the rapid growth in pension rates over this time period, the County, as did many municipalities, chose to amortize a portion of the pension bill since 2012. As a result, the impact on taxpayers has been smoothed out but continues to increase as illustrated by the line in the graph above.

Breakdown of your Tax Bill

County property taxes represent a small portion of the average tax bill. In 2017 the County portion was less than 16% of the average tax bill. That percentage has decreased during the Mangano Administration. Simply put, while neighboring municipalities increased property taxes by nearly double-digits since 2010, the Mangano Administration froze County property taxes for 5 straight years. The 2017 Adopted Budget again freezes property taxes.

EXECUTIVE SUMMARY



The challenge for government to protect its residents, provide quality services, and maintain the infrastructure is a daunting challenge. For Nassau County the challenge is greater because of the unfair burden of the County guaranty, lawsuits that predate this Administration and the costs associated with personnel from benefits in labor agreements that also predate this Administration. Entering this year's budget process, the Administration was faced with a mismatch of expenses and revenues of approximately \$150 million. The decision was made to limit expense increases to providing public safety, maintaining current service levels and funding mandated costs such as social service programs, contractual labor agreements, the NYS Health Insurance Program, tax certiorari liability and pension contribution costs. The Adopted Budget recognizes costs have increased by:

The significant areas that are increasing are:

- \$24 million - Salaries and Wages (contractual obligations and new police hires)
- \$15 million - Pension Contribution
- \$12 million – Debt Service (mostly from prior years' tax certiorari bonding)
- \$8 million - Health Insurance
- \$5 million - Tax Certiorari Payments from Operating Budget

Instead of shocking taxpayers by funding \$60 to \$100 million out of operating funds, the County Legislature and NIFA agreed to a transitional borrowing plan for financing of tax certiorari refunds, as a result the County is paying increased principal and interest payments. Despite this burden, the County's outstanding debt at the end of 2016 was less than it was at the end of 2010.

In order to comply with a NIFA resolution, the 2017 Adopted Budget includes an increase of \$15 million of revenue from an increase in the tax map verification fee and \$21 million of expense reductions to address NIFA assumed risks. The Administration surgically reduced expenses in various departments and expenses as to minimize the impact on services provided by the County. The Administration will continue to monitor all budget risks and opportunities and further adjust expenses accordingly with any changes in the economic environment.

The revenue required to support increased employee costs will be derived from projected sales tax receipts, a public safety fee, consumer protection fees, revenue from innovations by the County Treasurer, and various user fees. Accordingly, the Adopted Budget includes an increase in the police force with increased police patrols, 911 operators, and the formation of special units that may be needed from time-to-time such as anti-terror. This increase in force provides our police department a greater ability to intensify police patrols throughout local communities and assigned officers to special crime prevention units. The public safety fee will be assessed upon all traffic notice of liability (NOL) violations to safeguard, facilitate and encourage the health, safety and welfare of the residents and businesses of the County. This funding mechanism is required to preserve a quality level of police protection and public safety within Nassau County.

EXECUTIVE SUMMARY



County's sales tax collections are estimated to grow by approximately 2% compared to 2015. The major growth areas in 2016 have been in the motor vehicles, general merchandise stores and food services sectors. Limiting the growth has been the reduction in gasoline and fuel prices – which is good news for motorists.

The 2017 Adopted Budget reflects conservative growth of 1.4% compared to the estimated growth seen in 2016. Progress in the regional economy and gradual easing of foreclosure pressures on the housing market will enable moderate increases in the future. Coupled with proximity to New York City's vibrant economy and the steadying influence of healthcare, positions Nassau for moderate growth in the longer term.

Conclusion

The 2017 Adopted Budget continues to invest in health, public safety and quality of life initiatives. The County is on a path that continues to provide for financial stability. The Mangano Administration, together with the County Legislature and NIFA, will continue to provide an affordable government for taxpayers, while maintaining safety and working tirelessly to make Nassau County the best place to live, work and raise a family. County Executive Mangano has made expense reduction a priority. He has resolved the tax certiorari debt problem for both residential and commercial properties and has negotiated labor agreements that, for the first time in County history, require union employees to contribute towards the cost of health insurance.

The County Executive has created a more efficient government and has done so while delivering all quality of life services and complying with all state and federal mandates.

MAJOR FUNDS EXPENSES AND REVENUES



MAJOR FUNDS EXPENSES AND REVENUES

The 2017 Adopted Budget for the five Major Operating Funds (excluding interdepartmental transfers) is \$3.0 billion; \$3.1 billion including the Sewer and Storm Water Resources District Fund. The General Fund comprises the largest component of the Major Operating Funds Budget totaling \$1.8 billion or 59.4%. Funding for Police services is \$806.8 million, 27.2% of Major Operating Funds' expense.

**Figure 1: Fiscal 2017 Expenses by Fund
(Excludes Interdepartmental Transfers)**

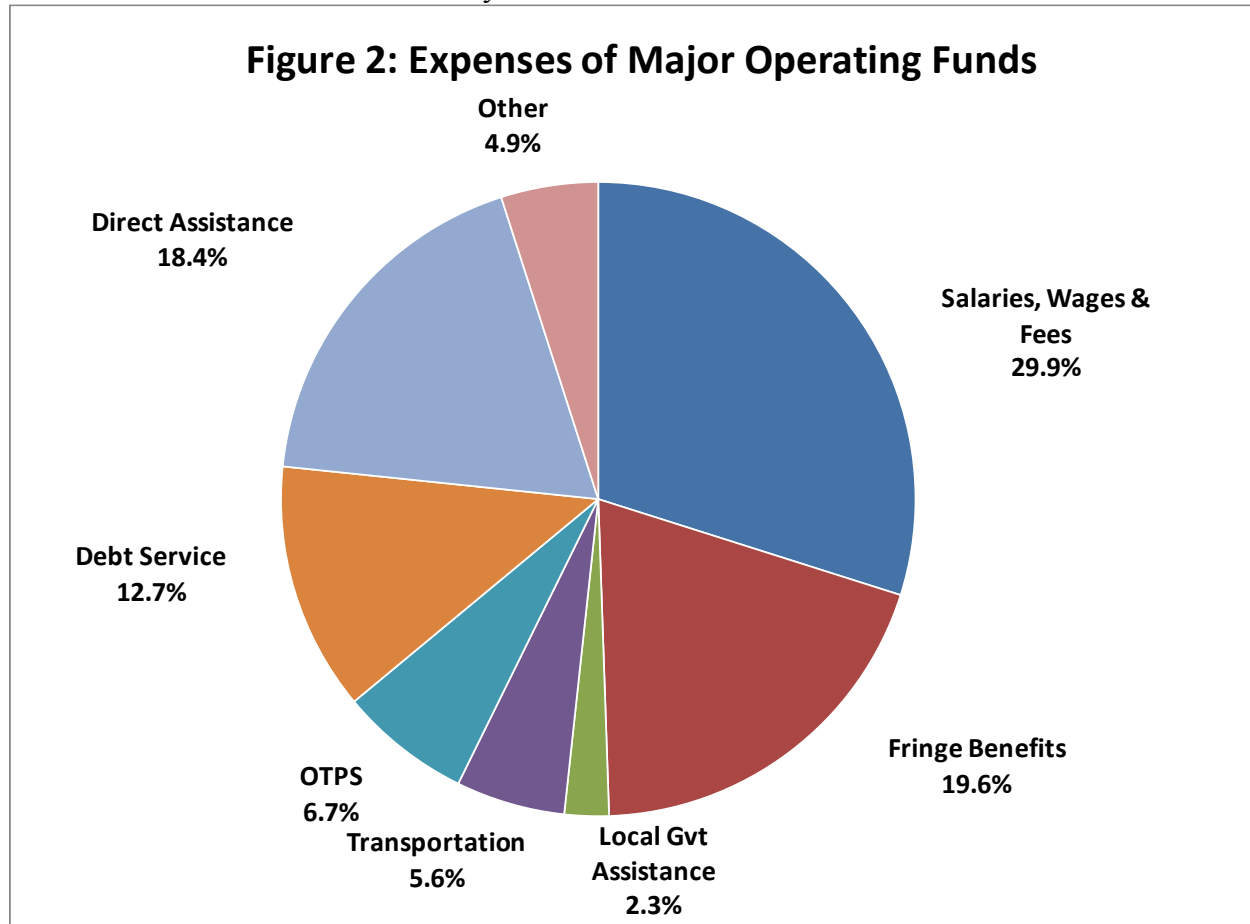
| Fund | 2017 Adopted Budget |
|---|----------------------------|
| General Fund | \$ 1,765,409,402 |
| Police Headquarters Fund | \$ 416,984,450 |
| Police District Fund | \$ 389,823,950 |
| Debt Service Fund | \$ 376,390,957 |
| Fire Prevention Fund | \$ 22,370,381 |
| Total Major Operating Funds | \$ 2,970,979,140 |
| Sewer & Storm Water Resources District | 141,114,057 |
| Total Major Operating Funds & Sewers | \$ 3,112,093,197 |

MAJOR FUNDS EXPENSES AND REVENUES



EXPENSES

The chart below illustrates the County's allocation of resources.



Note: Excludes interdepartmental transfers and Sewer & Storm Resource District.

The largest expense of the five Major Operating Funds is Salaries and Wages, which is \$888.1 million. This includes items such as base wages, overtime, and termination compensation.

Fringe Benefits costs, including Workers' Compensation, for the Major Funds in the 2017 Adopted Budget are \$581.2 million. The County estimates gross-pension cost attributable to the Major Operating Funds for 2017 to be \$189.3 million. The County also estimates net pension expense for the Major Operating Funds for 2017 (assuming deferring the maximum amount allowable under the Alternate Contribution Stabilization Program) to be \$161.7 million. The County has once again opted to defer the maximum amount allowable under the Alternate Contribution Stabilization Program and has included the net pension expense amount in the 2017 Budget. The County expects Health Insurance costs for the Major Operating Funds to reach \$297.2 million in 2017, an increase of \$20.6 million or 7.5% from the 2016 Projection. These costs continue to place an enormous burden on the taxpayers of Nassau County as well as all municipalities throughout

MAJOR FUNDS EXPENSES AND REVENUES



New York State. Direct Assistance costs account for 18.4% of total Major Operating Funds' expense. These expenses consist of benefit payments to clients enrolled in mandated human services entitlement programs such as Medicaid, Public Assistance, Day Care, Child Protective Services, and Foster Care. Federal and/or State reimbursement usually match the County's share of these expenses.

Please refer to "Description of Expense Codes" for a more detailed discussion on each object code.

HEADCOUNT PROJECTIONS

The 2017 Adopted Budget supports 7,605 full-time staff. This represents a decrease of 17.1% from 2009 authorized levels. As of September 1, 2016, there were 7,433 Full-time employees, representing a 19.0% decrease from 2009 authorized levels. The table on the following page contains Full-time staffing levels for the 2017 Adopted Budget and the preceding five years Adopted Budgets.

MAJOR FUNDS EXPENSES AND REVENUES



Figure 3: Full-Time Staffing 2017 - Major Operating Funds

| Full-Time Staffing 2017 - Major Operating Funds | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|---------------------|
| Department | 2009 Adopted Budget | 2012 Adopted Budget | 2013 Adopted Budget | 2014 Adopted Budget | 2015 Adopted Budget | 2016 Adopted Budget | On Board 09/01/16 | 2017 Adopted Budget |
| AC - DEPARTMENT OF INVESTIGATIONS | 2 | 0 | 0 | 0 | 0 | 0 | 1 | 4 |
| AR - ASSESSMENT REVIEW COMMISSION | 41 | 29 | 29 | 29 | 30 | 30 | 29 | 30 |
| AS - ASSESSMENT DEPARTMENT | 252 | 169 | 160 | 158 | 148 | 143 | 131 | 135 |
| AT - COUNTY ATTORNEY | 155 | 112 | 106 | 107 | 98 | 94 | 92 | 96 |
| BH - DEPT. OF MH, CD AND DD SERVICES ¹ | 86 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BU - OFFICE OF MANAGEMENT AND BUDGET | 40 | 24 | 25 | 25 | 25 | 26 | 26 | 26 |
| CA - OFFICE OF CONSUMER AFFAIRS | 44 | 32 | 27 | 27 | 25 | 25 | 25 | 26 |
| CC - SHERIFF / CORRECTIONAL CENTER | 1,317 | 1,227 | 1,152 | 1,134 | 1,072 | 1,049 | 992 | 1,040 |
| CE - COUNTY EXECUTIVE | 35 | 21 | 20 | 18 | 18 | 18 | 17 | 17 |
| CF - OFFICE OF CONSTITUENT AFFAIRS | 53 | 43 | 39 | 38 | 38 | 34 | 34 | 35 |
| CL - COUNTY CLERK | 106 | 103 | 84 | 84 | 84 | 81 | 69 | 83 |
| CO - COUNTY COMPTROLLER | 99 | 87 | 86 | 86 | 86 | 87 | 73 | 87 |
| CS - CIVIL SERVICE | 61 | 53 | 53 | 51 | 51 | 51 | 50 | 52 |
| DA - DISTRICT ATTORNEY ³ | 375 | 361 | 375 | 375 | 373 | 371 | 359 | 371 |
| EL - BOARD OF ELECTIONS | 115 | 143 | 139 | 139 | 169 | 161 | 164 | 164 |
| EM - EMERGENCY MANAGEMENT | 6 | 7 | 10 | 9 | 11 | 12 | 10 | 8 |
| FC - FIRE COMMISSION | 112 | 101 | 97 | 95 | 93 | 96 | 92 | 95 |
| HE - HEALTH DEPARTMENT | 239 | 203 | 169 | 173 | 170 | 175 | 178 | 183 |
| HI - HOUSING & INTERGOVERNMENTAL AFFAIRS | 6 | 2 | 12 | 12 | 14 | 16 | 14 | 14 |
| HP - PHYSICALLY CHALLENGED ¹ | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HR - COMMISSION ON HUMAN RIGHTS | 10 | 8 | 8 | 8 | 8 | 7 | 7 | 7 |
| HS - HUMAN SERVICES ¹ | 0 | 96 | 80 | 77 | 70 | 62 | 60 | 65 |
| IT - INFORMATION TECHNOLOGY | 158 | 81 | 85 | 79 | 82 | 81 | 84 | 87 |
| LE - COUNTY LEGISLATURE | 97 | 94 | 97 | 102 | 95 | 92 | 86 | 95 |
| LR - OFFICE OF LABOR RELATIONS | 6 | 5 | 4 | 5 | 4 | 5 | 4 | 4 |
| MA - MINORITY AFFAIRS | 8 | 7 | 5 | 6 | 6 | 6 | 5 | 5 |
| ME - MEDICAL EXAMINER | 50 | 58 | 74 | 72 | 75 | 72 | 72 | 73 |
| PA - PUBLIC ADMINISTRATOR | 7 | 7 | 6 | 6 | 6 | 6 | 6 | 6 |
| PB - PROBATION | 239 | 236 | 198 | 200 | 190 | 190 | 186 | 191 |
| PD - POLICE DEPARTMENT | 3,476 | 3,216 | 3,025 | 3,052 | 3,092 | 3,104 | 3,225 | 3,335 |
| PE - DEPARTMENT OF HUMAN RESOURCES | 17 | 9 | 9 | 9 | 9 | 9 | 8 | 9 |
| PK - PARKS, RECREATION AND MUSEUMS | 173 | 172 | 151 | 151 | 156 | 155 | 152 | 154 |
| PL - PLANNING ² | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PR - PURCHASING DEPARTMENT | 24 | 16 | 11 | 11 | 9 | 10 | 9 | 12 |
| PW - PUBLIC WORKS DEPARTMENT ² | 706 | 471 | 422 | 418 | 401 | 465 | 469 | 469 |
| RE - OFFICE OF REAL ESTATE SERVICES ² | 9 | 10 | 0 | 0 | 0 | 0 | 0 | 0 |
| RM - RECORDS MANAGEMENT (GEN FUND) | 13 | 12 | 14 | 14 | 12 | 12 | 11 | 12 |
| SA - COORD AGENCY FOR SPANISH AMERICANS | 8 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| SC - SENIOR CITIZENS AFFAIRS ¹ | 39 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SS - SOCIAL SERVICES | 870 | 816 | 644 | 640 | 616 | 616 | 601 | 620 |
| TC - TAXI & LIMOUSINE COMMISSION | 0 | 0 | 0 | 0 | 0 | 9 | 9 | 10 |
| TR - COUNTY TREASURER | 42 | 35 | 33 | 32 | 31 | 27 | 26 | 27 |
| TV - TRAFFIC & PARKING VIOLATIONS AGENCY | 38 | 46 | 43 | 43 | 47 | 47 | 46 | 46 |
| VS - VETERANS SERVICES AGENCY | 8 | 3 | 6 | 7 | 7 | 7 | 7 | 7 |
| YB - NASSAU COUNTY YOUTH BOARD ¹ | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sub Total | 9,177 | 8,120 | 7,502 | 7,496 | 7,425 | 7,455 | 7,433 | 7,704 |
| * Anticipated additional non-allocated attrition | 0 | (725) | (107) | (101) | (30) | (60) | 0 | (99) |
| Grand Total | 9,177 | 7,395 | 7,395 | 7,395 | 7,395 | 7,395 | 7,433 | 7,605 |

¹The Department of Youth Board, Senior Citizens Affairs and Physically Challenged and the Department of Mental Health, Chemical Dependency and Developmental Disabilities Services have merged to form the Department of Human Services.

²The Departments of Planning, Real Estate and Public Works were consolidated in 2013.

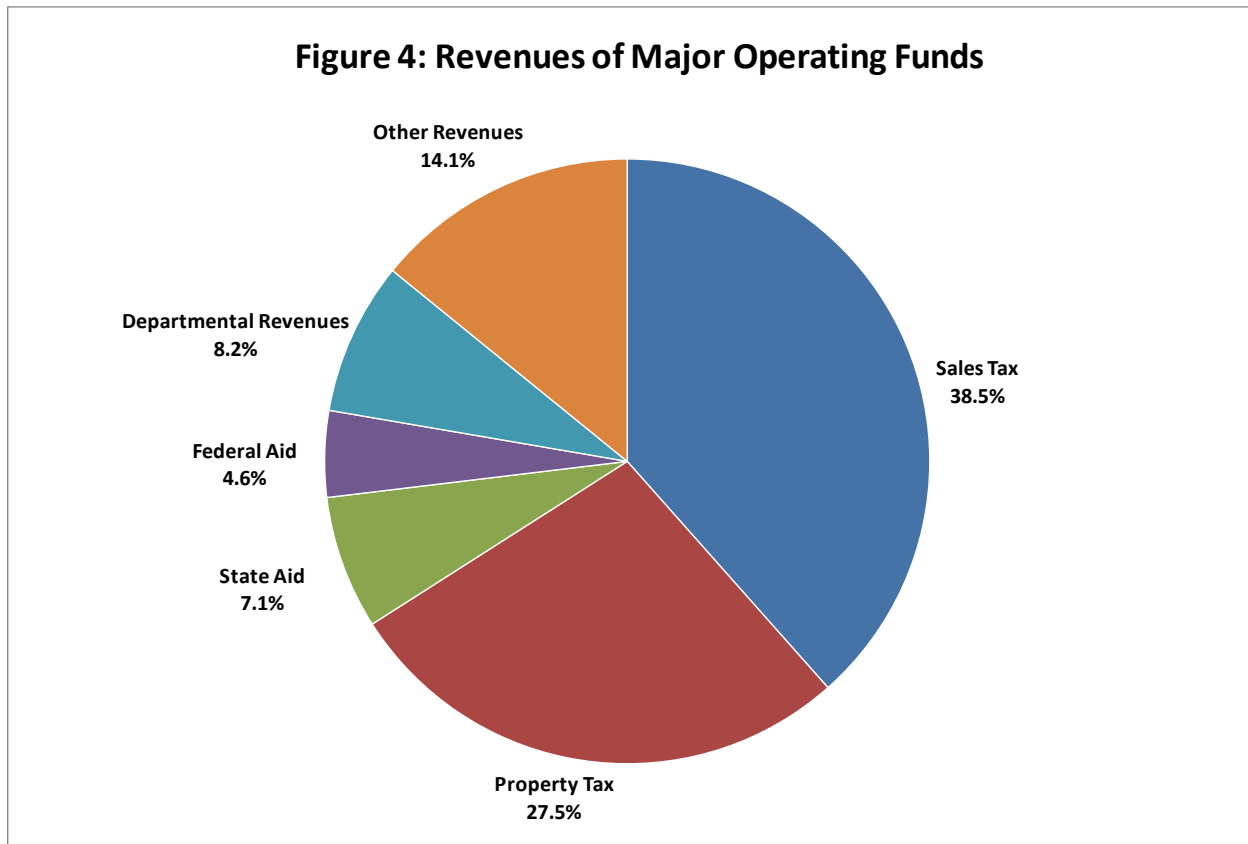
³The District Attorney includes Law Assistants (AAFA) that were categorized as seasonal positions prior to 2013.

MAJOR FUNDS EXPENSES AND REVENUES



REVENUES

The chart below illustrates the County's composition of revenues.



Note: Excludes interdepartmental transfers and Sewer & Storm Resource District.

SALES TAX

The Sales Tax rate for Nassau County is eight and five-eighths percent (8 5/8%). The tax rate consists of three components: four percent (4%), which is retained by the State; three-eighths percent (3/8%) is earmarked for the Metropolitan Transportation Authority; and four and one-quarter percent (4 1/4%), which is forwarded to the County, of which one-fourth percent (1/4%) is distributed to the three towns and two cities.

The County expects to generate \$1.142 billion of Sales Tax collections in the 2017 Adopted Budget, a 1.9% growth rate when compared with the June 2016 Projection of \$1.121 billion. For Countywide Sales tax only, the growth rate expected from the June 2016 Projection is 1.4%. The 1.4% growth is conservative relative to Moody's Analytics expectations of 2.32% growth for Nassau County in 2017. Through the January 13, 2017 sales tax receipt, total sales tax receipts for

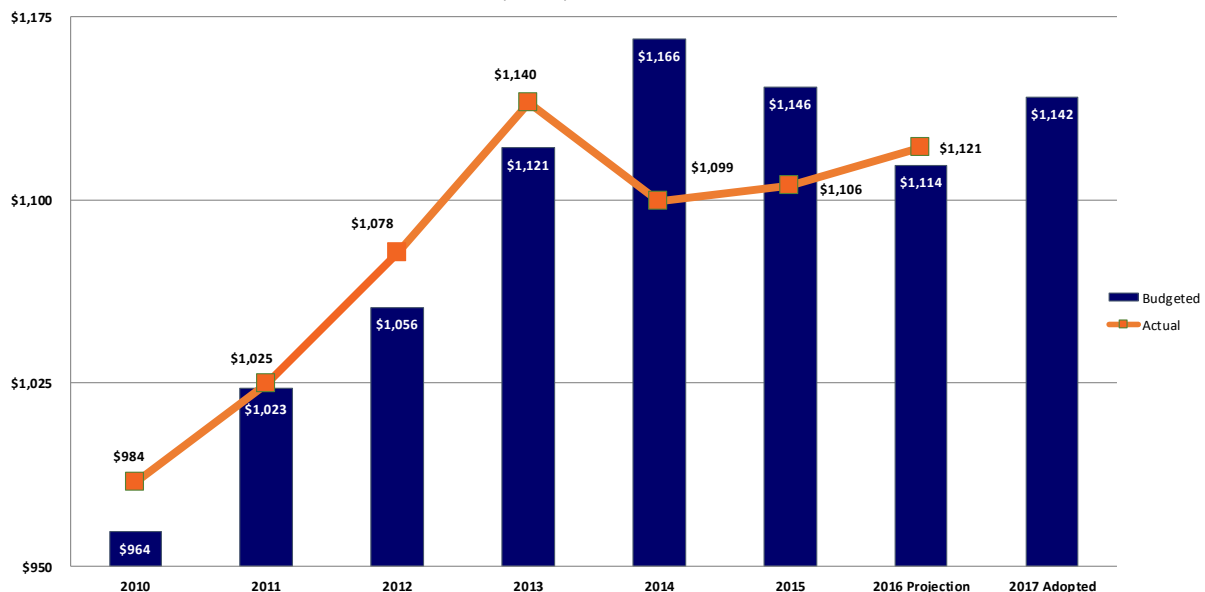
MAJOR FUNDS EXPENSES AND REVENUES



2016 are 2.3% higher than comparable 2015 receipts, when excluding the deferred portion of Sales Tax.

Sales Tax is the largest revenue source for the County, comprising 38.5% of total Major Fund revenues in the 2017 Adopted Budget. Prior to 2014, Sales Tax results were generally favorable in comparison to the budget as seen in the chart below. However, this trend was reversed for the years 2014 and 2015 and significant shortfalls occurred primarily because of severe weather as well as lower than normal economic activity mainly associated with accelerated purchasing during 2013 as a result of Superstorm Sandy in late 2012.

Figure 5: Sales Tax
2010 - 2017
(in millions)



PROPERTY TAX

Property Tax is the second largest revenue source for the County at 27.5% of Major Fund revenues in the 2017 Adopted Budget. The 2017 Adopted Budget for Property Tax in the Major Funds is \$817.0 million. This amount reflects the impact of a transfer in 2016 whereby Property Tax Revenues associated with certain Long Island Power Authority (LIPA) parcels were reclassified to Payments-In-Lieu-of-Taxes Revenues (PILOTS) in order to adhere to a New York State statute requiring LIPA to pay PILOTS on such parcels at no more than 2% above the prior year's amounts.

MAJOR FUNDS EXPENSES AND REVENUES



State and Federal Aid

State and Federal Aid comprise \$212.0 million and \$137.1 million respectively of the County's revenues in the 2017 Adopted Budget, versus \$215.4 million and \$137.4 million respectively in the 2016 Projection. Health and Human Services entitlement programs account for the vast majority of these reimbursements along with \$66.7 million in State Operating Assistance Funds (STOA).

Please refer to "Description of Revenue Codes" for a more detailed discussion of each object codes.

FUND SUMMARY

FUNDS SUMMARY



| MAJOR FUNDS | | | | | |
|---|--|----------------------|----------------------|--------------------------|----------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | AA - SALARIES, WAGES & FEES | 818,306,227 | 864,114,056 | 872,914,892 | 888,115,576 |
| | AB - FRINGE BENEFITS | 475,096,830 | 515,257,831 | 510,058,758 | 545,884,179 |
| | AC - WORKERS COMPENSATION | 28,163,422 | 31,582,954 | 31,582,954 | 35,305,186 |
| | BB - EQUIPMENT | 1,456,013 | 1,812,801 | 1,702,801 | 1,992,372 |
| | DD - GENERAL EXPENSES | 34,248,857 | 37,057,515 | 36,415,485 | 36,286,835 |
| | DE - CONTRACTUAL SERVICES | 242,172,528 | 243,726,030 | 247,374,323 | 243,821,855 |
| | DF - UTILITY COSTS | 35,462,334 | 39,338,174 | 38,538,174 | 38,454,203 |
| | DG - VAR DIRECT EXPENSES | 5,000,000 | 5,250,000 | 5,250,000 | 5,000,000 |
| | FF - INTEREST | 93,713,118 | 110,343,258 | 104,780,571 | 116,812,519 |
| | GA - LOCAL GOVT ASST PROGRAM | 66,494,098 | 66,997,479 | 67,459,408 | 67,149,582 |
| | GG - PRINCIPAL | 70,445,000 | 78,420,000 | 78,420,000 | 94,230,001 |
| | HH - INTERFUND CHARGES | 24,441,388 | 27,384,268 | 27,384,268 | 27,484,271 |
| | JA - CONTINGENCIES RESERVE | (179,153) | 0 | 0 | 0 |
| | L3 - TRANS TO LITIGATION FUND | 20,200,000 | 0 | 20,000,000 | 0 |
| | LB - TRANS TO GEN FUND | 1,604,822 | 0 | 0 | 0 |
| | LF - TRANSFER FROM FCF FUND | 8,000,000 | 0 | 0 | 0 |
| | MM - MASS TRANSPORTATION | 42,697,935 | 43,803,242 | 43,803,242 | 43,699,392 |
| | NA - NCIFA EXPENDITURES | 1,550,000 | 1,950,000 | 1,950,000 | 2,000,000 |
| | OO - OTHER EXPENSES | 234,547,567 | 295,023,271 | 294,822,323 | 277,914,254 |
| | PP - EARLY INTERVENTION/SPECIAL EDUCATION | 132,766,058 | 135,000,000 | 130,000,000 | 134,500,000 |
| | SS - RECIPIENT GRANTS | 60,096,445 | 62,000,000 | 60,000,000 | 59,900,000 |
| | TT - PURCHASED SERVICES | 68,351,269 | 65,851,121 | 67,951,121 | 67,583,171 |
| | WW - EMERGENCY VENDOR PAYMENTS | 47,326,708 | 50,980,000 | 48,980,000 | 48,275,000 |
| | XX - MEDICAID | 235,725,135 | 240,233,215 | 240,233,215 | 236,570,744 |
| Expenses Excluding Interdepartmental Transfers | | 2,747,686,600 | 2,916,125,215 | 2,929,621,535 | 2,970,979,140 |
| Interdepartmental Transfers | | 381,451,902 | 420,489,670 | 398,536,022 | 427,763,846 |
| Expenses Including Interdepartmental Transfers | | 3,129,138,502 | 3,336,614,885 | 3,328,157,557 | 3,398,742,986 |
| REV | AA - FUND BALANCE | 121,002,650 | 0 | 3,000,000 | 0 |
| | BA - INT PENALTY ON TAX | 32,660,615 | 31,900,000 | 31,900,000 | 35,200,000 |
| | BC - PERMITS & LICENSES | 17,564,387 | 17,614,750 | 18,500,535 | 20,224,235 |
| | BD - FINES & FORFEITS | 62,638,445 | 65,523,536 | 69,876,709 | 96,194,036 |
| | BE - INVEST INCOME | 2,003,113 | 979,300 | 1,064,240 | 979,000 |
| | BF - RENTS & RECOVERIES | 35,268,411 | 57,226,757 | 46,843,846 | 23,733,780 |
| | BG - REVENUE OFFSET TO EXPENSE | 13,894,059 | 13,400,000 | 13,400,000 | 14,400,000 |
| | BH - DEPT REVENUES | 170,026,084 | 230,337,222 | 230,331,238 | 242,628,063 |
| | BI - CAPITAL BACKCHARGES | 196,135 | 0 | 0 | 0 |
| | BO - PAYMENT IN LIEU OF TAXES | 12,305,280 | 50,777,307 | 40,634,748 | 42,346,721 |
| | BQ - CAPITAL RESOURCES FOR DEBT | 36,446,575 | 64,483,620 | 84,483,620 | 63,450,000 |
| | BS - OTB PROFITS | 0 | 15,000,000 | 3,000,000 | 3,000,000 |
| | BW - INTERFUND CHARGES REVENUE | 82,574,615 | 72,321,378 | 72,423,453 | 80,118,426 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 140,203,328 | 135,005,324 | 137,438,227 | 137,083,311 |
| | IF - INTERFUND TRANSFERS | 1,726,189 | 0 | 0 | 8,000,000 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 211,043,602 | 211,848,977 | 215,435,740 | 211,984,590 |
| | TA - SALES TAX COUNTYWIDE | 1,015,752,450 | 1,031,778,623 | 1,039,631,424 | 1,054,394,190 |
| | TB - SALES TAX PART COUNTY | 90,048,482 | 81,809,065 | 81,809,065 | 88,097,286 |
| | TL - PROPERTY TAX | 832,121,705 | 804,565,525 | 816,510,449 | 816,994,240 |
| | TO - OTB 5% TAX | 2,770,742 | 2,385,331 | 2,385,331 | 2,511,262 |
| | TX - SPECIAL TAXES | 30,521,822 | 29,168,500 | 29,247,726 | 29,640,000 |
| Revenues Excluding Interdepartmental Transfers | | 2,910,768,689 | 2,916,125,215 | 2,937,916,351 | 2,970,979,140 |
| Interdepartmental Transfers | | 381,462,525 | 420,489,670 | 398,536,022 | 427,763,846 |
| Revenues Including Interdepartmental Transfers | | 3,292,231,214 | 3,336,614,885 | 3,336,452,373 | 3,398,742,986 |

The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

FUNDS SUMMARY



| MAJOR FUNDS INCLUDING SEWER RESOURCES DISTRICT | | | | | |
|---|--|----------------------|----------------------|--------------------------|----------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | AA - SALARIES, WAGES & FEES | 832,628,272 | 874,259,919 | 882,775,257 | 898,660,083 |
| | AB - FRINGE BENEFITS | 485,988,639 | 524,290,392 | 518,928,413 | 554,923,378 |
| | AC - WORKERS COMPENSATION | 28,163,422 | 31,582,954 | 31,582,954 | 35,305,186 |
| | BB - EQUIPMENT | 1,456,013 | 1,849,562 | 1,739,562 | 2,029,133 |
| | DD - GENERAL EXPENSES | 34,419,459 | 37,825,256 | 37,183,226 | 36,409,506 |
| | DE - CONTRACTUAL SERVICES | 302,099,953 | 304,364,030 | 308,012,323 | 308,035,120 |
| | DF - UTILITY COSTS | 43,085,594 | 47,038,174 | 46,088,174 | 47,229,203 |
| | DG - VAR DIRECT EXPENSES | 5,000,000 | 5,250,000 | 5,250,000 | 5,000,000 |
| | FF - INTEREST | 97,645,646 | 116,676,196 | 111,113,509 | 122,645,691 |
| | GA - LOCAL GOVT ASST PROGRAM | 66,494,098 | 66,997,479 | 67,459,408 | 67,149,582 |
| | GG - PRINCIPAL | 83,488,714 | 88,783,806 | 88,783,806 | 103,759,368 |
| | HH - INTERFUND CHARGES | 57,497,406 | 57,284,892 | 57,284,892 | 59,965,886 |
| | JA - CONTINGENCIES RESERVE | (179,153) | 0 | 0 | 0 |
| | L3 - TRANS TO LITIGATION FUND | 20,200,000 | 0 | 20,000,000 | 0 |
| | LB - TRANS TO GEN FUND | 1,604,822 | 0 | 0 | 0 |
| | LF - TRANSFER FROM FCF FUND | 8,000,000 | 0 | 0 | 0 |
| | MM - MASS TRANSPORTATION | 42,697,935 | 43,803,242 | 43,803,242 | 43,699,392 |
| | NA - NCIFA EXPENDITURES | 1,550,000 | 1,950,000 | 1,950,000 | 2,000,000 |
| | OO - OTHER EXPENSES | 234,587,567 | 295,561,771 | 295,396,839 | 278,452,754 |
| | PP - EARLY INTERVENTION/SPECIAL EDUCATION | 132,766,058 | 135,000,000 | 130,000,000 | 134,500,000 |
| | SS - RECIPIENT GRANTS | 60,096,445 | 62,000,000 | 60,000,000 | 59,900,000 |
| | TT - PURCHASED SERVICES | 68,351,269 | 65,851,121 | 67,951,121 | 67,583,171 |
| | WW - EMERGENCY VENDOR PAYMENTS | 47,326,708 | 50,980,000 | 48,980,000 | 48,275,000 |
| | XX - MEDICAID | 235,725,135 | 240,233,215 | 240,233,215 | 236,570,744 |
| Expenses Excluding Interdepartmental Transfers | | 2,890,694,003 | 3,051,582,009 | 3,064,515,941 | 3,112,093,197 |
| Interdepartmental Transfers | | 381,451,902 | 420,489,670 | 398,536,022 | 427,763,846 |
| Expenses Including Interdepartmental Transfers | | 3,272,145,905 | 3,472,071,679 | 3,463,051,963 | 3,539,857,043 |
| REV | AA - FUND BALANCE | 163,308,193 | 1,708,168 | 22,450,224 | 23,240,362 |
| | BA - INT PENALTY ON TAX | 32,660,615 | 31,900,000 | 31,900,000 | 35,200,000 |
| | BC - PERMITS & LICENSES | 18,755,192 | 18,764,750 | 19,650,535 | 21,724,235 |
| | BD - FINES & FORFEITS | 62,638,445 | 65,523,536 | 69,876,709 | 96,194,036 |
| | BE - INVEST INCOME | 2,142,754 | 1,011,300 | 1,096,240 | 1,079,000 |
| | BF - RENTS & RECOVERIES | 60,757,498 | 67,951,757 | 57,568,846 | 33,793,780 |
| | BG - REVENUE OFFSET TO EXPENSE | 13,894,059 | 13,400,000 | 13,400,000 | 14,400,000 |
| | BH - DEPT REVENUES | 171,358,116 | 244,614,222 | 232,008,238 | 244,110,063 |
| | BI - CAPITAL BACKCHARGES | 196,135 | 0 | 0 | 0 |
| | BO - PAYMENT IN LIEU OF TAXES | 12,305,280 | 50,777,307 | 40,634,748 | 42,346,721 |
| | BQ - CAPITAL RESOURCES FOR DEBT | 38,236,043 | 64,783,620 | 84,783,620 | 63,750,000 |
| | BR - DUE FROM OTHER GOVTS | 0 | 1,500,000 | (4,442,647) | 0 |
| | BS - OTB PROFITS | 0 | 15,000,000 | 3,000,000 | 3,000,000 |
| | BW - INTERFUND CHARGES REVENUE | 87,406,026 | 73,975,854 | 74,077,929 | 80,118,426 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 140,622,412 | 135,005,324 | 137,676,429 | 137,083,311 |
| | IF - INTERFUND TRANSFERS | 111,655,669 | 104,110,150 | 104,110,150 | 112,431,695 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 211,043,602 | 211,848,977 | 215,435,740 | 211,984,590 |
| | TA - SALES TAX COUNTYWIDE | 1,015,752,450 | 1,031,778,623 | 1,039,631,424 | 1,054,394,190 |
| | TB - SALES TAX PART COUNTY | 90,048,482 | 81,809,065 | 81,809,065 | 88,097,286 |
| | TL - PROPERTY TAX | 832,121,705 | 804,565,525 | 816,510,449 | 816,994,240 |
| | TO - OTB 5% TAX | 2,770,742 | 2,385,331 | 2,385,331 | 2,511,262 |
| | TX - SPECIAL TAXES | 30,521,822 | 29,168,500 | 29,247,726 | 29,640,000 |
| Revenues Excluding Interdepartmental Transfers | | 3,098,195,240 | 3,051,582,009 | 3,072,810,756 | 3,112,093,197 |
| Interdepartmental Transfers | | 381,462,525 | 420,489,670 | 398,536,022 | 427,763,846 |
| Revenues Including Interdepartmental Transfers | | 3,479,657,765 | 3,472,071,679 | 3,471,346,778 | 3,539,857,043 |

The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

FUNDS SUMMARY



| GENERAL FUND | | | | | |
|---|--|----------------------|----------------------|--------------------------|----------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | AA - SALARIES, WAGES & FEES | 360,430,502 | 379,929,014 | 380,232,412 | 392,340,341 |
| | AB - FRINGE BENEFITS | 227,267,334 | 250,155,323 | 245,209,128 | 258,894,623 |
| | AC - WORKERS COMPENSATION | 16,880,839 | 19,026,856 | 19,026,856 | 20,788,214 |
| | BB - EQUIPMENT | 935,877 | 1,020,554 | 910,554 | 1,089,538 |
| | DD - GENERAL EXPENSES | 26,401,475 | 28,213,238 | 27,571,208 | 27,172,046 |
| | DE - CONTRACTUAL SERVICES | 225,486,524 | 226,836,942 | 230,485,235 | 226,649,024 |
| | DF - UTILITY COSTS | 31,102,285 | 34,683,610 | 33,883,610 | 33,747,639 |
| | DG - VAR DIRECT EXPENSES | 5,000,000 | 5,250,000 | 5,250,000 | 5,000,000 |
| | GA - LOCAL GOVT ASST PROGRAM | 66,494,098 | 66,997,479 | 67,459,408 | 67,149,582 |
| | HH - INTERFUND CHARGES | 24,440,753 | 27,367,283 | 27,367,283 | 27,484,271 |
| | JA - CONTINGENCIES RESERVE | (179,153) | 0 | 0 | 0 |
| | L3 - TRANS TO LITIGATION FUND | 0 | 0 | 20,000,000 | 0 |
| | LF - TRANSFER FROM FCF FUND | 8,000,000 | 0 | 0 | 0 |
| | LH - TRANS TO PDH SUITS & DAMAGES | 0 | 4,499,997 | 4,499,997 | 0 |
| | MM - MASS TRANSPORTATION | 42,697,935 | 43,803,242 | 43,803,242 | 43,699,392 |
| | NA - NCIFA EXPENDITURES | 1,550,000 | 1,950,000 | 1,950,000 | 2,000,000 |
| | OO - OTHER EXPENSES | 51,560,233 | 119,606,440 | 119,405,492 | 112,565,817 |
| | PP - EARLY INTERVENTION/SPECIAL EDUCATION | 132,766,058 | 135,000,000 | 130,000,000 | 134,500,000 |
| | SS - RECIPIENT GRANTS | 60,096,445 | 62,000,000 | 60,000,000 | 59,900,000 |
| | TT - PURCHASED SERVICES | 68,351,269 | 65,851,121 | 67,951,121 | 67,583,171 |
| | WW - EMERGENCY VENDOR PAYMENTS | 47,326,708 | 50,980,000 | 48,980,000 | 48,275,000 |
| | XX - MEDICAID | 235,725,135 | 240,233,215 | 240,233,215 | 236,570,744 |
| Expenses Excluding Interdepartmental Transfers | | 1,632,334,317 | 1,763,404,314 | 1,774,218,761 | 1,765,409,402 |
| Interdepartmental Transfers | | 317,806,531 | 350,445,173 | 328,491,525 | 358,027,707 |
| Expenses Including Interdepartmental Transfers | | 1,950,140,848 | 2,113,849,487 | 2,102,710,286 | 2,123,437,109 |
| REV | AA - FUND BALANCE | 98,439,938 | 0 | 3,000,000 | 0 |
| | BA - INT PENALTY ON TAX | 32,660,615 | 31,900,000 | 31,900,000 | 35,200,000 |
| | BC - PERMITS & LICENSES | 12,066,671 | 12,986,250 | 13,172,035 | 14,524,235 |
| | BD - FINES & FORFEITS | 61,337,320 | 64,523,536 | 68,576,709 | 66,502,315 |
| | BE - INVEST INCOME | 1,970,382 | 947,000 | 1,031,434 | 947,000 |
| | BF - RENTS & RECOVERIES | 35,043,107 | 57,160,617 | 46,692,878 | 23,667,640 |
| | BG - REVENUE OFFSET TO EXPENSE | 13,894,059 | 13,400,000 | 13,400,000 | 14,400,000 |
| | BH - DEPT REVENUES | 134,532,455 | 194,109,122 | 194,103,138 | 205,094,963 |
| | BI - CAPITAL BACKCHARGES | 196,135 | 0 | 0 | 0 |
| | BO - PAYMENT IN LIEU OF TAXES | 12,305,280 | 50,777,307 | 14,534,111 | 16,246,085 |
| | BQ - CAPITAL RESOURCES FOR DEBT | 0 | 60,000,000 | 60,000,000 | 60,000,000 |
| | BS - OTB PROFITS | 0 | 15,000,000 | 3,000,000 | 3,000,000 |
| | BW - INTERFUND CHARGES REVENUE | 53,938,518 | 44,221,796 | 44,224,814 | 48,658,084 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 132,698,938 | 129,128,522 | 131,561,425 | 131,206,509 |
| | IF - INTERFUND TRANSFERS | 1,604,822 | 0 | 0 | 8,000,000 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 210,109,570 | 211,114,977 | 214,701,740 | 211,215,590 |
| | TA - SALES TAX COUNTYWIDE | 1,015,752,450 | 1,031,778,623 | 1,039,631,424 | 1,054,394,190 |
| | TB - SALES TAX PART COUNTY | 90,048,482 | 81,809,065 | 81,809,065 | 88,097,286 |
| | TL - PROPERTY TAX | 106,218,917 | 30,502,492 | 68,554,457 | 57,628,750 |
| | TO - OTB 5% TAX | 2,770,742 | 2,385,331 | 2,385,331 | 2,511,262 |
| | TX - SPECIAL TAXES | 6,339,237 | 5,015,000 | 5,094,226 | 5,184,000 |
| Revenues Excluding Interdepartmental Transfers | | 2,021,927,638 | 2,036,759,638 | 2,037,372,787 | 2,046,477,909 |
| Interdepartmental Transfers | | 69,497,450 | 77,089,849 | 77,089,849 | 76,959,200 |
| Revenues Including Interdepartmental Transfers | | 2,091,425,089 | 2,113,849,487 | 2,114,462,636 | 2,123,437,109 |

The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

FUNDS SUMMARY



DEBT SERVICE FUND

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|--------------------|---------------------|--------------------------|---------------------|
| EXP | FF - INTEREST | 93,713,118 | 110,343,258 | 104,780,571 | 116,812,519 |
| | GG - PRINCIPAL | 70,445,000 | 78,420,000 | 78,420,000 | 94,230,001 |
| | L3 - TRANS TO LITIGATION FUND | 20,200,000 | 0 | 0 | 0 |
| | OO - OTHER EXPENSES | 182,095,505 | 175,416,831 | 175,416,831 | 165,348,437 |
| EXP Total | | 366,453,622 | 364,180,089 | 358,617,402 | 376,390,957 |
| REV | BQ - CAPITAL RESOURCES FOR DEBT | 36,446,575 | 4,483,620 | 24,483,620 | 3,450,000 |
| | BV - DEBT SERVICE CHARGEBACK REVENUE | 298,840,915 | 326,791,985 | 304,838,337 | 337,018,413 |
| | BW - INTERFUND CHARGES REVENUE | 26,248,824 | 28,092,282 | 28,092,282 | 31,110,342 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 4,795,942 | 4,812,202 | 4,812,202 | 4,812,202 |
| | IF - INTERFUND TRANSFERS | 121,367 | 0 | 0 | 0 |
| REV Total | | 366,453,622 | 364,180,089 | 362,226,441 | 376,390,957 |

FUNDS SUMMARY



FCF - FIRE COMMISSION FUND

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|---|--|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 10,313,443 | 11,402,208 | 10,978,138 | 11,361,969 |
| | AB - FRINGE BENEFITS | 4,987,919 | 5,658,253 | 5,487,074 | 5,864,055 |
| | BB - EQUIPMENT | 16,452 | 42,250 | 42,250 | 45,914 |
| | DD - GENERAL EXPENSES | 136,045 | 244,277 | 244,277 | 271,422 |
| | DE - CONTRACTUAL SERVICES | 4,806,397 | 4,889,088 | 4,889,088 | 4,827,021 |
| | LB - TRANS TO GEN FUND | 674,854 | 0 | 0 | 0 |
| Expenses Excluding Interdepartmental Transfers | | 20,935,110 | 22,236,076 | 21,640,827 | 22,370,381 |
| Interdepartmental Transfers | | 2,978,386 | 3,108,145 | 3,108,145 | 3,230,538 |
| Expenses Including Interdepartmental Transfers | | 23,913,496 | 25,344,221 | 24,748,972 | 25,600,919 |
| REV | AA - FUND BALANCE | 39,240 | 0 | 0 | 0 |
| | BE - INVEST INCOME | 610 | 0 | 506 | 0 |
| | BF - RENTS & RECOVERIES | 11,368 | 0 | 3,004 | 0 |
| | BH - DEPT REVENUES | 8,010,128 | 8,725,600 | 8,725,600 | 8,900,600 |
| | BO - PAYMENT IN LIEU OF TAXES | 0 | 0 | 404,691 | 404,691 |
| | BW - INTERFUND CHARGES REVENUE | 560 | 0 | 0 | 0 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 184,245 | 145,000 | 145,000 | 180,000 |
| | TL - PROPERTY TAX | 15,847,959 | 16,473,621 | 16,064,969 | 16,115,628 |
| Revenues Excluding Interdepartmental Transfers | | 24,094,110 | 25,344,221 | 25,343,770 | 25,600,919 |
| Interdepartmental Transfers | | 0 | 0 | 0 | 0 |
| Revenues Including Interdepartmental Transfers | | 24,094,110 | 25,344,221 | 25,343,770 | 25,600,919 |

The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

FUNDS SUMMARY



| POLICE DISTRICT FUND | | | | | |
|---|--|--------------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | AA - SALARIES, WAGES & FEES | 223,612,462 | 239,195,793 | 243,393,312 | 241,339,193 |
| | AB - FRINGE BENEFITS | 116,931,431 | 123,341,178 | 123,243,183 | 132,253,973 |
| | AC - WORKERS COMPENSATION | 7,199,064 | 7,715,748 | 7,715,748 | 8,632,821 |
| | BB - EQUIPMENT | 202,628 | 299,997 | 299,997 | 294,358 |
| | DD - GENERAL EXPENSES | 4,386,129 | 5,000,000 | 5,000,000 | 4,949,313 |
| | DE - CONTRACTUAL SERVICES | 537,128 | 500,000 | 500,000 | 999,728 |
| | DF - UTILITY COSTS | 1,132,002 | 1,354,564 | 1,354,564 | 1,354,564 |
| | HH - INTERFUND CHARGES | 635 | 0 | 0 | 0 |
| | OO - OTHER EXPENSES | 795,716 | 0 | 0 | 0 |
| Expenses Excluding Interdepartmental Transfers | | 354,797,195 | 377,407,280 | 381,506,804 | 389,823,950 |
| | Interdepartmental Transfers | 22,754,485 | 21,957,246 | 21,957,246 | 22,487,289 |
| Expenses Including Interdepartmental Transfers | | 377,551,680 | 399,364,526 | 403,464,050 | 412,311,239 |
| REV | AA - FUND BALANCE | 20,785,609 | 0 | 0 | 0 |
| | BC - PERMITS & LICENSES | 4,863,715 | 4,128,500 | 4,828,500 | 4,820,000 |
| | BD - FINES & FORFEITS | 1,301,125 | 1,000,000 | 1,300,000 | 1,300,000 |
| | BE - INVEST INCOME | 20,266 | 15,000 | 15,000 | 20,000 |
| | BF - RENTS & RECOVERIES | 95,028 | 0 | 26,926 | 0 |
| | BH - DEPT REVENUES | 2,475,335 | 2,400,000 | 2,400,000 | 3,450,000 |
| | BO - PAYMENT IN LIEU OF TAXES | 0 | 0 | 16,758,062 | 16,758,062 |
| | BW - INTERFUND CHARGES REVENUE | 1,132,235 | 0 | 0 | 150,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 239,766 | 0 | 0 | 0 |
| | TL - PROPERTY TAX | 367,976,595 | 391,419,191 | 374,663,217 | 384,142,945 |
| Revenues Excluding Interdepartmental Transfers | | 398,889,673 | 398,962,691 | 399,991,705 | 410,641,007 |
| | Interdepartmental Transfers | 289,864 | 401,835 | 401,835 | 1,670,232 |
| Revenues Including Interdepartmental Transfers | | 399,179,537 | 399,364,526 | 400,393,540 | 412,311,239 |

The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

FUNDS SUMMARY



| POLICE HEADQUARTERS FUND | | | | | |
|---|--|--------------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | AA - SALARIES, WAGES & FEES | 223,949,820 | 233,587,041 | 238,311,030 | 243,074,073 |
| | AB - FRINGE BENEFITS | 125,910,147 | 136,103,077 | 136,119,373 | 148,871,528 |
| | AC - WORKERS COMPENSATION | 4,083,519 | 4,840,350 | 4,840,350 | 5,884,151 |
| | BB - EQUIPMENT | 301,056 | 450,000 | 450,000 | 562,562 |
| | DD - GENERAL EXPENSES | 3,325,208 | 3,600,000 | 3,600,000 | 3,894,054 |
| | DE - CONTRACTUAL SERVICES | 11,342,479 | 11,500,000 | 11,500,000 | 11,346,082 |
| | DF - UTILITY COSTS | 3,228,048 | 3,300,000 | 3,300,000 | 3,352,000 |
| | HH - INTERFUND CHARGES | 0 | 16,985 | 16,985 | 0 |
| | LB - TRANS TO GEN FUND | 929,968 | 0 | 0 | 0 |
| | OO - OTHER EXPENSES | 96,113 | 0 | 0 | 0 |
| Expenses Excluding Interdepartmental Transfers | | 373,166,356 | 393,397,453 | 398,137,738 | 416,984,450 |
| Interdepartmental Transfers | | 37,912,500 | 40,479,109 | 40,479,109 | 44,018,312 |
| Expenses Including Interdepartmental Transfers | | 411,078,856 | 433,876,562 | 438,616,847 | 461,002,762 |
| REV | AA - FUND BALANCE | 1,737,863 | 0 | 0 | 0 |
| | BC - PERMITS & LICENSES | 634,001 | 500,000 | 500,000 | 880,000 |
| | BD - FINES & FORFEITS | 0 | 0 | 0 | 28,391,721 |
| | BE - INVEST INCOME | 11,855 | 17,300 | 17,300 | 12,000 |
| | BF - RENTS & RECOVERIES | 118,908 | 66,140 | 121,038 | 66,140 |
| | BH - DEPT REVENUES | 25,008,166 | 25,102,500 | 25,102,500 | 25,182,500 |
| | BO - PAYMENT IN LIEU OF TAXES | 0 | 0 | 8,937,884 | 8,937,883 |
| | BW - INTERFUND CHARGES REVENUE | 1,254,478 | 7,300 | 106,357 | 200,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 2,468,683 | 1,064,600 | 1,064,600 | 1,064,600 |
| | IF - INTERFUND TRANSFERS | 0 | 4,499,997 | 4,499,997 | 0 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 749,787 | 589,000 | 589,000 | 589,000 |
| | TL - PROPERTY TAX | 342,078,234 | 366,170,221 | 357,227,805 | 359,106,917 |
| | TX - SPECIAL TAXES | 24,182,585 | 24,153,500 | 24,153,500 | 24,456,000 |
| Revenues Excluding Interdepartmental Transfers | | 398,244,560 | 422,170,558 | 422,319,981 | 448,886,761 |
| Interdepartmental Transfers | | 12,834,296 | 11,706,004 | 11,706,004 | 12,116,001 |
| Revenues Including Interdepartmental Transfers | | 411,078,856 | 433,876,562 | 434,025,985 | 461,002,762 |

The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

FUNDS SUMMARY



SEWER AND STORM WATER RESOURCES DISTRICT FUND

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|---|--|--------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 14,322,045 | 10,145,863 | 9,860,364 | 10,544,507 |
| | AB - FRINGE BENEFITS | 10,891,809 | 9,032,561 | 8,869,655 | 9,039,199 |
| | BB - EQUIPMENT | 0 | 36,761 | 36,761 | 36,761 |
| | DD - GENERAL EXPENSES | 170,602 | 767,741 | 767,741 | 122,671 |
| | DE - CONTRACTUAL SERVICES | 59,927,425 | 60,638,000 | 60,638,000 | 64,213,265 |
| | DF - UTILITY COSTS | 7,623,260 | 7,700,000 | 7,550,000 | 8,775,000 |
| | FF - INTEREST | 3,932,529 | 6,332,938 | 6,332,938 | 5,833,172 |
| | GG - PRINCIPAL | 13,043,714 | 10,363,806 | 10,363,806 | 9,529,367 |
| | HH - INTERFUND CHARGES | 33,056,018 | 29,900,624 | 29,900,624 | 32,481,615 |
| | OO - OTHER EXPENSES | 40,000 | 538,500 | 574,516 | 538,500 |
| Exp Total | | 143,007,403 | 135,456,794 | 134,894,405 | 141,114,057 |
| REV | BC - PERMITS & LICENSES | 1,190,805 | 1,150,000 | 1,150,000 | 1,500,000 |
| | BE - INVEST INCOME | 139,641 | 32,000 | 32,000 | 100,000 |
| | BF - RENTS & RECOVERIES | 25,489,087 | 10,725,000 | 10,725,000 | 10,060,000 |
| | BH - DEPT REVENUES | 1,332,032 | 14,277,000 | 1,677,000 | 1,482,000 |
| | BQ - CAPITAL RESOURCES FOR DEBT | 1,789,469 | 300,000 | 300,000 | 300,000 |
| | BR - DUE FROM OTHER GOVTS | 0 | 1,500,000 | (4,442,647) | 0 |
| | BW - INTERFUND CHARGES REVENUE | 4,831,411 | 1,654,476 | 1,654,476 | 0 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 419,083 | 0 | 238,202 | 0 |
| | IF - INTERFUND TRANSFERS | 109,929,480 | 104,110,150 | 104,110,150 | 104,431,695 |
| Revenues Excluding Interdepartmental Transfers | | 145,121,007 | 133,748,626 | 115,444,181 | 117,873,695 |
| Fund Balance Usage | | 42,305,544 | 1,708,168 | 19,450,224 | 23,240,362 |
| Total Revenue Including Fund Balance Usage | | 187,426,551 | 135,456,794 | 134,894,405 | 141,114,057 |

DESCRIPTION OF EXPENSE AND REVENUE CODES

DESCRIPTION OF EXPENSE CODES



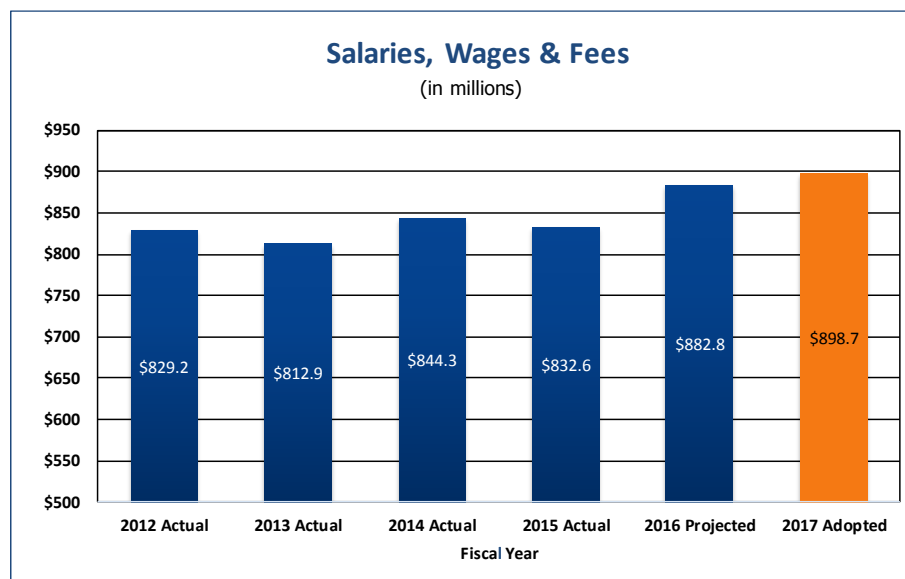
SALARIES, WAGES AND FEES

DEFINITION

Salaries, Wages & Fees is comprised of the base wages County employees receive for services performed and other forms of compensation such as overtime, shift differential, longevity, and payments for various accumulated time when separating from service.

HISTORICAL TRENDS

Between 2012 and 2013 Salaries, Wages & Fees decreased by \$16.3 million or 2.0% from \$829.2 million in 2012 to \$812.9 million in 2013. This decrease was primarily attributable to the bonding of termination compensation offset by an increase in overtime, of which the Police Department accounted for 68.3% of the \$98.8 million total overtime costs incurred countywide. In 2014 Salaries, Wages & Fees increased \$31.3 million or 3.9% from \$812.9 million in 2013 to \$844.3 million in 2014. This increase was due to the lifting of the NIFA imposed wage freeze and the impacts of the Civil Service Employees Association (CSEA), Sheriff's Correction Officers Benevolent Association (COBA), Superior Officers Association (SOA), Police Benevolent Association (PBA) and Detectives Association, Inc. (DAI) labor agreements that the County Legislature and NIFA approved in April 2014. Overtime expenses in 2014 were relatively flat when compared to 2013 and 68.7% of the \$98.7 million total overtime costs countywide were incurred by the Police Department.



In 2015 Salaries, Wages & Fees decreased by \$11.6 million, or 1.4% from \$844.3 million in 2014 to \$832.6 million in 2015. This decrease is primarily attributable to the bonding of termination compensation for the Police Department and utilizing funds from the Employee Accrued Liability Fund. Overtime expenses decreased by 7.3% in 2015 compared to 2014. Overtime for the Police Department accounted for 72.5% of the \$91.5 million total overtime costs countywide. The 2016

DESCRIPTION OF EXPENSE CODES



Projection for Salaries, Wages & Fees is \$882.8 million an increase of \$50.1 million, or 6.0% from the 2015 actual. This increase is primarily attributable to the impacts of the labor agreements made with CSEA, COBA, PBA, SOA and DAI, as well as salary adjustments for non-union employees that align with these labor agreements. Termination compensation is also projected higher for the Police Department and the Correctional Center, as the County no longer borrows for these costs. Overtime is projected at \$95.5 million, an increase of 4.4% from the 2015 actual, of which the Police Department projects to account for 69.0% of the total overtime expense countywide. The most significant trend in Salaries, Wages & Fees from 2012-2016 has been the successful implementation of various corrective actions, which have enabled the County to achieve and maintain the lowest full-time headcount in several decades.

2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Salaries, Wages & Fees is \$898.7 million, an increase of \$15.9 million or 1.8% greater than the 2016 Projection. This increase is primarily attributable to the impacts of the Civil Service Employees Association (CSEA), Police Benevolent Association (PBA), Detectives Association, Inc. (DAI), Superior Officers Association (SOA) and Correction Officers Benevolent Association (COBA) labor agreements the County Legislature and the Nassau Interim Finance Authority (NIFA) approved in 2014. The impacts of these contractually negotiated labor agreements are partially offset by a decrease in overtime, anticipated attrition and the implementation other cost savings initiatives such as the elimination of funded vacancies and the postponement of the start date for Police Officer classes.

The County's full-time workforce in the 2017 Adopted Budget is 7,605 and the County's on-board full-time positions total 7,433 as of September 1, 2016. The 2017 Adopted Budget funds 2,500 sworn officers for the Police Department comprised from the three police unions (1,773 PBA, 367 SOA and 360 DAI). This is an increase of 150 more police officer positions compared to the 2016 Adopted Budget headcount of 2,350. The County hired 151 new police officers in June of 2016 in order to offset retirements. The County has delayed the hiring of the police classes. These classes are anticipated to come aboard in March and September of 2017. In addition to this class, the County also plans on hiring 135 more police officers in 2017 in order to reach the Adopted Budget headcount. The new officers will help the department curtail overtime expenses and will be partially offset by attrition savings. The Correctional Center also anticipates hiring 40 new Correction Officers in 2017. These new hires will also be offset by attrition savings.

The County expects overtime expenses to trend favorably in the 2017 Adopted Budget. The overtime funding for all departments will be \$83.8 million, a decrease of \$11.7 million, or 12.3% compared to the 2016 Projection. The 2017 Adopted Budget includes Police Department overtime expenses of \$55.8 million, which is \$10.1 million or 15.3% less than the 2016 Projection. The Police Department is expected to have less overtime expenses in 2017 because of the increase in sworn officers that will impact the minimum staffing chart and defer the need for overtime hours. The \$55.8 million represents 11.5% of the department's Salaries, Wages & Fees. The County also anticipates the Correctional Center's overtime to be \$14.4 million, a decrease of \$633,694 or 4.2% from the 2016 Projection.

DESCRIPTION OF EXPENSE CODES



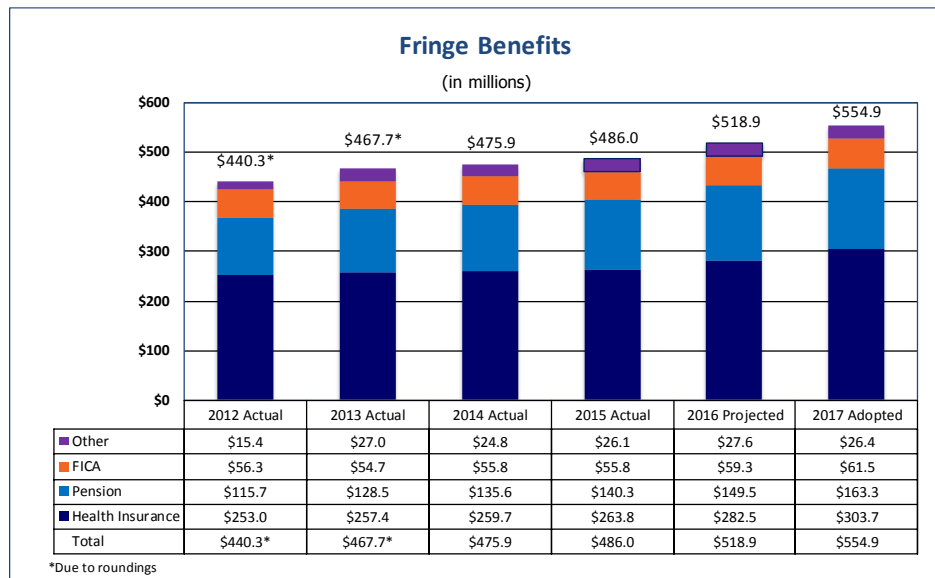
FRINGE BENEFITS

DEFINITION

Fringe Benefits expense is comprised of health insurance contributions for active employees and retirees, pension contributions for active employees, contributions for the County's portion of FICA payroll taxes as well as other benefits. Mandated growth in the pension and health insurance categories continues to place a heavy burden on the County's Operating Budget as growth in these areas is well above the New York State imposed two percent property tax cap limiting the amount of property tax municipalities can levy.

HISTORICAL TRENDS

Total Fringe Benefits increased 10.4% between 2012 and 2015, from \$440.3 million to \$486.0 million primarily due to on-going increases in pension and health insurance costs. Pension and health insurance costs comprise the largest portion of Fringe Benefits at 83.3% of projected expenses in 2016. Based on the 2016 projection of \$518.9 million, Fringe Benefits represent approximately 15.0% of all County expenses.



Nassau County participates in the Empire Plan, the State's health insurance plan, to provide health insurance benefits for its employees and retirees. The average cost for a Family Health Insurance Plan as of August 2016 is approximately \$23,115 per year and has increased approximately 23.3% from 2012 when the annual rate was approximately \$18,754. Health Insurance expense increased only 4.3% between 2012 and 2015, from \$253.0 million to \$263.8 million due to the Administration's work force reduction initiative. As of August 1, 2016, the County provided health

DESCRIPTION OF EXPENSE CODES



insurance to 18,496 individuals (7,275 active members and 11,221 retirees). Among these individuals, some form of an Empire Health Insurance Plan covered 94.6% of them.

Pension expense has increased 21.2% between 2012 and 2015, from \$115.7 million to \$140.3 million. Beginning in fiscal year 2011, the New York State Retirement System offered the Contribution Stabilization Program, which authorized participating employers to defer a portion of their annual pension costs and pay this deferred portion over 10 years. The County first elected to participate in the program beginning in fiscal year 2012. Beginning in fiscal year 2014, the County elected to participate in the Alternate Contribution Stabilization Program, which extended the amortization period by two years versus the original program. Through 2016, the County has deferred approximately \$251.7 million under both of these programs. If the County had not availed itself of these options, the total pension expense attributable to the County for 2012, 2013, 2014, 2015 and 2016 would have been approximately \$920.6 million. Between 2012 and 2016, the gross amount of the Pension invoice has increased 24.0% (\$161.7 million vs. \$200.5 million).

The 2016 Projection for Fringe Benefits is \$518.9 million, a 6.8% increase when compared with 2015 mainly due to significant increases in retiree based health insurance plans for the County's older retirees. The increases in both health insurance and pension costs are indicative of the increasing strain that Fringe Benefits place on County operating funds despite significant staffing reductions over the last few years.

2017 BUDGET HIGHLIGHTS

Fringe Benefits in the 2017 Adopted Budget total approximately \$554.9 million, a 6.9% increase from the 2016 Projection.

The provision for health insurance in the 2017 Adopted Budget is approximately \$303.7 million. Health insurance in the 2017 Adopted Budget is comprised of \$148.2 million for employees and \$155.5 million for retirees.

Pension expense for the Major Operating Funds and the Sewer and Storm Water Resources District Fund, assuming deferring the maximum amount allowable under the Alternate Contribution Stabilization Programs in the 2017 Adopted Budget is approximately \$163.3 million, a 9.2% increase from the 2016 Projection. The gross invoice amounts in 2017 are approximately \$102.4 million and \$101.4 million for the Employee Retirement System (ERS) and Police & Fire Retirement System (PFRS), respectively. These amounts represent a decrease of 5.5% in the ERS system and an increase of 10.0% in the PFRS system from prior year levels.

The employer match for Federal Insurance Contribution Act (FICA) payroll taxes, representing 11.2% of all Fringe Benefits, is the most significant component of the remaining Fringe Benefit items. The 2017 Adopted Budget includes \$61.5 million in FICA payroll taxes, a 3.7% increase from the 2016 projection, consistent with cost increases in labor agreements.



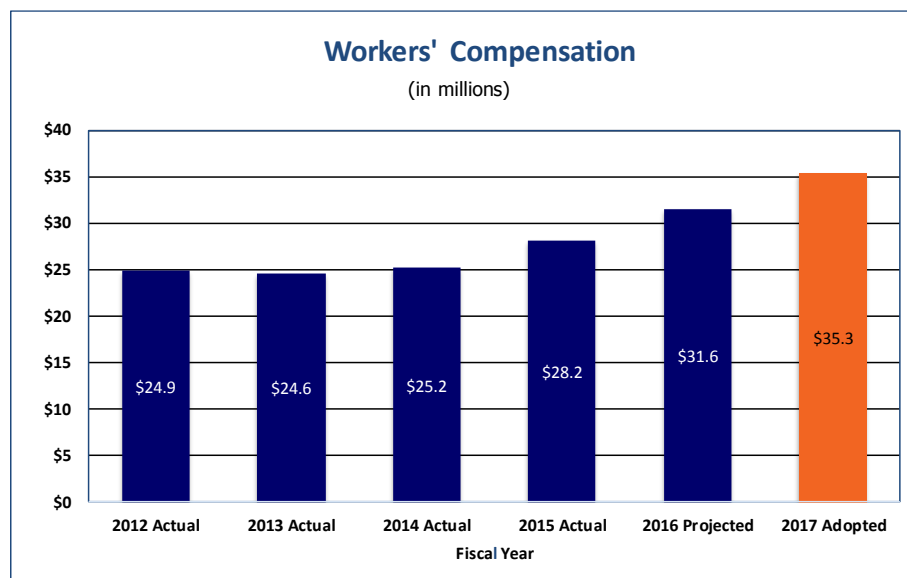
WORKERS' COMPENSATION

DEFINITION

New York State Law requires the County to provide workers' compensation coverage for all County employees and volunteers. The County has elected to provide such coverage by means of a self-insured program. Workers' compensation provides protection for both lost wages (indemnity payments) and medical expenses (medical treatments). In addition to coverage-related expenses, insurance companies and self-insured programs are required to make payments to the State in the form of assessments to fund the overall administration of the State Workers' Compensation Board along with various programs and funds administered by the board.

HISTORICAL TRENDS

In 2007, the State Legislature passed a Workers' Compensation Reform bill that increased the maximum indemnity payment rate for every year from \$400 per week in 2007 to \$864.32 per week beginning July 1, 2016, representing a 116.1% increase in eight years.



Effective July 2012, the maximum indemnity rate was calculated based on two-thirds of the New York State Average Weekly Wage (NYSAWW) for the previous calendar year. These new indemnity payment rates only affect new claims reported on or after July 1st of each of the respective years. Despite the dramatic indemnity increases since 2007, the cost containment services provided by the County's contracted Third-Party Administrator (TPA) have been extremely effective. Medical costs contribute significantly to claims costs and the implementation

DESCRIPTION OF EXPENSE CODES



of Medical Treatment Guidelines by the Workers' Compensation Board in December 2010 has yielded significant savings in this area. The Medical Treatment Guidelines set specific approved treatments in terms of generally accepted standards of care and require approval from the Board's Medical Director for any exceptions. A medical professional wishing to offer a patient treatment that is not approved in the Medical Treatment Guidelines may request a variance based on a demonstration that the requested treatment will improve the patient's condition, rather than simply offer palliative relief. Denial of these variance requests has demonstrated significant success in reducing medical costs.

Medical costs represent over 25% of workers' compensation expense and cost containment is crucial. The County is aggressively working with the TPA to identify and take advantage of options that are available for the County to manage workers' compensation obligations better. The 2016 projection for Workers' Compensation is \$31.6 million, a 12.1% increase from 2015 actuals, predominately due to a substantial increase in schedule losses awarded. Under State law, an injured employee is entitled to compensation for any loss of a body part regardless of any lost time from work. The amount of compensation awarded to an employee is based on the percentage of lost use of the injured body part and the current evaluation guidelines allow subjective factors to drive the percentage upwards. This, coupled with an over 100% increase in the maximum indemnity rate, have driven these awards increasingly higher.

2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Workers' Compensation is \$35.3 million, an 11.8% increase from the 2016 Projection. The increase is due to catastrophic medical payments paid from operating funds as opposed to capital due to newly imposed NIFA restrictions. In addition, there is a higher volume and dollar amount of scheduled loss payments and higher indemnity payments due to an increase in the maximum indemnity rate. The predominant impact of all these adjustments is occurring in the Police, Corrections, and Public Works Departments.

DESCRIPTION OF EXPENSE CODES



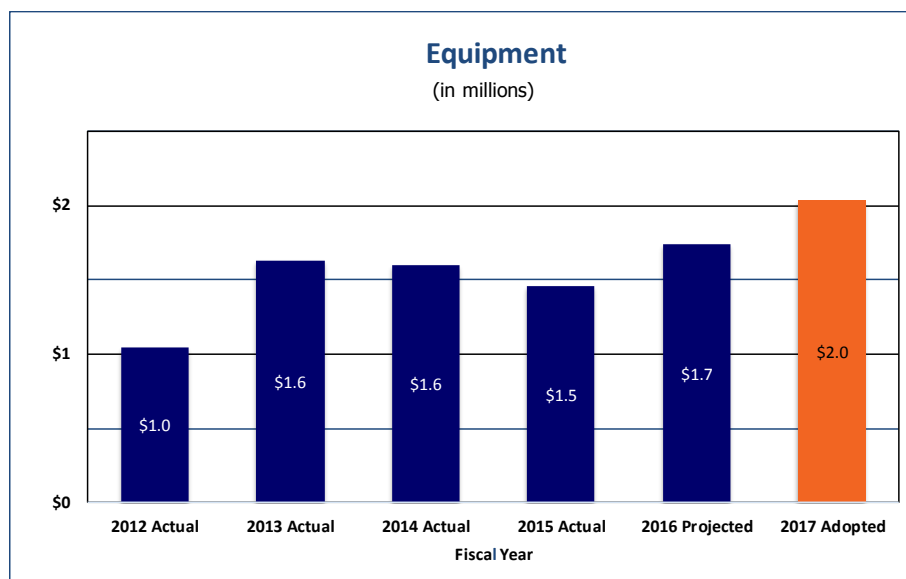
EQUIPMENT

DEFINITION

Equipment represents tangible purchases made by the County to assist and support County agencies and departments in performing and successfully executing their missions. The County charges items that are nominal in cost and have a useful life of less than five years to the Operating Budget. Items with a useful greater than five years are included in the Capital Budget and amortized over their useful life. Items characterized as equipment include office furniture and copy machines as well as education/training in the use of the equipment. Examples of equipment included in the Capital Budget are items such as technology, medical, building, heavy-duty, and traffic/highway equipment.

HISTORICAL TRENDS

Equipment expenses were \$1.0 million in 2012 and increased to \$1.6 million in 2013. The increase in 2013 reflected spending in office furniture, information technology equipment, building equipment, medical and safety equipment and other miscellaneous equipment. In 2014 and 2015, equipment expenses stayed relatively flat. The County projects equipment expenses in 2016 to be \$1.7 million, \$283,549 or 19.5% higher than 2015. The increase is primarily in communication and miscellaneous equipment mainly for the Police Department.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Equipment is \$2.0 million, \$289,571, or 16.65% more than the 2016 Projection. The increase is due to a greater need for office furniture and information technology

DESCRIPTION OF EXPENSE CODES



equipment in the Police Department and various equipment in the Department of Parks, Recreation and Museums.

The largest component of Equipment in the 2017 Adopted Budget is \$0.9 million for the Police Department. This appropriation covers purchasing automobile-related equipment, upgrading network systems and applications, communication equipment, office furniture, and computer equipment. In addition, the Department will purchase uniforms, boots, and protective equipment for new members as well as replacements for current officers.

The Department of Parks, Recreation and Museums accounts for \$0.4 million, which is primarily for grounds maintenance equipment. The Department uses the equipment mainly for the Golf Maintenance Division to maintain excellent playing conditions for golfers.

This decrease in TransDev and other Equipment expenses is the result of a suspension of appropriation in order to attain NIFA plan approval to compensate for \$36.0 million of NIFA sited risk.

DESCRIPTION OF EXPENSE CODES



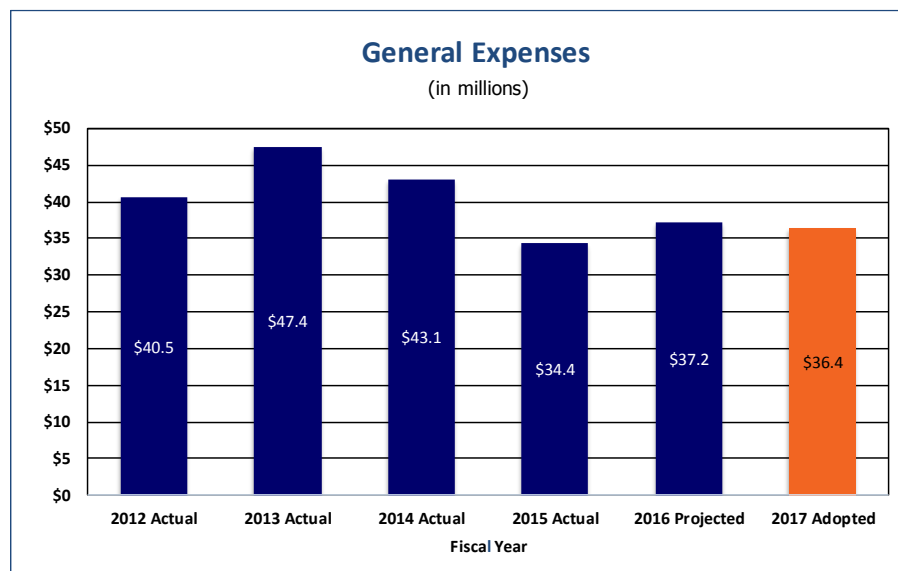
GENERAL EXPENSES

DEFINITION

General Expenses include a wide range of products and services required by departments to support service delivery. They include office, maintenance, medical, postage, recreational, automotive supplies, and gasoline. This category also captures the expense associated with road maintenance projects and sewage and drainage supplies.

HISTORICAL TRENDS

General Expenses increased from 2012 to 2013 and then decreased from 2013 to 2015 by \$13.0 million or 27.4%. The decrease was mainly in the Department of Public Works and the Sewer and Storm Water Resources District. This can be attributed to a contract for the operation of the sewer system with a private operator (SUEZ Water Long Island Inc.), which, by the terms of the agreement, is responsible for all General Expenses associated with the sewer system. The 2016 Projection for General Expenses is \$37.2 million, which is an increase of \$2.8 million or 8.0% from the 2015 actual. This increase can be attributable to traffic and highway supplies, postage and motor vehicles supplies and parts.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for General Expenses is \$36.4 million, which is \$0.8 million or 2.1% less than the 2016 Projection. The decrease is primarily attributable to the decreased cost of diesel fuel and gasoline as well as a reduction of traffic and highway supplies. The Police Department comprises the largest portion of General Expenses at \$8.8 million, followed by the Department of Public Works at \$8.2 million. General Expense appropriation includes reductions necessary in order to attain NIFA plan approval to compensate for \$36.0 million of NIFA sited risk.



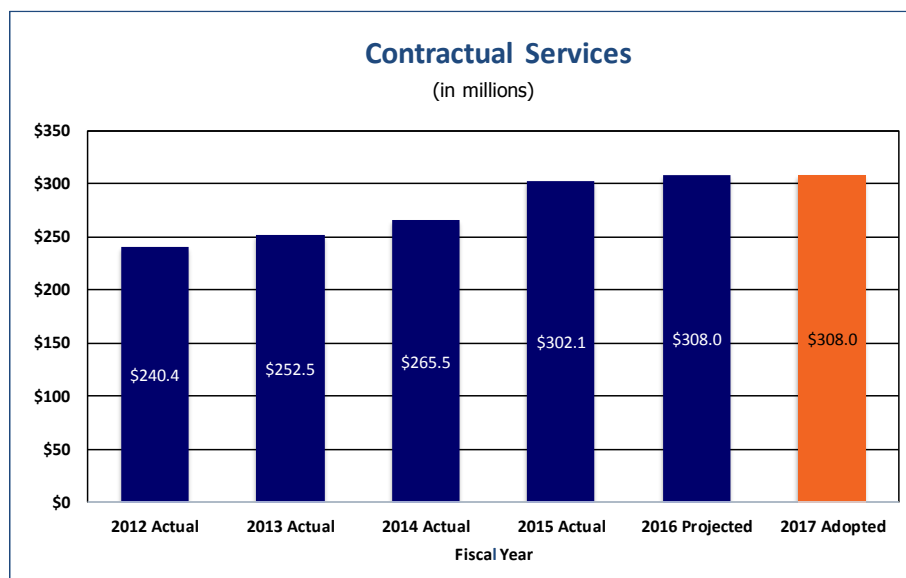
CONTRACTUAL SERVICES

DEFINITION

A Contractual Service is work performed by a contractor independent of Nassau County. An independent contractor has specialized knowledge, expertise, experience, or capabilities where the County has determined that the entity outside of the County is the best option to perform the service. The largest contract is in the Department of Public Works (DPW) with TransDev Services, Inc. which began operating the County's NICE (Nassau Inter-County Express) bus system in January 2012. The TransDev Services, Inc. contract is for the Fixed Route Bus and Para-Transit Operation, Management and License agreement. Other examples of services that the County contracts out are the County photo enforcement program, specialized education and training, food and medical services for the Juvenile Detention and Correctional Centers, and counseling services.

HISTORICAL TRENDS

Contractual costs associated with expanding the Red Light Camera Program as well as implementing the School Zone Speed Safety Program were the main drivers for the increase between 2013 and 2014. However, the higher expenses associated with these programs resulted in significant revenue generation for the County. The County Legislature repealed the School Zone Speed Safety Program on December 15, 2014. The County entered into a public-private partnership with TransDev Services, Inc. to manage the County's fixed route buses and the County's para-transit operations and these expenses are included in contractual services.



DESCRIPTION OF EXPENSE CODES



The Nassau County SUEZ Water Long Island Inc. Public-Private Partnership was the main factor in the increase for Contractual Services in 2015. The County Legislature approved the 20-year contract in July 2014. The historic agreement will save taxpayers a guaranteed minimum of \$230 million over the life of the agreement. The projection for Contractual Services in 2016 is \$308.0 million. The 2016 projection is \$5.9 million or 1.9% higher than the 2015 actual of \$302.1 million.

2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Contractual Services is \$308.0 million, flat with the 2016 Projection. The TransDev Services, Inc. contract for NICE bus service is \$121.5 million, a \$6.8 million, or 5.3% decrease from the 2016 Projection. This decrease in TransDev and other Contractual Services is the result of a suspension of appropriation in order to attain NIFA plan approval to compensate for \$36.0 million of NIFA sited risk.

Contractual Services in the Department of Information Technology increased in the 2017 Adopted Budget by \$3.4 million, or 33.8%. The increase is primarily due to the consolidation of Contractual Services related to software and programming from other county departments. Overall countywide Contractual Services did not increase from this consolidation. Other increases in the Department of Information Technology were related to the cost of Microsoft licenses. Contractual Expenses for Sewer and Storm Water Resources District Fund increased by \$3.6 million, or 5.9%. The bulk of the increase is primarily due to professional service and consulting contracts related to public private partnership transactions.



UTILITY COSTS

DEFINITION

Utility Costs generally describes the funds expended to ensure the continuous operation of an organization's physical plant. This includes expenses for delivery and supply of electricity, natural gas, heating fuel, water, and thermal energy. It also includes expenses associated with the provision of hardwired and mobile telecommunication services. The County has a contractual relationship with Nassau Energy Corporation, a subsidiary of Engie (formerly GDF Suez Energy N.A.), to supply thermal energy to meet the heating and cooling needs of various entities and County-owned facilities in and around the Nassau Hub area in Uniondale. These facilities include Nassau Community College, Nassau University Medical Center (NUMC), Nassau Veterans Memorial Coliseum, and the Eisenhower Park Aquatic Center.

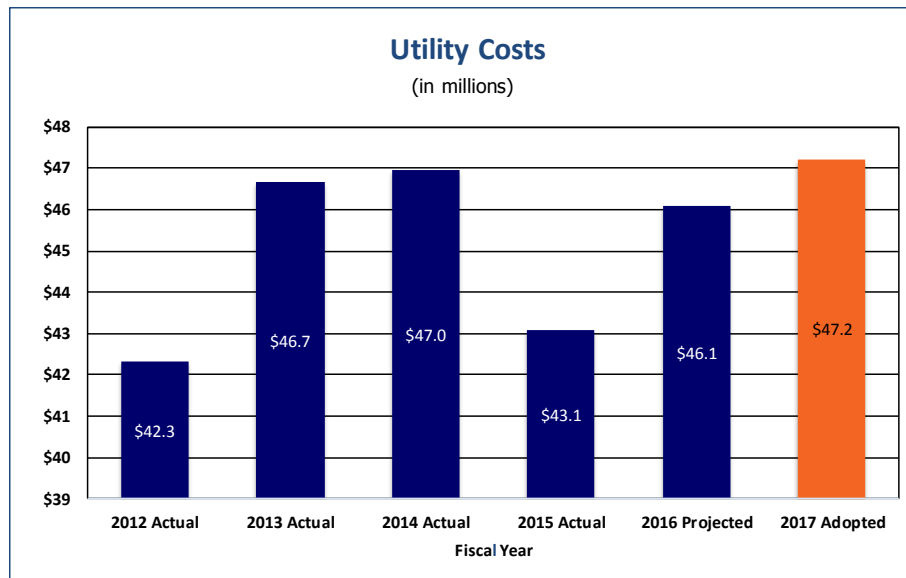
The Long Island Power Authority (LIPA) is the main supplier of electricity to the County. Effective January 1, 2014, LIPA changed its system operator from National Grid to PSEG Long Island with a promise of better service to residents and businesses.

With respect to natural gas, National Grid owns, maintains, and operates the local natural gas delivery infrastructure. In 2010, Nassau County sought bids from energy service companies (ESCOs) to supply the County with natural gas to achieve cost savings. The County selected Hess to provide the commodity for its largest consuming facilities, the Cedar Creek Water Pollution Control Plant and Bay Park Sewage Treatment Plant. The change in suppliers resulted in significant savings and a renegotiation of supply rates in 2012 generated additional savings. Direct Energy Business purchased HESS in 2013. The agreement with Direct Energy recently expired and the County is considering whether to rebid the supply given that the largest consuming facilities are now operated by SUEZ Water Long Island Inc.

HISTORICAL TRENDS

In 2013, Utility Costs increased by \$4.3 million or 10.3% compared to 2012. The increase was primarily due to an increase in natural gas prices, a key fuel for heating and electric power generation, and the installation of new electric feeds to the Correctional Center. A decrease in contractual expenses with the Nassau University Medical Center (NUMC) offset that increase. Prior to the initiative, the Correctional Center's received its primary electric service through a shared meter with NUMC, which then billed the County for the Correctional Center's share on an area basis. In 2014, the County experienced a modest increase of \$281,390 or 0.6% compared to 2013, while in 2015, the County realized a significant decrease of \$3.9 million or 8.3% compared to 2014. The decrease was a result of falling natural gas and oil prices and a decrease in LIPA's fuel cost adjustment coupled with lower electric consumption. Utility Costs are projected to be \$46.1 in 2016.

DESCRIPTION OF EXPENSE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Utility Costs is \$47.2 million, a 2.5% increase from the 2016 Projection. The 2017 Adopted Budget provides for market-driven increases in its forecasting for heating fuel, natural gas and telecommunications costs as per the United States Department of Energy.



VARIABLE DIRECT EXPENSES

DEFINITION

In 2009, the County established the Variable Direct Expenses object code to identify unique County expense items previously captured in Contractual Services. The County predominately uses this object code to account for contracted public health services with the Nassau Healthcare Corporation (NHCC) at four community health centers (Elmont, Freeport-Roosevelt, Hempstead, and New Cassel-Westbury). The County receives State Aid under Article 6 of the New York State Public Health Law for the provision of public health services to County residents. The State permits the County to ensure the provision of public health services by contracting with other entities. The County must describe the contract and services the other entities provide in the County's Public Health Services Plan that the State Department of Health approves.

The contracted services include the following:

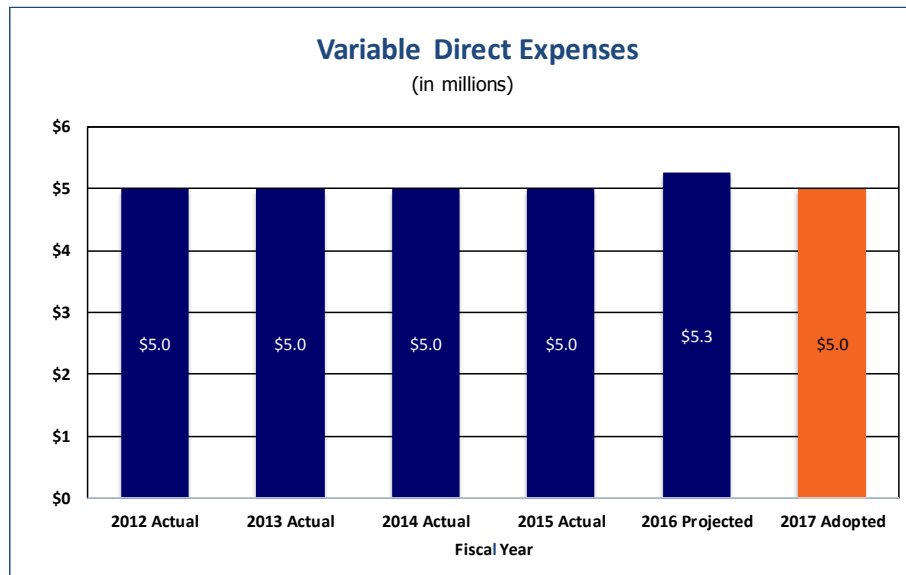
- Dental health education for children under age 21
- Primary and preventative health care: pediatrics, dental care, and medical services for persons under age 21 except HIV-positive patients
- Lead poisoning screening for children ages nine months to six years
- Prenatal care including dental services for pregnant women
- Family planning clinical evaluation, patient education, testing, and treatment
- Sexually transmitted disease clinical evaluation, patient education, testing, and treatment
- Immunization education and vaccine administration
- Chronic disease clinical evaluation, patient education, testing, and treatment including mammography and other screening or preventative services for cardiovascular disease, asthma, diabetes, or cancer
- HIV counseling, testing, treatment, and referrals that are not part of a primary service listed above but include dental services for HIV-positive persons
- Outreach or other public health services rendered through the Institute for Healthcare Disparities

DESCRIPTION OF EXPENSE CODES



HISTORICAL TRENDS

Variable Direct Expenses have remained at \$5.0 million for the years 2012 through 2015, all of which are for NHCC Public Health Services. In 2016, Variable Direct Expenses are projected to increase to \$5.3 million due to costs related to the Long Island Regional Planning Board which is also included in the Variable Direct Expense Code.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Variable Direct Expenses is \$5.0 million. This is a decrease of 4.8% from the 2016 Projection because the Public Health Service Contract with NHCC and the costs related to the Long Island Regional Planning Board were suspended by \$250,000 in order to receive NIFA Plan approval to compensate for \$36.0 million of sited risk.



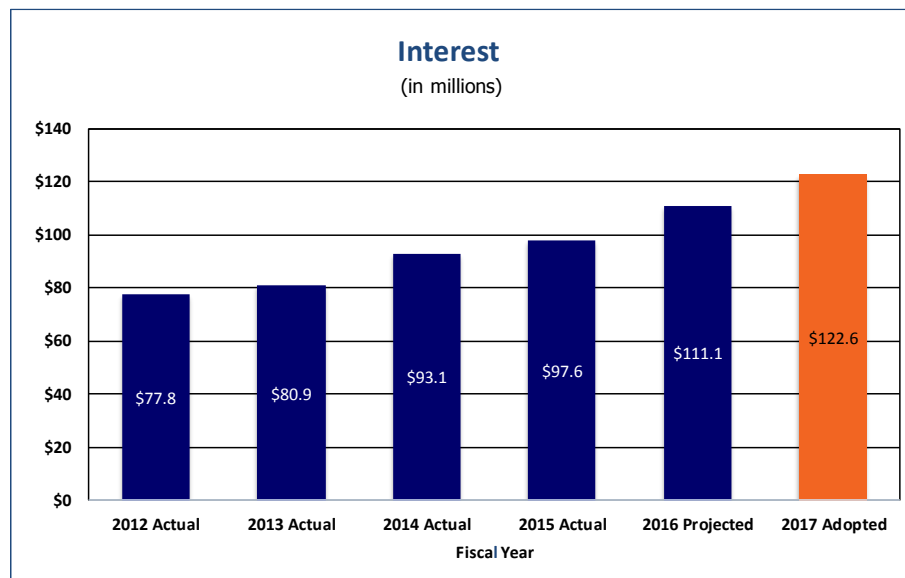
DEBT SERVICE INTEREST

DEFINITION

The County's Debt Service Fund contains appropriations for scheduled interest payments on outstanding and future General Obligation debt issued by the County for projects in the following funds: General, Fire Prevention, Police Headquarters, Police District, Community College, Environmental Bond, and the Sewer and Storm Water Resources District. It also contains appropriations for interest payments on the County's bond anticipation notes and cash flow notes.

HISTORICAL TRENDS

The County's Debt Service Interest has increased in recent years to a projected \$111.1 million in 2016. Total Debt Service expense (principal and interest) will increase as the County continues to invest in its infrastructure and finance Tax Certiorari payments through the issuance of long-term bonds. The financing of Tax Certiorari payments is consistent with the plan approved by the Nassau County Interim Finance Authority (NIFA) until the Disputed Assessment Fund (DAF) is implemented. The DAF and pay-go should be sufficient to fund new liabilities for all property classes beginning in 2017. A decrease in NIFA's debt service will offset this increase in the County's Debt Service. See "Debt Service Fund" for a further explanation of total debt service.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget includes \$122.6 million in interest payments, a 10.4% increase from the 2016 Projection as the County continues to issue debt under its own authority. A decrease in NIFA's debt service will offset this increase in Debt Service Interest. The total consists of \$116.8 million in the Major Funds and \$5.8 million in the Sewer and Storm Water Resources District Fund.

Nassau County Office of Management and Budget



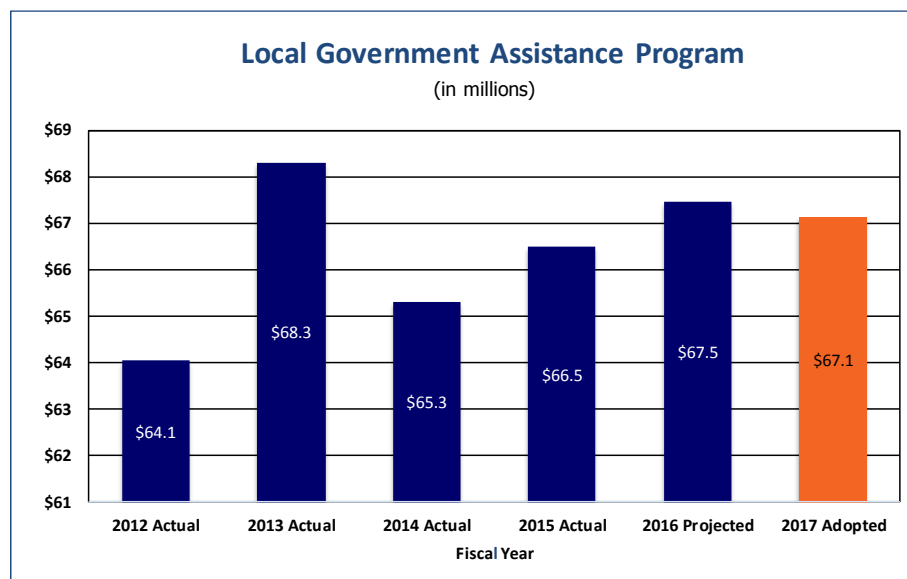
LOCAL GOVERNMENT ASSISTANCE PROGRAM

DEFINITION

Pursuant to Section 1262-e of New York State Tax Law, the County must establish a Local Government Assistance Program to distribute sales tax collections to the towns and cities within the County in an amount equivalent to a 0.25% component of the 4.25% local sales tax. Additionally, the State authorizes the County to establish a Local Government Assistance Program to distribute sales tax collections to the incorporated villages. From 2007 through 2016, the County has distributed \$1.25 million to the villages annually.

HISTORICAL TRENDS

The County's sales tax receipts, which fluctuate, are the basis for the distributions to local governments under the Local Government Assistance Program. In 2013, the distribution increased by \$4.2 million or 6.6% from 2012, reflecting a rebound in the County's sales tax receipts from previous year levels affected by Superstorm Sandy related expenses. However, 2014 Local Government Assistance decreased to \$65.3 million or 4.4% under the 2013 distribution amount predicated on a shortfall in 2014 sales tax receipts. In 2015, the distribution increased to \$66.5 million reflecting an increase of 1.8%. The projection for 2016 is \$67.5 million, an increase of \$95,310 or 1.5%.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Local Government Assistance is \$67.1 million, a \$309,830 or 0.5% decrease from the 2016 Projection. The 2017 Adopted Budget is consistent with the County's sales tax revenue anticipated for 2017 based on 2016 Projected actuals.



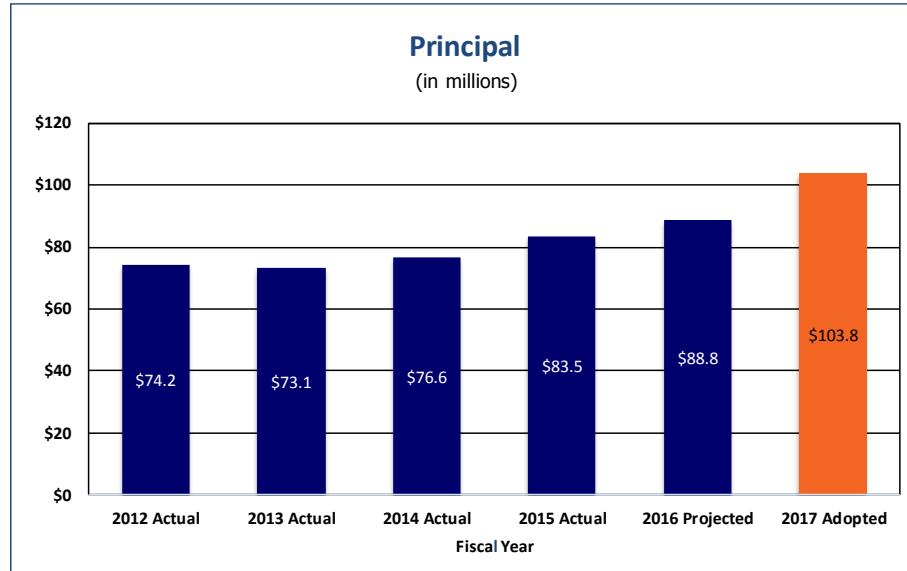
DEBT SERVICE PRINCIPAL

DEFINITION

The County's Debt Service Fund contains appropriations for scheduled principal payments on outstanding and future General Obligation debt issued by the County for projects in the following funds: General, Fire Prevention, Police Headquarters, Police District, Community College, Environmental Bond, and the Sewer and Storm Water Resources District.

HISTORICAL TRENDS

After decreasing slightly in 2013, the County's Debt Service Principal has gradually increased in recent years to a projected \$88.8 million in 2016. Total Debt Service expense (principal and interest) will increase as the County continues to invest in its infrastructure and finance Tax Certiorari payments through the issuance of long-term bonds. The financing of Tax Certiorari payments is consistent with the plan approved by the Nassau County Interim Finance Authority (NIFA) until the Disputed Assessment Fund (DAF) is implemented. The DAF and pay-go should be sufficient to fund new liabilities for all property classes beginning in 2017. A decrease in NIFA's debt service will offset this increase in the County's Debt Service. See "Debt Service Fund" for a further explanation of total debt service.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget includes \$103.8 million for principal payments, a 16.9 % increase from the 2016 Projection as the County continues to issue debt under its own authority. A decrease in NIFA's debt service will offset this increase in Debt Service Principal. The total consists of \$94.3 million in the Major Funds and \$9.5 million in the Sewer and Storm Water Resources District Fund.



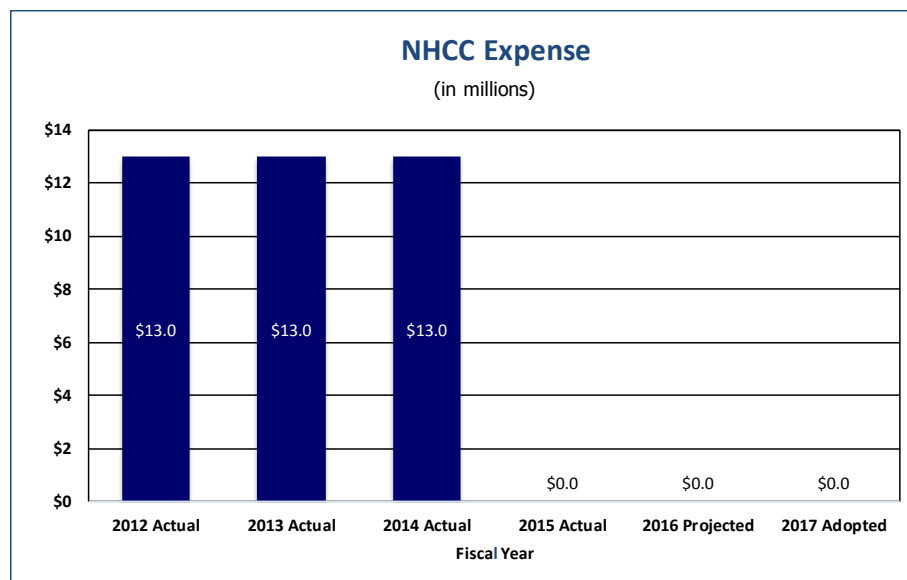
NASSAU HEALTH CARE CORPORATION

DEFINITION

This category represents an annual subsidy, known as the Historic Mission payment, made by the County to the Nassau Health Care Corporation (NHCC) pursuant to a Successor Agreement that expired at the end of 2014. The funds were utilized by NHCC to help offset the cost of medical services it provided to clients who were indigent, uninsured, or not covered by Medicaid.

HISTORICAL TRENDS

The County had an annual \$13.0 million obligation to NHCC in accordance with the aforementioned Successor Agreement through the end of 2014. Therefore, the County is not expensing this payment in 2015 nor will it be included in 2016.



2017 BUDGET HIGHLIGHTS

The Successor Agreement with NHCC provided for the Historic Mission payment through 2014, with no subsequent payments since 2015.



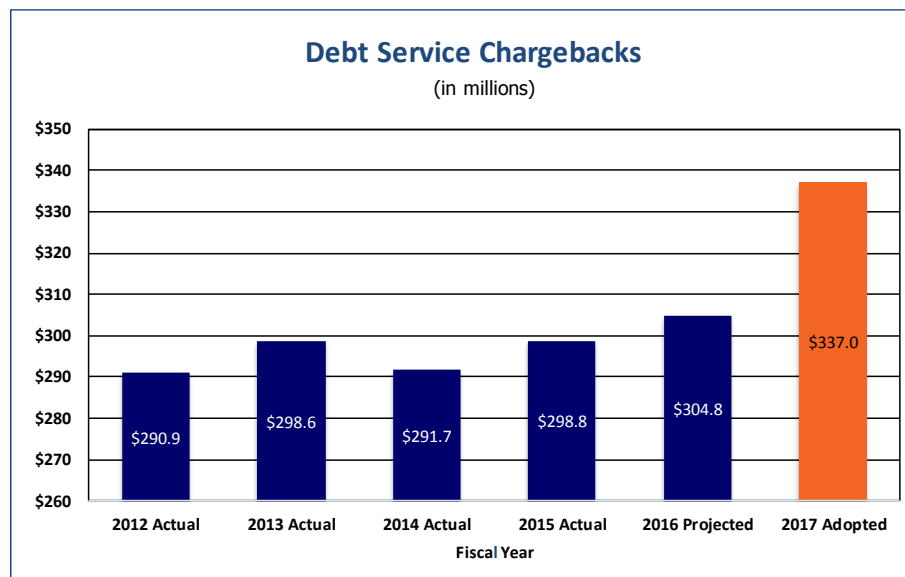
DEBT SERVICE CHARGEBACKS EXPENSE

DEFINITION

The County budgets for and makes all Major Operating Funds debt service interest, principal, and set-aside payments from the Debt Service Fund. The County then charges these expenses to the operating funds on a project-by-project basis. Debt Service Chargebacks reflects these costs to the General, Fire Prevention, Police Headquarters, and Police District Funds. In the Sewer and Storm Water Resources District (SSW) Fund, the fund directly pays a portion of the debt service.

HISTORICAL TRENDS

Debt Service Chargebacks has increased as the County continues to finance capital projects and certain other expenses. The 2016 Projection for Debt Service Chargebacks is \$304.8 million, a 2.0% increase over 2015. Fluctuations from year-to-year are primarily due to fluctuations in revenue from capital closeouts and premium earned on debt issuances, which the County applies to Debt Service and therefore affects the required Debt Service Chargebacks. See “Debt Service Fund” for a further explanation of total debt service.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Debt Service Chargeback Expenses is \$337.0 million, a 10.6% increase from the 2016 Projection, mostly attributable to Police Headquarters and General Fund.



INTERDEPARTMENTAL CHARGES

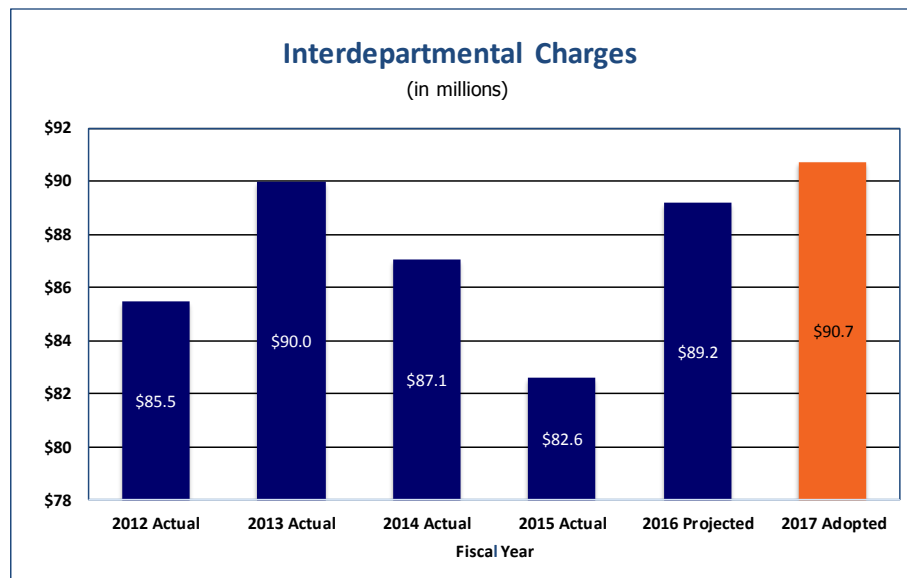
DEFINITION

Interdepartmental Charges are expenditures related to services that one County department performs for another County department. They also can be charges in connection with departments that collaborate and share resources for the purposes of providing constituent services or program deliverables. County departments with specialized knowledge, expertise, experience, and capabilities usually perform services for other departments. Examples of these centralized services include information technology, public safety and security, legal, records management, purchasing, facilities management, fleet, mail, printing and graphics, workers' compensation expenses, and County-related centralized indirect costs. Probation, Human Services, and Social Services are examples of departments that collaborate to provide constituent services or programs. Interdepartmental Charges are in the major fund structure of the County and do not address charges or transfers between the major funds and special districts, such as the Sewer and Storm Water Resources District and/or other distinct County entities, such as Nassau Community College. The corresponding revenue earned by the department that performs the service is shown as Interdepartmental Revenue.

HISTORICAL TRENDS

Interdepartmental Charges decreased by 3.4% between 2012 and 2015. The decrease in 2012 was due to lower Human Services costs related to legislative and policy decisions and lower Social Services costs. Higher costs in the Police District and Social Services contributed to the 2013 increase of 5.3%. Interdepartmental Charges decreased in 2014 due to lower Police District Fund costs. Interdepartmental Charges decreased by 5.1% in 2015 primarily due to lower costs in building occupancy and indirect cost charges throughout most revenue generating departments. The 2016 Projections for Interdepartmental Charges is \$89.2 million in line with the adopted budget.

DESCRIPTION OF EXPENSE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Interdepartmental Charges is \$90.7 million, a 1.7% increase compared to the 2016 Projection. This increase is primarily due to higher Indirect Costs, partially offset by the decrease in lease expenses due to the restructure of the lease at 60 Charles Lindbergh Boulevard.

2017 INTERDEPARTMENTAL EXPENSES & REVENUES (\$ in thousands)

| BUYER | SELLER DEPARTMENTS | | | | | | | | | | | | TOTAL |
|--------------|--------------------|----------------|--------------|-----------------|----------------|-----------------|-----------------|--------------|--------------|--------------|--------------|-----------------|-----------------|
| | CF | IT | HS | PW | PDD | PDH | BU ¹ | AT | DA | CC | SS | BU ² | |
| PB | \$0 | \$107 | \$0 | \$464 | \$0 | \$72 | \$207 | \$0 | \$0 | \$150 | \$157 | \$0 | \$1,156 |
| FC | \$52 | \$713 | \$0 | \$966 | \$0 | \$23 | \$685 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,440 |
| HS | \$27 | \$257 | \$0 | \$976 | \$0 | \$114 | \$1,119 | \$0 | \$0 | \$0 | \$32 | \$0 | \$2,525 |
| BU | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,617 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,617 |
| HE | \$167 | \$1,490 | \$0 | \$1,105 | \$0 | \$88 | \$2,310 | \$0 | \$0 | \$0 | \$15 | \$181 | \$5,356 |
| SS | \$142 | \$3,044 | \$100 | \$5,106 | \$1,670 | \$610 | \$3,317 | \$906 | \$270 | \$0 | \$0 | \$1,002 | \$16,166 |
| PW | \$20 | \$2,369 | \$0 | \$0 | \$0 | \$2,161 | \$11,120 | \$0 | \$0 | \$0 | \$0 | \$0 | \$15,669 |
| PDD | \$0 | \$43 | \$0 | \$1,367 | \$0 | \$5,417 | \$13,419 | \$0 | \$0 | \$0 | \$0 | \$0 | \$20,247 |
| PDH | \$131 | \$631 | \$0 | \$4,552 | \$0 | \$14 | \$18,241 | \$0 | \$0 | \$0 | \$0 | \$0 | \$23,569 |
| TOTAL | \$539 | \$8,654 | \$100 | \$14,537 | \$1,670 | \$12,116 | \$50,417 | \$906 | \$270 | \$150 | \$203 | \$1,183 | \$90,745 |

BU¹ Indirect Cost; BU² Workers Comp.



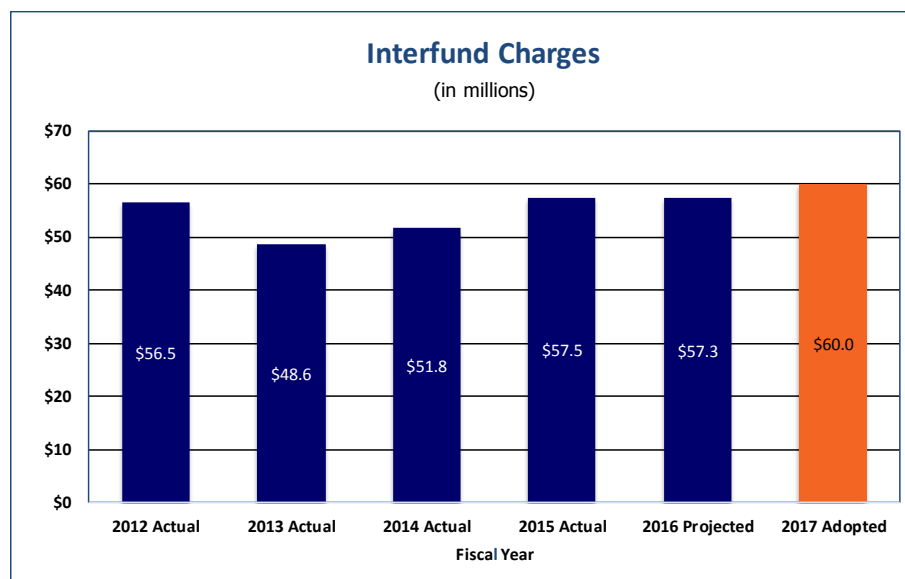
INTERFUND CHARGES

DEFINITION

The County classifies expenses incurred by departments within the Major Operating Funds for services provided by non-Major Operating Fund entities as Interfund Charges. These charges can include costs that the Grant, Community College, Capital, and Sewer District funds are bearing on behalf of County operating departments. Interfund Charges are distinct from Interdepartmental Charges, which are limited to costs within the Major Operating Funds.

HISTORICAL TRENDS

Although Interfund Charges only increased approximately \$1.0 million or 1.7% from \$56.5 million to \$57.5 between 2012 and 2015, there were more significant swings in the intervening years. A \$7.9 million or 14% decrease between 2012 and 2013 was mainly attributable to a lower County share of Superstorm Sandy-related expenses and lower Debt Service Charges for the Nassau University Medical Center (NUMC) and Nassau Regional Off-Track Betting (OTB) Corporations. Interfund Charges in 2014 increased by \$3.2 million or 6.5% when compared to 2013 and was primarily attributable to higher Debt Service Charges to the Storm Water Resources District Fund, partially offset by a lower County share of Superstorm Sandy-related expenses. In 2015, Interfund Charges increased by \$5.7 million or 11.0% when compared to 2014, mainly due to higher Debt Service Charges for NHCC and OTB partially offset by a lower County share of Superstorm Sandy-related expenses. The amount projected for Interfund Charges for 2016 is \$57.3 million, relatively flat with 2015.



DESCRIPTION OF EXPENSE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Interfund Charges is \$60.0 million, a 4.7% increase from the 2016 Projection, primarily due to higher debt and indirect cost chargebacks in NUMC. The 2017 Adopted Budget includes \$25.8 million for NHCC debt paid by the County and reimbursed by NUMC. It also includes \$7.3 million for indirect costs, \$21.9 million for Sewer Debt Service and \$1.7 million for OTB Debt Service, which OTB reimburses to the County.



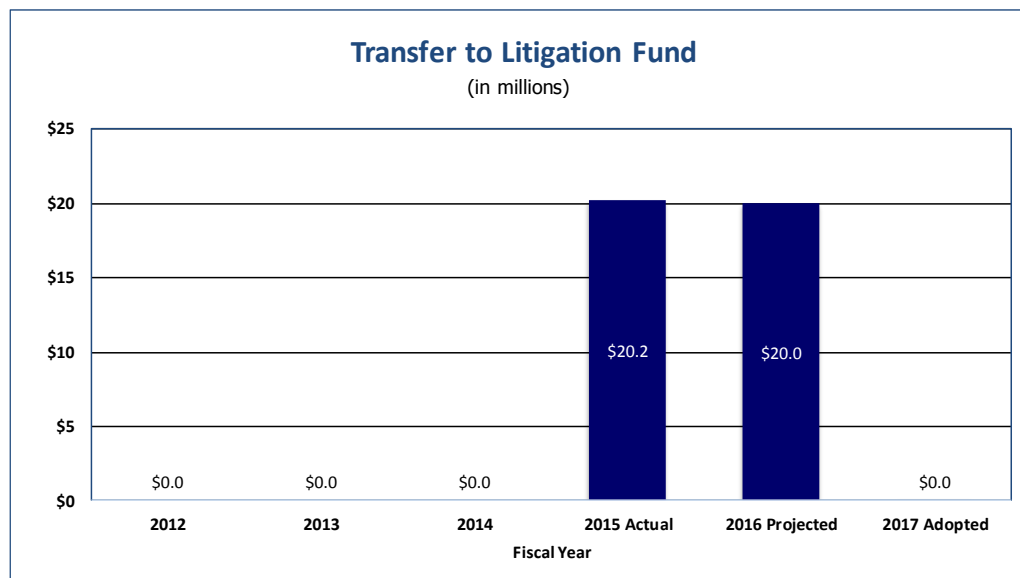
INTERFUND TRANSFERS – LITIGATION FUND

DEFINITION

This category represents transfer of appropriations from General and Debt Service funds to the Litigation Fund. This code was established to transfer appropriations to fund the Litigation Fund for the payment of Judgements and Settlements.

HISTORICAL TRENDS

In 2015, the County transferred approximately \$20.2 million of excess proceeds from the Debt Service Fund into the Litigation Fund for the payment of Judgements and Settlements.



2017 BUDGET HIGHLIGHTS

There is no appropriation in the 2017 Adopted Budget for the Interfund Transfers to the Litigation Fund.



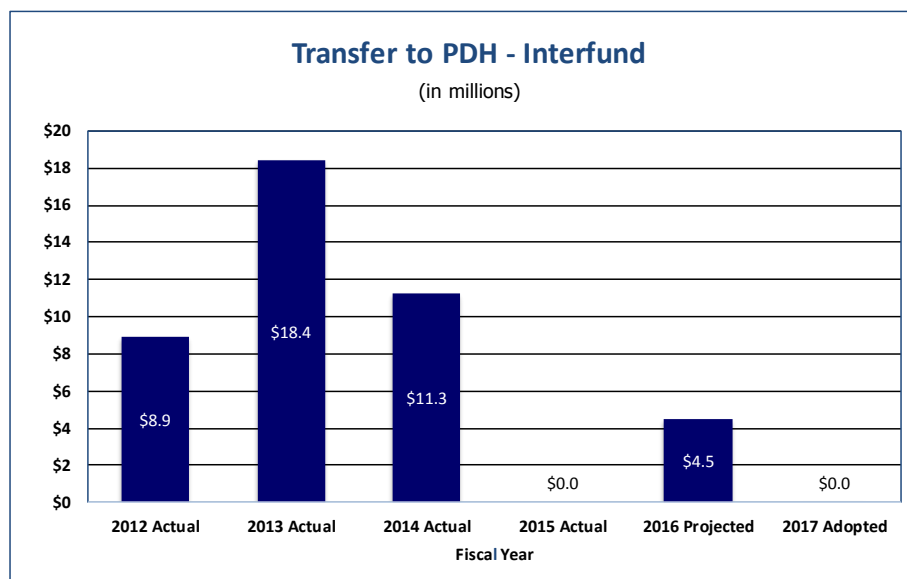
TRANSFER TO PDH – INTERFUND

DEFINITION

The Transfer to PDH is an expense code that enables the County to transfer expenses from the Police Headquarters Fund to the General Fund. In 2016, the County funded this object code to reflect revenue received by the Police Headquarters Fund from the General Fund. In addition, this object code enables the County to re-allocate funds and offset any increases.

HISTORICAL TRENDS

Historically, this object code was only used to transfer appropriation between funds during a fiscal year. In 2012, the County transferred \$8.9 million of appropriation from the General Fund to the Police Headquarters Fund to cover salary shortages. In 2013 and 2014, the County transferred \$18.4 million and \$11.3 respectively of appropriation from the General Fund to the Police Headquarters Fund to cover salary shortages. The Transfer to PDH expenses in 2014 decreased by 38.9% from fiscal year 2013 and there was no transfer required in 2015.



2017 BUDGET HIGHLIGHTS

There is no appropriation in the 2017 Adopted Budget for the Interfund Transfers to the Police Department Headquarters Fund.



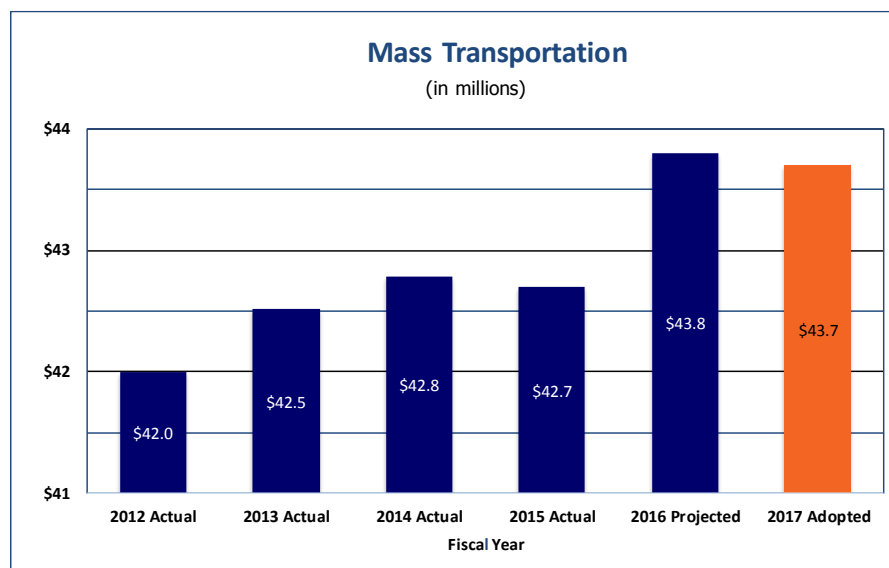
MASS TRANSPORTATION

DEFINITION

Transportation is a major component of Nassau County Operating and Capital Budgets and involves transportation agencies from other jurisdictions such as the Federal Transit Administration, the New York Metropolitan Transportation Administration (MTA), and the New York State Department of Transportation (NYSDOT). New York State Law mandates payments to MTA/Long Island Rail Road (LIRR) for Station Maintenance and Operating Assistance, which are the major components of these charges. In compliance with the agreement with the MTA, the County adjusts the amount based on the change in the regional Consumer Price Index (CPI) each year.

HISTORICAL TRENDS

Mass Transportation costs in 2012 were \$42.0 million and increased by \$0.5 million or 1.1% to \$42.5 million in 2013. The increase was primarily attributable to CPI increase for LIRR station maintenance expenses. The small increases from 2014, 2015 and 2016 Projections are the result of the same slight CPI increases for the LIRR station maintenance program in compliance with the agreement.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Mass Transportation is \$43.7 million and remains relatively flat to the 2016 Projection. The MTA-LIRR operating assistance totals \$29.5 million and \$11.6 million for mandated LIRR Station Maintenance, which is subject to the Consumer Price Index (CPI). The required State Transportation and Operating Assistance (STOA) match consists of \$1.9 million for fixed routes and \$0.6 million for the Able-Ride Paratransit routes, totaling \$2.5 million for Nassau Inter-County Express (NICE) Bus services.



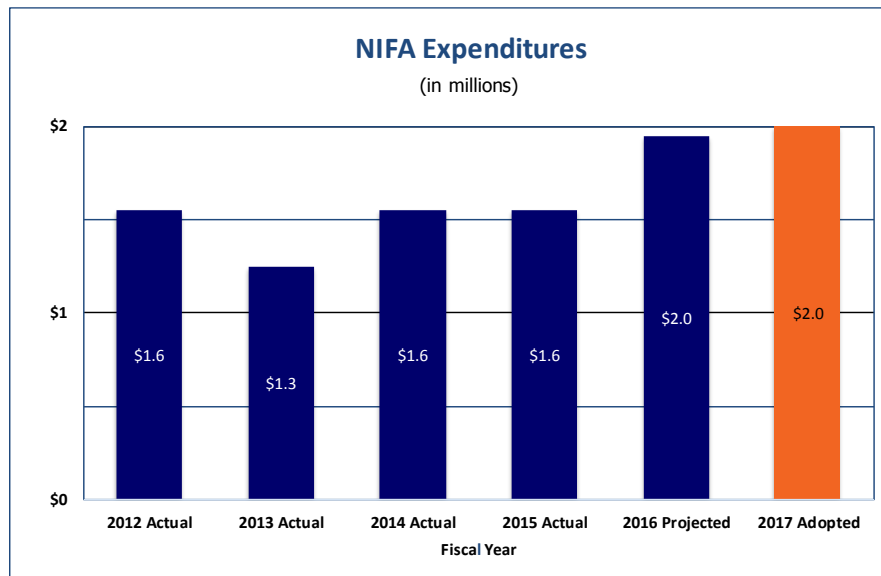
NIFA EXPENDITURES

DEFINITION

This appropriation contains the administrative cost such as salaries, benefits and office building rent for staff members of the Nassau County Interim Finance Authority (NIFA), which provides State oversight of the County's finances.

HISTORICAL TRENDS

NIFA Expenditures were \$1.6 million in 2012 and decreased to \$1.3 million in 2013. In 2014 and 2015, the expenditures increased back to the 2012 level or \$1.6 million. The projection for 2016 is \$2.0 million.



2017 BUDGET HIGHLIGHTS

The Fiscal 2017 Adopted Budget assumes \$2.0 million for NIFA operating expenses, unchanged from the 2016 Projection.



OTHER EXPENSES

DEFINITION

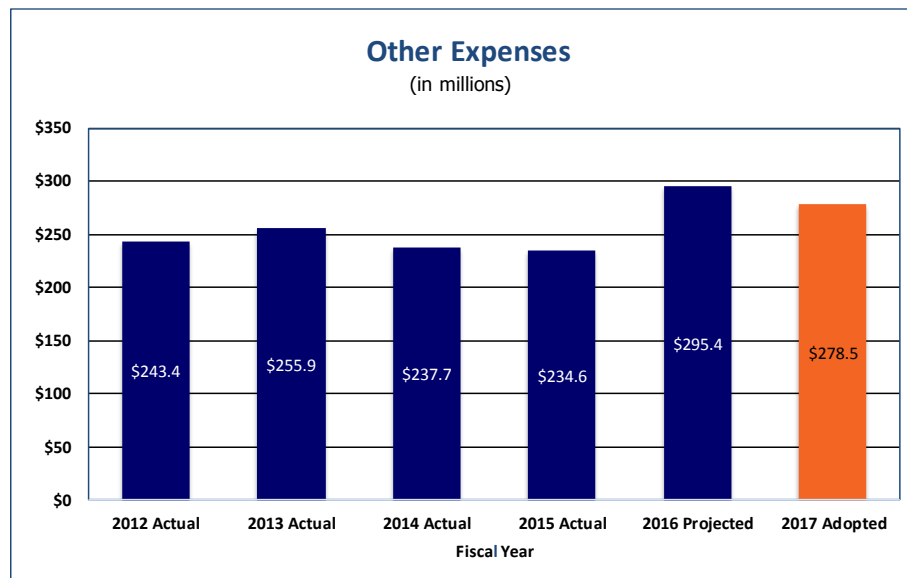
Inevitably, in municipal budgets, there exist expenses that do not fit into the established classification structure. Nassau County allocates these costs into the Other Expenses object code. Containing a wide variety of largely unrelated components, Other Expenses includes appropriations for such items as sales tax set-asides for the Nassau County Interim Finance Authority (see Debt Fund), lawsuits and damages, building rentals, indigent legal defense, community college tuition chargebacks, County association memberships, etc.

HISTORICAL TRENDS

Total Other Expenses were \$243.4 million in 2012 and increased to \$255.9 million in 2013. The increase was mostly due to Fashion Institute of Technology retro payments and higher Suits and Damages claims. In 2014 and 2015, the expenses decreased to \$237.7 million and \$234.6 million respectively. The major decrease was in NIFA set-asides.

In 2016, the County is projecting \$295.4 million in Other Expenses. The Nassau County Interim Finance Authority (NIFA) has required the County to appropriate Tax Certiorari payments in the operating budget although mainly funded by bond proceeds from the Capital Fund because they are operating expenditures. Expense and bond proceeds for Tax Certiorari refunds are recorded in the Capital Fund by the County Treasurer's Office and approved by the County Comptroller's Office. The difference in the 2015 operating results and the 2016 Projections is related to the \$60 million expensed in the Capital Fund. The 2016 projected increase was offset by a decrease in the NIFA set-asides.

DESCRIPTION OF EXPENSE CODES



2017 BUDGET HIGHLIGHTS

Other Expenses are \$278.5 million in the 2017 Adopted Budget, a 6.0% decrease from the 2016 Projection. The major component of the decrease is \$9.0 million in NIFA sales tax set-asides partially offset by \$5.0 million increase in tax certiorari payments. In addition, contingency reserve is not being funded in the 2017 Adopted Budget.

The largest components of the Other Expenses are: \$161.9 million for NIFA sales tax set-asides, \$75.0 million for tax certiorari payments, \$14.0 million for indigent criminal defense (\$6.7 million for Legal Aid Society and \$7.3 million for Bar Association Assigned Counsel Defender Plan), \$11.7 million in resident and Fashion Institute of Technology tuitions and \$11.6 million for building rentals and insurance.

DESCRIPTION OF EXPENSE CODES



APPENDIX OO - OTHER EXPENSES

| Fund | Subobject | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|--------------------|--|--------------------|---------------------|--------------------------|---------------------|
| DSV | 88988 - EXPENSE OF LOANS | 2,898,404 | 4,483,620 | 4,483,620 | 3,450,000 |
| | 88989 - NIFA SET-ASIDES | 179,197,101 | 173,111,736 | 173,111,736 | 161,898,437 |
| | 88993 - NIFA REFUNDING | 0 | (2,178,525) | (2,178,525) | 0 |
| DSV Total | | 182,095,505 | 175,416,831 | 175,416,831 | 165,348,437 |
| GEN | 49949 - PMT CITY OF LONG BEACH | 106,233 | 106,233 | 106,233 | 106,233 |
| | 52952 - LIDO-PT.LOOKOUT FIRE DISTRICT | 5,775 | 5,775 | 5,775 | 5,775 |
| | 55955 - NYS ASSN OF COUNTIES | 64,128 | 67,000 | 66,052 | 68,500 |
| | 66966 - LEGAL AID SOC OF NC | 6,360,976 | 6,520,000 | 6,520,000 | 6,685,000 |
| | 67967 - BAR ASSN NC PUB DFDR | 7,381,521 | 7,300,000 | 7,300,000 | 7,300,000 |
| | 6H60H - PT LOOKOUT/LIDO LG BCH BUS RT | 0 | 75,000 | 75,000 | 75,000 |
| | 6Q60Q - HIPAA PAYMENTS | 0 | 25,000 | 25,000 | 25,000 |
| | 70970 - NON FIT RESIDENT TUITION | 3,575,964 | 2,500,000 | 2,500,000 | 3,500,000 |
| | 7097F - FIT RESIDENT TUITION | 8,010,004 | 8,200,000 | 8,200,000 | 8,200,000 |
| | 80981 - COLISEUM REPAIR EXPENSES | 297,963 | 0 | 0 | 0 |
| | 87985 - OTHER PAYMENTS | 511,990 | 0 | 0 | 0 |
| | 87987 - OTHER SUITS & DAMAGES | 6,592,006 | 70,000,000 | 70,000,000 | 75,000,000 |
| | 8798A - OTHER SUITS & DAMAGES-INTEREST | 58,665 | 0 | 0 | 0 |
| | 8798B - ATTORNEY FEES | 93,227 | 0 | 0 | 0 |
| | 8798C - ATTORNEY GROSS PROCEEDS | 4,571,306 | 0 | 0 | 0 |
| | 8798D - SETTLEMENT REPORTABLE TO IRS | 72,378 | 0 | 0 | 0 |
| | 87992 - LITIGATION - GEN | 304,435 | 0 | 0 | 0 |
| | 93993 - INSURANCE ON BLDGS | 346,868 | 346,868 | 346,868 | 346,868 |
| | 94994 - RENT | 13,206,795 | 14,360,564 | 14,160,564 | 11,253,441 |
| | 97998 - CONTINGENCY RESERVE | 0 | 10,100,000 | 10,100,000 | 0 |
| GEN Total | | 51,560,233 | 119,606,440 | 119,405,492 | 112,565,817 |
| PDD | 87987 - OTHER SUITS & DAMAGES | 241,232 | 0 | 0 | 0 |
| | 8798B - ATTORNEY FEES | 11,485 | 0 | 0 | 0 |
| | 8798C - ATTORNEY GROSS PROCEEDS | 543,000 | 0 | 0 | 0 |
| PDD Total | | 795,716 | 0 | 0 | 0 |
| PDH | 87987 - OTHER SUITS & DAMAGES | 96,113 | 0 | 0 | 0 |
| PDH Total | | 96,113 | 0 | 0 | 0 |
| SSW | 87987 - OTHER SUITS & DAMAGES | 40,000 | 538,500 | 538,500 | 538,500 |
| | 88988 - EXPENSE OF LOANS | 0 | 0 | 36,016 | 0 |
| SSW Total | | 40,000 | 538,500 | 574,516 | 538,500 |
| Grand Total | | 234,587,567 | 295,561,771 | 295,396,839 | 278,452,754 |



EARLY INTERVENTION / SPECIAL EDUCATION

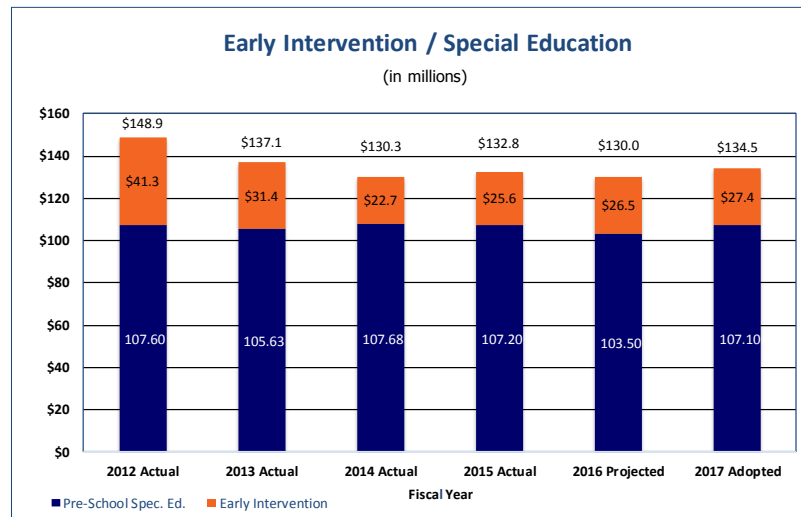
DEFINITION

Section 4410 of the New York State Education Law mandates the Preschool Special Education Program, which provides services to special needs children who are three to five years-old. The program also oversees financial support for Summer School programs for five to 21 year-olds and a Countywide transportation system for both Early Intervention (ages infant to three) and Preschool (ages three to five).

Federal and State law mandate the Early Intervention Program, which provides specialized services for eligible developmentally delayed children from infant to three years of age.

HISTORICAL TRENDS

Preschool Special Education and Early Intervention expenses have decreased from 2012 through 2014 because of changes in the configuration of services provided, services directly paid for by the State, rates set by the State, and lower caseloads. Preschool caseloads increased slightly in 2015 resulting in a 1.9% increase to \$132.8 million. The projection for these programs in 2016 is \$130.0 million, addressing the anticipated decrease of Preschool and Early Intervention caseloads. This reflects the continued efforts by the County to provide all services as authorized by school districts to all approved applicants.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Early Intervention and Preschool Special Education is \$134.5 million, a 3.5% increase from the 2016 Projection, reflecting the continued efforts by the County to provide all services as authorized by school districts to all approved applicants. This appropriation level was suspended to a small extent in order to attain NIFA plan approval to compensate for the \$36 million of NIFA sited risk.



RECIPIENT GRANTS

DEFINITION

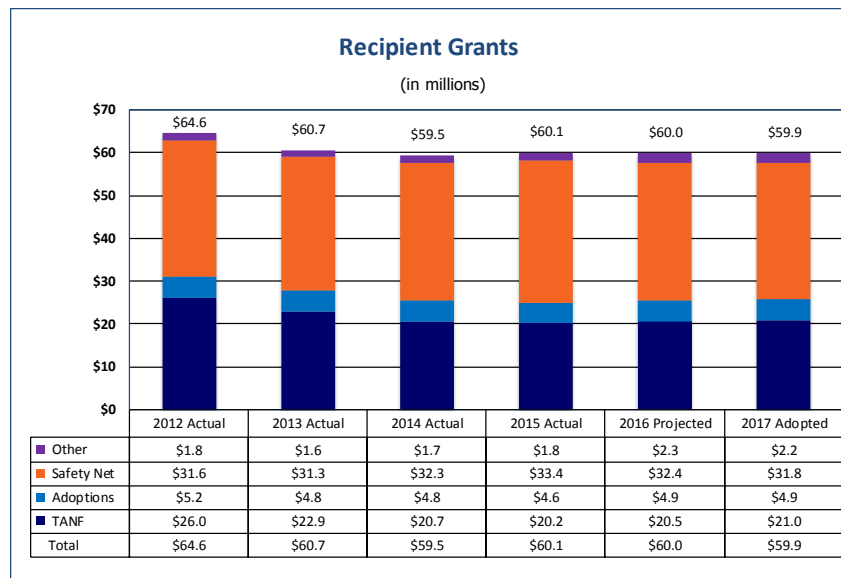
Recipient Grants are payments made directly to clients of the Department of Social Services (DSS) for programs such as Temporary Assistance for Needy Families (TANF), Safety Net Assistance (SNA), Adoption Subsidy, Foster Care, and the Home Energy Assistance Program (HEAP). The TANF and SNA programs promote the goal of self-sufficiency through employment. TANF provides assistance and work opportunities to needy families, while SNA provides assistance to those individuals and families without minor dependents who do not qualify for TANF. The Adoption Subsidies support families who have adopted a child with special needs. Foster Care assists families who have accepted into their homes children who cannot be with their parents because of a crisis. HEAP helps low-income households meet high home energy costs.

HISTORICAL TRENDS

Recipient Grants expense to individuals and families in the TANF and SNA programs decreased 6.0% between 2012 and 2013. This was primarily due to a decrease in TANF caseloads that were directly due to the economic recovery that started in 2011. The actuals in 2013 and 2014 show declines of 5.9% and 2.4%, respectively, due to continued easing of TANF caseloads and a moderation in new applications. The decrease in TANF caseloads between 2012 and 2015 is primarily due to the number of caseloads in the program reaching their mandated 60-month limit. Since June 2015, the number of caseloads in TANF and SNA has decreased by 21% and 17% primarily due to an improved economy.

Because New York State and the Federal Government mandate these programs, the County's ability to reduce expenses is limited and subject to economic forces beyond its control. The 2016 Projection for Recipient Grants expenses is \$60.0 million, which is flat compared to the 2015 actuals of \$60.1 million.

DESCRIPTION OF EXPENSE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Recipient Grants is \$59.9 million, which is flat compared to the 2016 Projection due to a slight decrease expected in the number of cases for the Safety Net Assistance program. Over 88.0% of Recipient Grant funding is composed of payments made to clients eligible for the Temporary Assistance for Needy Families (TANF) or the Safety Net Assistance (SNA) programs.



PURCHASED SERVICES

DEFINITION

Purchased Services are payments made to agencies that operate independently of Nassau County for Social Service programs such as Day Care, Preventive Services, Child Protective Services, and Adult Protective Services. The County also provides Domestic Violence, Adoption, Independent Living, and Homemaking Services.

The County provides Day Care not only to residents on temporary assistance, but also to working families who meet income guidelines for subsidies. The Homemaking Services program provides in-home care for adults who need assistance with activities of daily living to delay or prevent placement in nursing homes or other out-of-home settings.

Preventive Services is comprised of supportive and rehabilitative services that the County provides to children and their families. Preventive Services avert an impairment or disruption of a family, which would or could result in the placement of a child into foster care. Preventive Services enable a child who has been placed in foster care to return to their family sooner than would otherwise be possible, or reduce the likelihood that a child who has been discharged from foster care returns to such care. Some Preventive Services are mandated for children and their families who are at risk of placement or replacement in foster care.

Child Protective Services are those services made on behalf of children under the age of 18 (including run-away children) who are harmed or threatened with harm by a parent, guardian, or other person legally responsible for the child's health and welfare. These children are harmed through non-accidental physical or mental injury, sexual abuse, or negligence, including the failure to provide adequate food, clothing, or shelter.

Adoption Services are services that ensure that a child is placed in a secure, adoptive home.

The County provides Adult Protective Services to those 18 and older who are unable to protect their own interests.

Title XX Day Care Services include assessing the need and arranging for services to provide, supervise, monitor, and evaluate the provision of care for a child. Generally, those children must be age six weeks to 13 years. The children must receive care for a portion of the day outside the home in an approved day care facility and the care must be for less than 24 hours.

Domestic Violence Services involve identifying, assessing, providing, and evaluating services to wives, husbands, or persons living together, with or without children, to resolve the problems leading to violence, or to establish themselves independently, if necessary, to avoid violence.

DESCRIPTION OF EXPENSE CODES

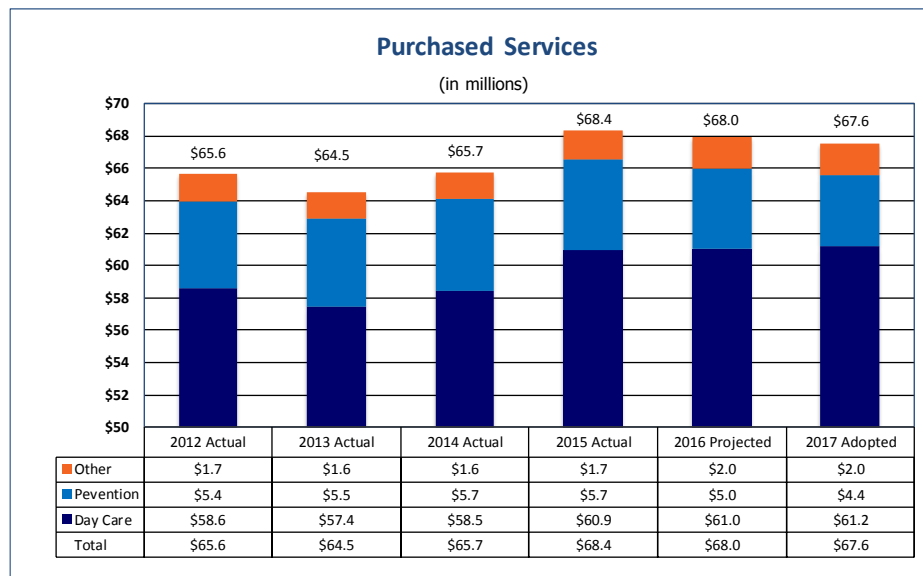


The Independent Living Program provides supportive services to teenagers in foster care with the goal of independent living.

HISTORICAL TRENDS

In 2012, Purchased Services expense was \$65.6 million and increased to \$68.4 million by 2015. This increase was due to a less rapid decline in Day Care caseloads than anticipated after the County revised the family income eligibility level from 275% to 200% of the poverty level in 2013.

The 2016 Projection for Purchased Services is \$68.0 million, a decrease of \$400,148 compared to the 2015 actual of \$68.4 million. This decrease is primarily due to the County revised family income eligibility level that was partially offset by an increase in the market rate.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Purchased Services is \$67.6 million, a decrease of \$0.4 million compared to the 2016 Projection. The Department of Social Services (DSS) is anticipating a decrease in the caseloads for Day Care related expenses in 2017.



EMERGENCY VENDOR PAYMENTS

DEFINITION

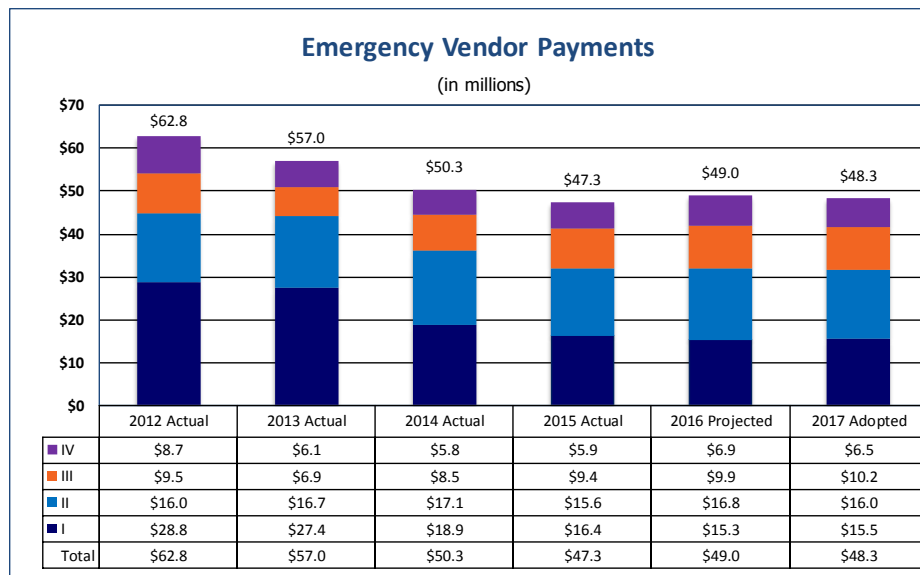
The Department of Social Services (DSS) makes Emergency Vendor Payments to vendors on behalf of clients. Entities, such as courts, may place DSS clients in institutions for various reasons. School districts place children with severe need of Special Education assistance in institutions for the school year. Clients are in DSS custody for various reasons including court placements and severe cases of child abuse. The DSS Persons In Need of Supervision (PINS) unit coordinates contracted agencies' foster home and group care services for court-placed PINS people who require therapeutic foster care and/or residential services due to their higher levels of needs and/or social behaviors. In addition, DSS makes Emergency Vendor Payments on behalf of Temporary Assistance for Needy Families (TANF) and Safety Net clients because of an urgent need or situation that a vendor has to address for clients immediately. These urgent situations may include payments to utilities and fuel oil vendors to meet impending electricity shut-offs and/or heating needs; emergency payments for shelter, furniture and clothing vouchers; and payments to a funeral home for burial of a deceased indigent person.

HISTORICAL TRENDS

The trend of decreasing caseloads from 2012 through 2014 in the TANF and Safety Net Assistance (SNA) programs was primarily responsible for the decrease in Emergency Vendor Payments during those years. This was primarily due to the economic recovery that began in 2011.

In 2015, Emergency Vendor Payments were \$47.3 million, an approximate \$3.0 million decrease from 2014 levels primarily due to a continued decrease in the number of TANF, PINS, Juvenile Delinquency, Institutional, and Foster care programs. An increase in SNA caseloads and expenses partially offset this increase. In 2016, the County is projecting Emergency Vendor Payments to be \$49.0 million, a 3.5% increase from 2015 primarily due to vendor voucher payments in the TANF and SNA programs, partially offset by a decrease in the PINS, Juvenile Delinquency, Institutional, and Foster Case program caseloads.

DESCRIPTION OF EXPENSE CODES



- (I) Room and board for JDs/JOs (Juvenile Delinquents/Juvenile Offenders) and P.I.N.S (Persons in Need of Supervision)
- (II) Special Education
- (III) Shelter for TANF/SNA
- (IV) Utilities/Other

2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Emergency Vendor Payments is \$48.3 million, a decrease of 1.4% compared to the 2016 Projection. The 2017 Adopted Budget anticipates a decrease in the number of youths placed in state operated residential facilities.



MEDICAID

DEFINITION

Title XIX of the Social Security Act is a Federal and State entitlement program that pays for medical assistance to individuals and families with low incomes and resources. This program, known as Medicaid, became law in 1965 as a cooperative venture jointly funded by the Federal and State governments (including the District of Columbia and the Territories) to assist states in furnishing medical assistance to eligible individuals. Medicaid is the largest source of funding for medical and health-related services for America's poorest people.

Within broad national guidelines established by Federal statutes, regulations and policies, each state (1) establishes its own eligibility standards; (2) determines the type, amount, duration, and scope of services; (3) sets the rate of payment for services; and (4) administers its own program. Medicaid policies for eligibility, services, and payment are complex and vary considerably, even among states of similar size or geographic proximity. Thus, a person who is eligible for Medicaid in one state may not be eligible in another state, and the services provided by one state may differ considerably in amount, duration, or scope from services provided in a similar or neighboring state. In addition, state legislatures may change Medicaid eligibility, services, and/or reimbursement during the year.

Until 2006, New York State was unique in shifting a large share of this Federal and State healthcare program to its County taxpayers. Counties were required to pay approximately 50% of the non-Federal share of most Medicaid services. Since 2006, the State has assumed more of the Medicaid burden by lowering the counties' share to approximately 13.65% and implementing a Medicaid cap in 2009.

The Nassau County Department of Social Services (DSS) administers eligibility for Medicaid. The State pays medical providers for services rendered on behalf of Nassau patients and bills the County its share through weekly billing reports from the Medicaid Management Information System. The County accounts for these amounts to the Medicaid expense line of the General Fund Operating Budget.

HISTORICAL TRENDS

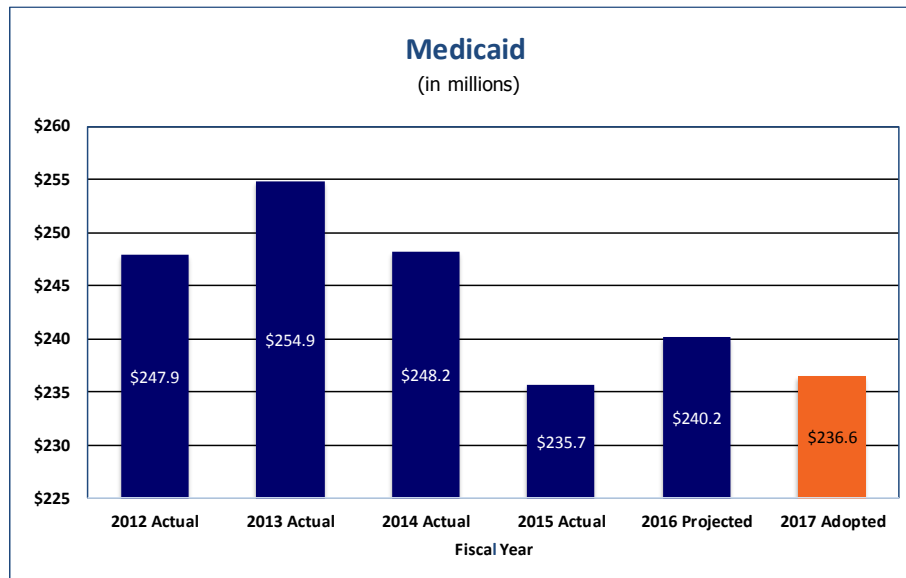
Medicaid grew by \$6.9 million or 2.8% between the years 2012 and 2013. In 2014, there was a decrease of \$6.6 million in Medicaid expenses due to the Medicaid Local Share Cap reduction that the State enacted as part of the NYS 2014/2015 Budget whereby the counties' weekly Medicaid payment was reduced. In 2015, the Medicaid Local Share Cap was reduced again resulting in a decrease of \$12.5 million or 5% compared to 2014.

For 2016, the County projects this expense to be \$240.2 million or approximately \$4.5 million higher than 2015 due to an adjustment in the New York State Mandate Relief Program. The State Legislature enacted this program as part of the State's 2013 Fiscal Year effective April 1, 2013

DESCRIPTION OF EXPENSE CODES



and the State renewed it in the State's 2014 through 2016 Fiscal Years effective April 1, 2014, 2015, and 2016.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Medicaid is \$236.6 million, which is \$3.6 million or 1.5% lower when compared to the 2016 Projection. The State re-enacted the Medicaid Mandate Relief Program as part of the 2016-2017 budget effective April 1, 2016.



FUND BALANCE

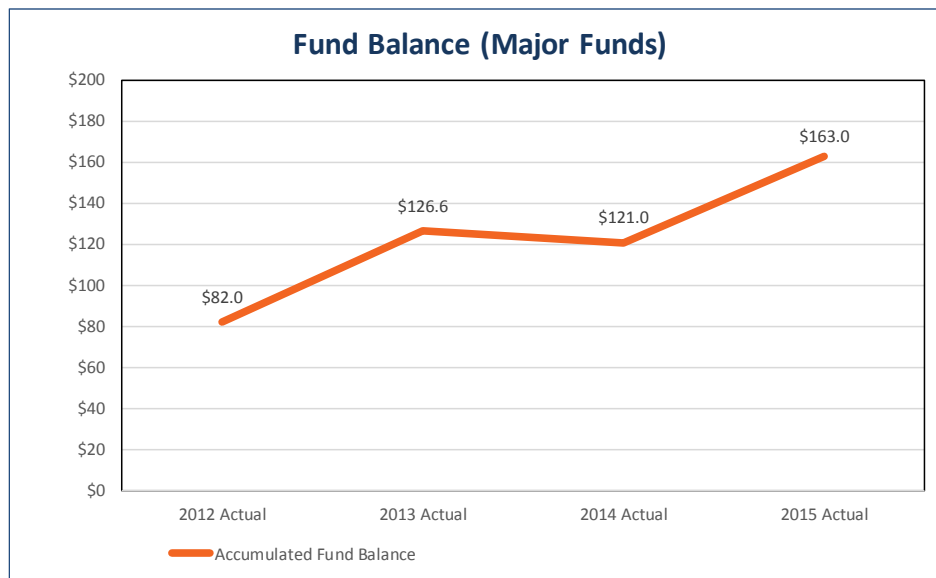
DEFINITION

Each year, either revenues exceed expenses (budgetary surplus) or expenses exceed revenues (budgetary deficit). Accumulated fund balance is the net total of surpluses and deficits, less any amount of the Fund Balance used by the budget to cover expenses within the fiscal year (appropriated Fund Balance). Fund Balance as described here includes General Fund County-Wide, Special Revenue Funds such as Fire Prevention and Police Headquarters Funds, as well as the Police District Fund and the Sewer Storm Water Resources (SSW) District Fund.

HISTORICAL TRENDS

The yearend Fund Balance in 2009 was \$64.3 million for the Major Funds. At the end of 2013, there was a budgetary surplus of \$54.7 million in the County's primary operating funds. The County added that balance to the accumulated Fund Balance bringing the total to \$126.6 million, as well as \$45.9 million in SSW. At the end of 2014, the total Fund Balance for the County's Major Funds was \$121.0 million, as well as \$42.3 million in SSW. The County appropriated \$15.0 million and \$5.2 million of Fund Balance in the 2015 Adopted Budget for the Major Funds and SSW respectively. The budgetary surplus at the end of fiscal year 2015 was \$77.2 million, of which \$20.2 million was transferred to the newly created Litigation Fund to cover the County's Judgement and Settlements in the Major Funds. At the end of 2015, Fund Balance was \$163.0 million which is approximately \$98.7 million increase since 2009 yearend Fund Balance in the Major Funds. This increase reflects the County's ongoing efforts to manage its finances prudently in challenging economic times for local governments. The 2016 Projection includes the use of \$3.0 million of the 2015 budgetary surplus for service increases in connection with the operations of the County's Bus Transportation System. The 2016 Projection for Fund Balance usage in SSW is \$19.5 million.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget appropriates \$23.2 million from Fund Balance in the Sewer and Storm Water Resources District Fund.

See Appendix C – Financial Policies for Contributions and Uses



INTEREST PENALTY ON TAX

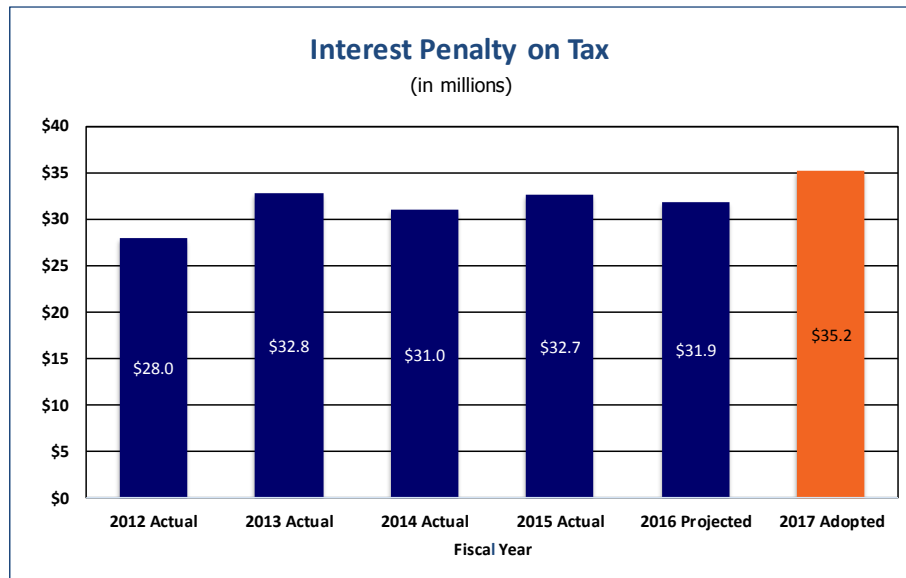
DEFINITION

This object code captures the various penalties, interest, and fees charged for the late payment of general and school taxes. These taxes are due and collected by the Townships of Hempstead, North Hempstead, and Oyster Bay as well as the Cities of Glen Cove and Long Beach on January 1, April 1, July 1, and October 1, respectively. Upon late payment of these taxes, penalties and fees are applied. The towns and cities impose and collect a one percent penalty, calculated from the original due date, when they receive taxes that are one to 20 days overdue (beyond the 40 day grace period). Subsequently, the municipalities transfer the delinquent tax to the County, where the County imposes a five percent penalty on the total amount then due (the original principal plus the one percent penalty) and adds a \$90 listing fee at the time of transfer. The county adds a \$90 advertising fee to the total in December of that year. Thereafter, the County imposes a one percent penalty on the first day of each subsequent month on the total balance, net of the listing and advertising fees. The County sells all open taxes as of the last business day before the lien sale, which begins on the third Tuesday in February of each year, to investors, with an additional 10% interest added to the total. The County retains the difference in interest between the winning bid rate and the 10% interest assessed on the lien.

HISTORICAL TRENDS

The County contracts with an outside vendor to sell all liens at an Annual Tax Lien Sale. The Administration had taken an active role in selling the remaining inventory of liens consisting of very old liens and liens on properties in litigation. Interest Penalty on Tax revenue grew 17.2% in 2013 to \$32.8 million, reflecting an upward trend in delinquent tax payments. There was a 5.6% decline in 2014 to \$31.0 million, followed by a 5.4% increase back to \$32.7 million in 2015. The County is projecting a slight decrease of 2.3% to \$31.9 million in 2016.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Interest Penalty on Tax is \$35.2 million, a 10.3 % increase from the 2016 Projection, reflecting an anticipated higher settlement of delinquent tax payments, an increase in the penalty from 5% to 6% as a proposed amendment to Local Law 34-2000, and a change in the listing fee from \$90 to \$180 in accordance with Ordinance 128-2006.



PERMITS AND LICENSES

DEFINITION

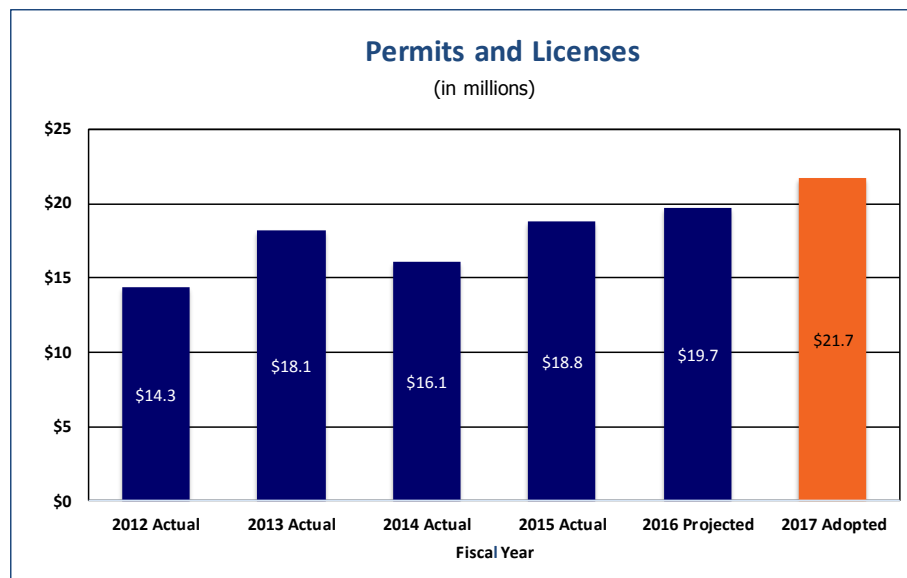
Permits and Licenses is revenue the County collects when individuals and/or businesses require special permission or professional certification to perform specific types of services. Often, permits and licenses are required where the County requires/mandates applicants to demonstrate that they have satisfied competency, health, or safety requirements and achieved a minimum level of expertise. Permits and licenses are issued by the Office of Consumer Affairs, the Health Department, the Police Department (Headquarters and District), the Department of Public Works and the Taxi and Limousine Commission. The fees generated by the issuance of permits and licenses include those related to firearms, road openings, home improvements, food establishments, hazardous material carriers, security alarms, and for-hire vehicles. In general, the County uses revenue it collects from the issuance of licenses and permits to offset the County's expense in processing the applications and enforcing regulatory compliance to protect the citizens of Nassau County.

HISTORICAL TRENDS

Permits and Licenses revenues were \$14.3 million in 2012 and increased to \$18.1 million in 2013, followed by a decrease in 2014 to \$16.1 million. These revenues had risen to \$18.8 million in 2015, and are projected to increase to \$19.7 million in 2016. The County attributes some of the year-to-year fluctuations to renewal cycles of licenses, which produce peaks in receipts and volume. There was also a mid-year fee increase in 2012, which the County fully implemented in 2013. In 2016, the Health Department projects to generate \$5.6 million in fee income for issuing a variety of permits and licenses. Their largest revenue stream is from the issuance of food establishment permits followed by the storing and handling of hazardous material permits, which combined generates \$4.6 million for the County.

The County projects the Police Department to generate \$5.3 million in fees associated with the issuance of burglar alarm and pistol permits. The Office of Consumer Affairs expects to generate \$3.6 million in revenue from a range of fees with home improvements and weights and measures being the largest contributors. The County derives the balance of the revenue within this category primarily from the Department of Public Works issuing permits for road openings and verification of sewer connections.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

Permits & Licenses Fees in the 2017 Adopted Budget are \$21.7 million, a 10.6% increase from the 2016 Projection. The Adopted Budget increase is partially due to some year-to-year fluctuations of renewal cycles of licenses, which produce peaks in receipts and volume primarily in the Office of Consumer Affairs. Countywide increases in existing fees as well as the creation of new fees, licenses, and permits contributed to the change as well.

Permits & Licenses for the Office of Consumer Affairs are \$5.4 million, a 52.2% increase from the 2016 Projection. The revenues for the Office of Consumer Affairs in the 2017 Adopted Budget are \$5.9 million, a \$1.8 million increase from the 2016 Projection. County laws that protect consumers are generally enforced by the Office of Consumer Affairs with Jurisdiction for such enforcement provided for by the Nassau County Administrative Code or by the local law or ordinance. Examples of these local laws are Home Improvement Law 6-1970, and Unfair Trade Practice Local Law 2-1970. There are also Regulations such as Pet Dealers & Pet Stores, Home Services Regulations and many others that the Department of Consumer Affairs administer to protect the County residents. Many of Consumer Affairs Permits & Licenses are increasing by 20% in the 2017 Adopted Budget, as well as the introduction of county health club and pet grooming licenses. Permits & Licenses for the Police Department are \$6.3 million, a 17.9% increase from the 2016 Projection. The increase is due to the rate increase in alarm permits. Permits and Licenses for the Taxi & Limousine Commission are \$1.1 million, this is offset by a \$12,890 decrease from the 2016 Projection.



FINES AND FORFEITS

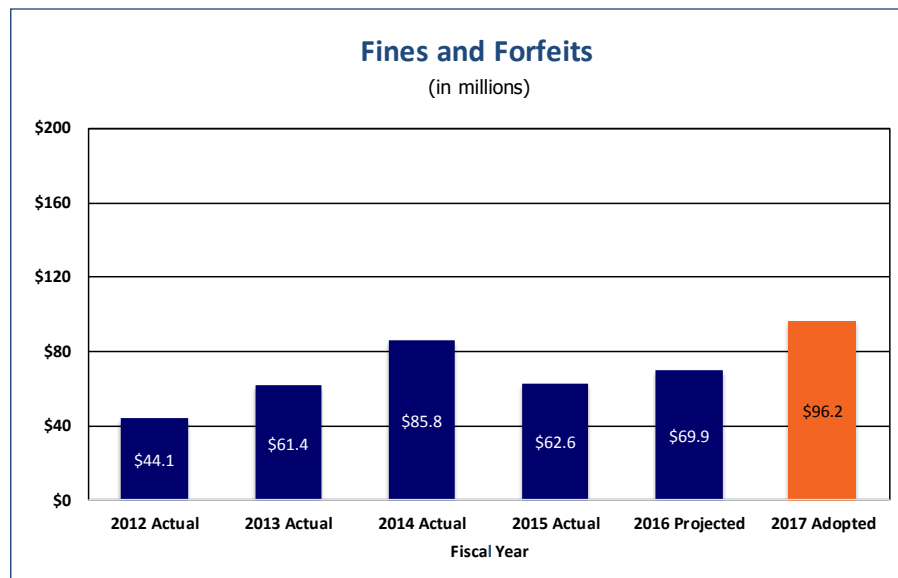
DEFINITION

Fines and Forfeits represents revenues received from various departments and initiatives including the Nassau County District Court/Traffic Parking Violations Agency, Red Light Camera Program (RLCP) and Nassau County School Zone Speed Safety Program, Department of Health, Police Department, and other revenues from the offices of elected officials. The County receives these revenues when individuals or businesses violate County laws and ordinances, which can be civil or criminal. The penalties associated with civil violations represent violations of consumer protection, health, parking, and moving vehicular ordinances and laws. Criminal sanctions are fines collected from misdemeanor violations of vehicular laws and from bail forfeitures.

HISTORICAL TRENDS

Revenues from Fines and Forfeits in 2013 were \$61.4 million, an increase of \$17.3 million over the prior year and was primarily attributable to a higher number of cameras in service under the Red Light Camera Program (RLCP) as well as an increase of \$15 in the administrative fee. In 2014, the revenue was \$85.8 million due to the expansion of the RLCP to 240 cameras and the implementation of the School Zone Speed Safety Program. The latter involved the installation of 56 speed camera zones (one for each school district) approved by the County Legislature on May 19, 2014, in which rollout began in September so that the program could conform to school openings. In 2015, Fines and Forfeits decreased by \$23.2 million, when compared to 2014. The decrease was primarily due to the repeal of the School Zone Speed Safety Program on December 15, 2014 by the County Legislature that resulted in a revenue loss of \$40.0 million. The County is projecting \$69.9 million in Fines and Forfeits in 2016, an increase of 11.6% primarily due to an increase in RLCP fees.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Fines and Forfeits is \$96.2 million, an 37.7% increase from the 2016 Projection. This increase is due to the introduction of the Public Safety Fee in the Police Department in the amount of \$55 dollars upon all traffic Notice of Liability (NOL) violations to safeguard, facilitate and encourage the health, safety and welfare of the residents and businesses of the County. This funding mechanism is required to preserve a quality level of police protection and public safety within Nassau County. Accordingly, the Adopted Budget includes an increase in the police force; with increased police patrols, 911 operators, and the formation of special units that may be needed from time-to-time such as anti-terror. This increase in force provides our police department a greater ability to intensify police patrols throughout local communities and assigned officers to special crime prevention units.



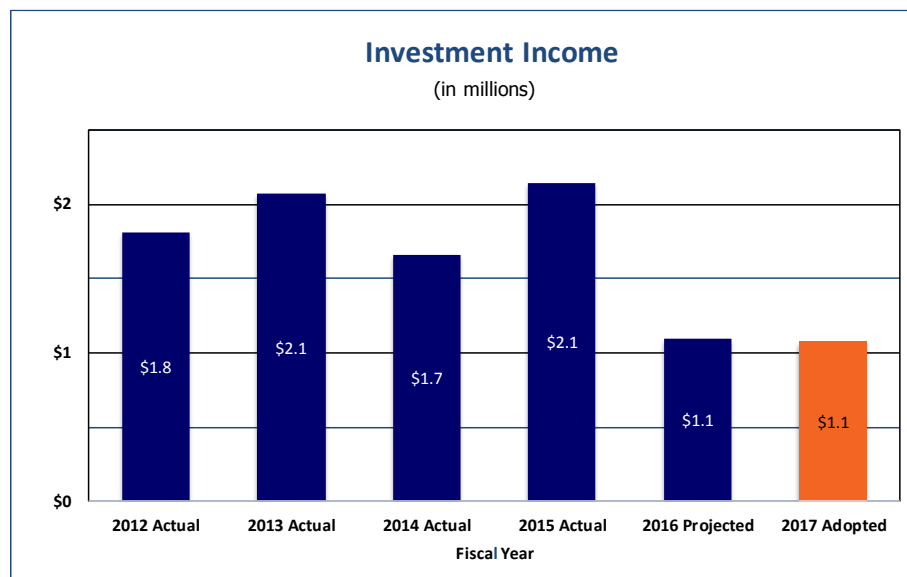
INVESTMENT INCOME

DEFINITION

In accordance with General Municipal Law, the County may invest excess cash in certificates of deposit, money market and time deposits, repurchase agreements, obligations of the United States Government, and obligations of the State of New York and its various municipal subdivisions. The investments can only be for a period until the County needs the funds for cash payment purposes.

HISTORICAL TRENDS

Short term interest rates have been at historic lows and are expected to remain at these levels at least through 2016. Investment Income has remained at relatively low levels for the years 2012 through 2015, with a low of \$1.7 million in 2014 to a high of \$2.1 million in 2015. The projection for Investment Income in 2016 is \$1.1 million or 48.8% lower than 2015 primarily due to a decrease in interest earned on NIFA debt.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Investment Income is \$1.1 million which is flat to the 2016 Projection.



RENTS AND RECOVERIES

DEFINITION

Rents and Recoveries comprises three distinct categories of revenue.

The first relates to rental income collected primarily through the Department of Public Works (Office of Real Estate Services) from tenants that occupy County buildings and facilities, including the Nassau Veterans Memorial Coliseum and the Mitchel Field Athletic Complex. Rents from the Complex are nominal since the County securitized a majority of the leases in 2011. This category also includes revenue from the sale of excess land throughout the County.

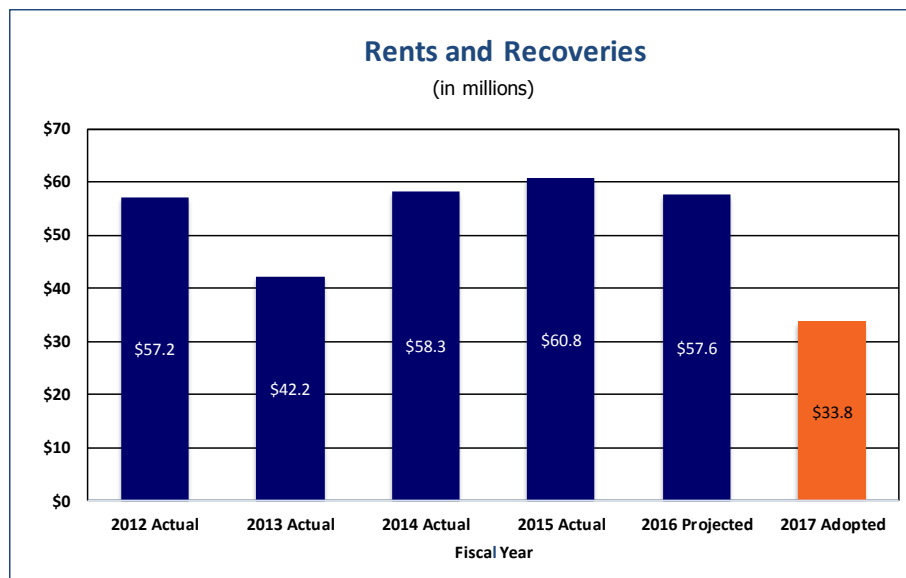
The second category relates to recoveries generated by the reversal of prior years' appropriation reserves. Departments enter into contractual agreements, sign purchase orders, or make requisitions for services or products that ultimately do not materialize. Upon determination that these arrangements will not occur or have occurred for less than their full amount, the County reverses encumbrance balances and recognizes them as recoveries in the current fiscal year. Contractual dis-encumbrances are the most common type of recoveries.

The third category of this revenue includes other types of recoveries such as the settlement of claims brought by the County against a defendant for damages to its properties as well as Tobacco Settlement Proceeds.

HISTORICAL TRENDS

Recoveries are heavily dependent on unplanned actions; therefore, annual receipts can vary widely. Rents and Recoveries decreased from 2012 to 2013 by \$15.0 million or 26.2%. In 2012 Rents and Recoveries were \$57.2 million, which included \$28.4 million of cancellations of prior year encumbrances and \$11.6 million from various land sales. Rents and Recoveries in 2013 were \$42.2 million, which included \$25.6 million of cancellations of prior year encumbrances. In 2014, Rents and Recoveries were \$58.3 million, an increase of \$16.1 million or 38.3% when compared to 2013. The increase is mainly attributable to the cancellation of prior year encumbrances. In 2015 Rents and Recoveries were \$60.8 million, an increase of \$2.5 million, or 4.2% compared to 2014. The increase is due to immediate savings of \$11.9 million, based on the contractual commitment of SUEZ Water Long Island Inc. to lease County staff within the Sewer and Storm Water Resources District Fund; offset by lower cancellations of prior year encumbrances. The 2016 projection is \$57.6 million, a decrease of \$3.2 million or 5.2% when compared to 2015. The decrease is due to a lower amount of cancellations of prior year encumbrances offset by the use of Tobacco Settlement Revenue of \$18.0 million.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Rents and Recoveries is \$33.8 million, a 41.3% decrease from the 2016 Projection. This decrease is primarily due to the depletion of the remaining proceeds from the 2006 Tobacco Settlement bonds of approximately \$18.0 million that was appropriated in the 2016 Budget, and a \$10.6 million decrease in recoveries of prior years' encumbrances. The Department of Public Works increased by \$4.5 million in the 2017 Adopted Budget compared to the 2016 Projection predominantly due to the anticipated re-opening of the Nassau Veterans Memorial Coliseum.



REVENUE OFFSET TO EXPENSE

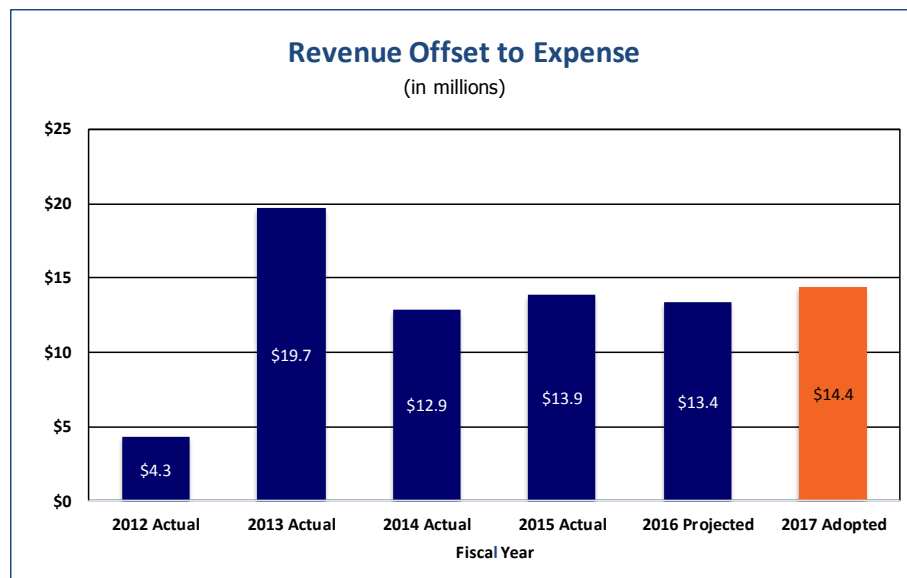
DEFINITION

The appropriation of revenue occurs at several places in the budget to offset explicit or partially offset specific expenses. In most cases, the revenue offsets come in the form of contributions from individuals or entities that receive the benefit of a particular service.

The largest expense offsets are Town and City reimbursements for community college students who attend out-of-County schools in New York State and payroll contributions by County employees in the Flexible Benefits Program.

HISTORICAL TRENDS

Revenue Offset to Expenses was \$4.3 million in 2012 before increasing to \$19.7 million in 2013. The increase in 2013 represented reimbursement of the prior years' retroactive payments related to Fashion Institute of Technology that the County made on behalf of Nassau County residents. The 2014 Revenue Offset to Expenses decreased to \$12.9 million before increasing to \$13.9 million in 2015. The projection for 2016 is \$13.4 million.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Revenue Offset to Expenses is \$14.4 million, a 7.8% increase from the 2016 Projection. The increase is associated with Tuition Reimbursements which accounts for \$11.7 million, and \$2.1 million is for the Flexible Benefits Program.



DEPARTMENTAL REVENUES

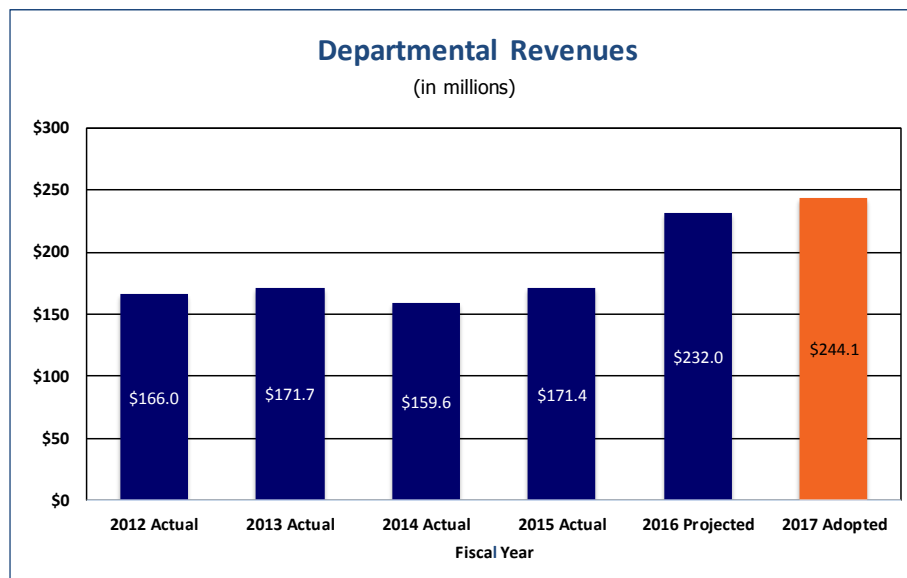
DEFINITION

Departmental Revenues represent fees collected by the County for the use of County facilities and for certain services provided by various departments and County officials. Many County departments collect revenue. The largest revenue collecting departments are Office of the County Clerk, Police Department, Department of Parks, Recreation and Museums, Department of Social Services, and Health Department. Examples of receipts categorized as Departmental Revenues include fees for ambulance services, mortgage-recording fees, fees for park-related activities, registrations, and reimbursements from various social service programs such as Medicaid, Early Intervention, and Preschool.

HISTORICAL TRENDS

Between 2012 and 2013 Departmental Revenues increased 3.4%, from \$166.0 million to \$171.7 million. This increase was primarily due to various fee increases in the Office of the County Clerk; fare box revenue for the Nassau Inter-County Express (NICE) bus service and various fees in the Fire Commission Department. This increase was offset by lower revenues from the Corrections and Health Departments. In 2014, Departmental Revenues decreased by 7.0%, from \$171.7 million in 2013 to \$159.6 million. This decrease was primarily due to less revenue collected by the Office of the County Clerk, Health Department and the Civil Service Commission. These decreases were partially offset by increases in the Department of Public Works and the Department of Social services. In 2015 Departmental Revenues increased 7.3%, from \$159.6 million in 2014 to \$171.4 million. This increase was primarily due to the creation of the Tax Map Verification Fee in the Department of Assessment and more revenue collected from various fees by the Department of Parks, Recreation & Museums and by the Department of Public Works. This increase was partially offset by decreases in various fees in the Department of Social Services and the Office of the Public Administrator. The 2016 Projection represents an increase of \$60.7 million or 35.4% from the 2015 actual. This was due to a fee increases in the Office of the County Clerk for Mortgage Recording Fee and in the Tax Map Verification Fee in the Department of Assessment. The 2016 Projection include \$15.8 million of fees associated with the Income and Expense Law within the Department of Assessment passed by the Legislature which have not been collected as a result of a Temporary Restraining Order (TRO). The case is under review by the Court and a decision is still reserved.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Departmental Revenues is \$244.1 million, an increase of \$12.1 million, or 5.2% from the 2016 Projection. The increase is primarily due to various changes within departments as described below.

The Department of Assessment accounts for a \$15.1 million increase in revenue over the 2016 Projection primarily due to the amendment of the Tax Map Verification Fee from \$225 to \$355. This is a service fee to access, acquire, and maintain the most current certified information on each tax map parcel used in any land document recording.

The Department of Parks, Recreation & Museums accounts for a \$2.1 million increase in revenue from the 2016 Projection due to modifications to the current fee schedule for recreational activities such as golf, swimming pools, camping, miniature golf and other departmental offerings such as cabana rentals and leisure passports. Residents derive value by using county parks, trails and entertainment venues instead of having to purchase these items in the private marketplace.

The County Treasurer accounts for a \$1.4 million increase in revenue over the 2016 Projection primarily attributable to the implementation of Online Tax Lien sales and P-card rebates.

The County also anticipates that Police Department revenue will increase \$1.1 million from the 2016 Projection primarily due to the implementation of an impound and storage fee for vehicles that are seized.

These increases are offset by decreases in revenue from other departments as described below. The Office of the County Attorney accounts for a decrease of \$5.8 million from the 2016 Projection primarily attributable to lower revenue budgeted for Income and Expense Law, which requires

DESCRIPTION OF REVENUE CODES



commercial property owners to file tax returns or else incur a fine. This law is currently under a Temporary Restraining Order (TRO) that has prevented the County from assessing the penalty provisions in the local law. The Office of the County Attorney is confident that the TRO will be lifted by the end of 2016 based on a successful appeal that was granted in New York City. A favorable outcome will enable the County to enforce the law and thus collect revenue in 2017. The revenue from the Income and Expense Law is expected to be \$10.0 million in 2017, \$5.8 million less than the 2016 Projection.

The Office of the County Clerk accounts for a \$2.2 million decrease in revenue from the 2016 Projection primarily attributable to the anticipation of less revenue from Mortgage Recording Fees.

The Health Department's revenue is expected to decrease by \$736,798 from the 2016 Projection primarily due to prior period reconciliation from Medicaid Fees for Early Intervention being accounted for in the 2016 Projection.



CAPITAL BACKCHARGES

DEFINITION

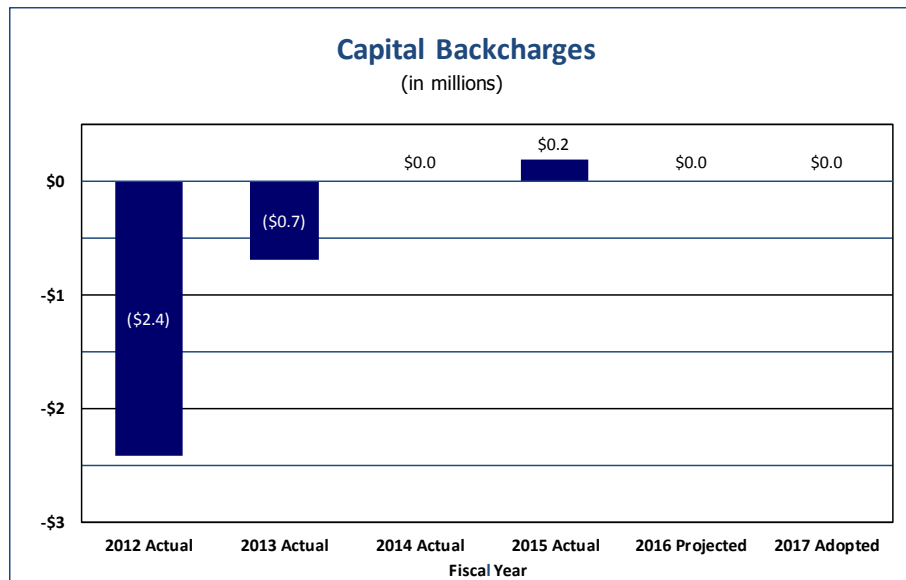
Capital projects generally are major physical improvements which normally entail the construction, renovation, or acquisition of buildings, property, long-lived equipment, or technology assets. By definition, most capital projects create an asset of value with a useful life beyond one year. As such, the County charges back or cost allocates department direct and specifically related indirect operating costs related to capital project planning and execution to the corresponding capital project. This is done to record the true cost of capital projects.

The primary departments involved in Capital Backcharges were Public Works (which manages and implements capital projects) and Information Technology. However, with recent project additions in the Capital Budget for specialized equipment and information systems, it is appropriate that host or sponsor departments will also recover eligible capital project expenses. Depending on the planning and implementation schedule, sponsor departments will be recovering eligible capital expenses primarily related to salary and fringe benefits from the following projects: Road Resurfacing, General Building Construction, Enterprise Resource Planning Software, Automated Time and Leave System, E-Government (multi-departments), and computer system replacement for the Traffic and Parking Violations Agency.

HISTORICAL TRENDS

In 2012, the accounting treatment for Capital Backcharges was changed to reflect a net cost in the Operating Funds. Revenue is no longer recognized as back charges, the County now recognizes Capital Backcharges for Salaries and Fringe Benefits as offsets to Operating Fund costs. Charges not related to Salaries or Fringe Benefits continue to be recognized by the County under Capital Backcharges Revenue. The 2012 and 2013 actual included the reversal of the prior year accrual. The County discontinued using this code in 2014.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

There are no Capital Backcharges in the 2017 Adopted Budget.



INTERDEPARTMENTAL REVENUES

DEFINITION

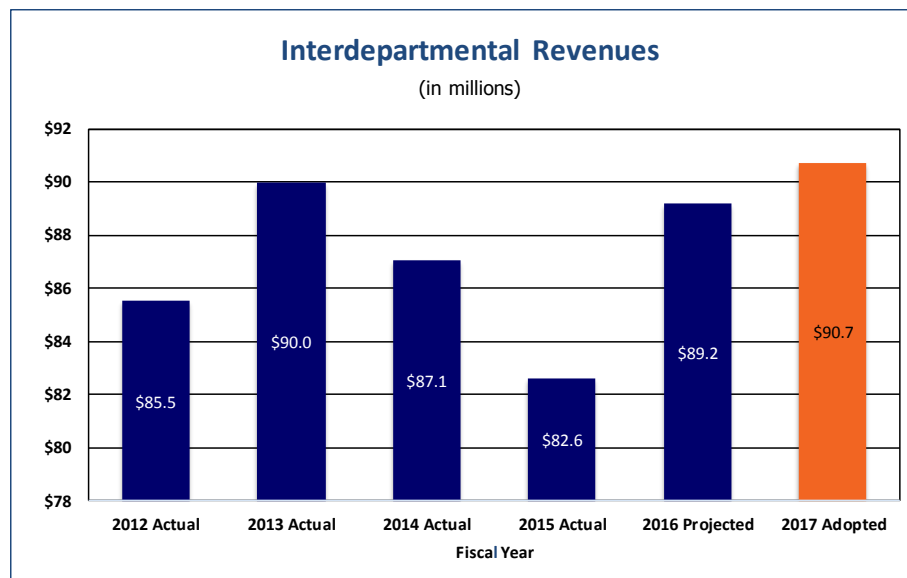
Interdepartmental Revenues are revenues for services performed by one County department for another County department. They can also be revenues in connection with departments that collaborate and share resources for purposes of providing a constituent service or program deliverables. County departments with specialized knowledge, expertise, experience, and capabilities usually perform services for other departments. Examples of these centralized services include information technology, public safety and security, legal services, records management, purchasing, facilities management, fleet services, mail services, printing and graphic services, workers' compensation expense, and County-related centralized indirect costs. Probation, Human Services, and Social Services are examples of departments that collaborate on providing constituent services or program deliverables. The corresponding expenditure for the receiving department is shown as Interdepartmental charges.

Interdepartmental Revenues are revenues received within the major fund structure of the County and do not address charges or transfers between the major funds and special districts, such as the Sewer and Storm Water Resource District and/or other distinct County entities, such as the Community College. The trend for Interdepartmental Revenues will reflect the changes that occur in the County's shared services environment.

HISTORICAL TRENDS

Between 2012 and 2013, Interdepartmental Revenues increased 5.2%. The 2014 Interdepartmental Revenues were \$87.1 million, a decrease of \$2.9 million compared to 2013, primarily due to lower indirect cost charges throughout most revenue generating departments of approximately \$3.8 million partially offset by higher expenses in the Police Department District fund and building occupancy costs throughout County departments. Interdepartmental Revenue for 2015 was \$82.6 million, a decrease of 5.1% primarily due to a decrease in building occupancy costs by approximately \$4.3 million. The 2016 Projections for Interdepartmental Revenue is \$89.2 million.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Interdepartmental Revenues is \$90.7 million, a 1.7% increase compared to the 2016 Projection. This increase is primarily due to higher Indirect Costs, partially offset by the decrease in lease expenses due to the restructure of the lease at 60 Charles Lindbergh Boulevard.

2017 INTERDEPARTMENTAL EXPENSES & REVENUES (\$ in thousands)

| BUYER | SELLER DEPARTMENTS | | | | | | | | | | | | TOTAL |
|--------------|--------------------|----------------|--------------|-----------------|----------------|-----------------|-----------------|--------------|--------------|--------------|--------------|-----------------|-----------------|
| | CF | IT | HS | PW | PDD | PDH | BU ¹ | AT | DA | CC | SS | BU ² | |
| PB | \$0 | \$107 | \$0 | \$464 | \$0 | \$72 | \$207 | \$0 | \$0 | \$150 | \$157 | \$0 | \$1,156 |
| FC | \$52 | \$713 | \$0 | \$966 | \$0 | \$23 | \$685 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,440 |
| HS | \$27 | \$257 | \$0 | \$976 | \$0 | \$114 | \$1,119 | \$0 | \$0 | \$0 | \$32 | \$0 | \$2,525 |
| BU | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,617 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,617 |
| HE | \$167 | \$1,490 | \$0 | \$1,105 | \$0 | \$88 | \$2,310 | \$0 | \$0 | \$0 | \$15 | \$181 | \$5,356 |
| SS | \$142 | \$3,044 | \$100 | \$5,106 | \$1,670 | \$610 | \$3,317 | \$906 | \$270 | \$0 | \$0 | \$1,002 | \$16,166 |
| PW | \$20 | \$2,369 | \$0 | \$0 | \$0 | \$2,161 | \$11,120 | \$0 | \$0 | \$0 | \$0 | \$0 | \$15,669 |
| PDD | \$0 | \$43 | \$0 | \$1,367 | \$0 | \$5,417 | \$13,419 | \$0 | \$0 | \$0 | \$0 | \$0 | \$20,247 |
| PDH | \$131 | \$631 | \$0 | \$4,552 | \$0 | \$14 | \$18,241 | \$0 | \$0 | \$0 | \$0 | \$0 | \$23,569 |
| TOTAL | \$539 | \$8,654 | \$100 | \$14,537 | \$1,670 | \$12,116 | \$50,417 | \$906 | \$270 | \$150 | \$203 | \$1,183 | \$90,745 |

BU¹ Indirect Cost; BU² Workers Comp.



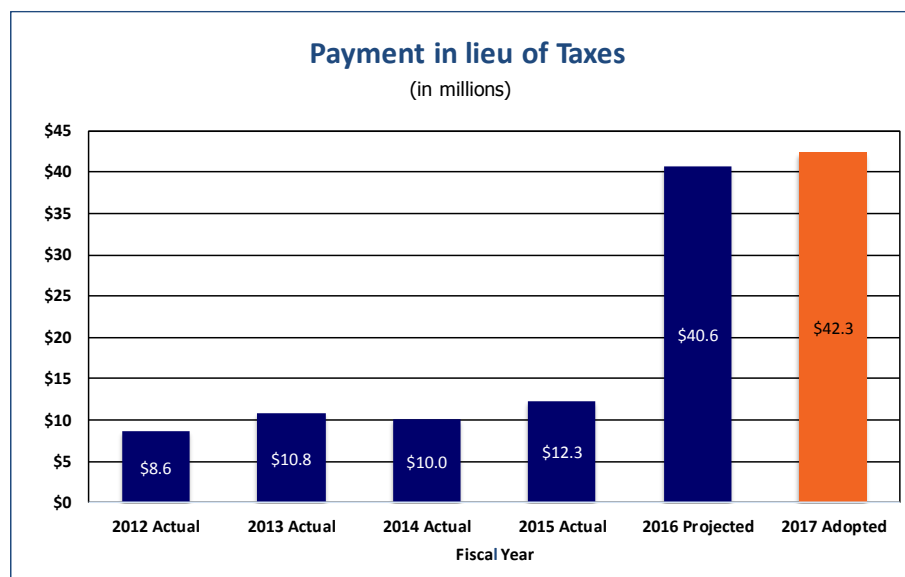
PAYMENTS IN LIEU OF TAXES

DEFINITION

Payments In Lieu of Taxes (PILOTs) are payments made to the County pursuant to contractual arrangements facilitated by various Industrial Development Agencies (IDAs) between the County and other municipalities, housing authorities, or property developers. They function as an inducement to spur economic growth through the operation of businesses, commercial real estate development, and senior and low-income housing in Nassau County. To achieve this goal, the properties are generally removed from the tax rolls and the entities remit contractually determined PILOTs, which are usually less than the real estate taxes that would have been due if the properties were on the tax rolls. The Comptroller's Office monitors the PILOT revenue received by the County for low-income and senior citizen PILOT agreements. The Assessment Department monitors PILOT revenue for agreements made by the IDA.

HISTORICAL TRENDS

Between 2012 and 2015, PILOT revenue increased 43.4% from \$8.6 million to \$12.3 million, primarily due to a proliferation of new PILOT contracts with the various IDAs within the County as well as new contracts on properties held by organizations where the property would normally be considered tax-exempt (e.g., Long Island Power Authority as a New York State Authority). The County projects 2016 revenue to be \$40.6 million. Payments associated with PILOT agreements generally start low, stay flat for three years, and then increase thereafter over time. An additional \$27.7 million is due to a transfer of LIPA Parcels from property tax levy to the Major Funds for Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.



DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for PILOT revenue is \$42.3 million, an increase of 4.2% from the 2016 Projection. This includes approximately \$14.6 million for 86 PILOT agreements in the County, 40 of which are in the Town of Hempstead. An additional \$27.7 million is due to a transfer of LIPA Parcels from property tax levy to PILOTS in order to adhere to New York State Property Tax Cap for these parcels.



CAPITAL RESOURCES FOR DEBT

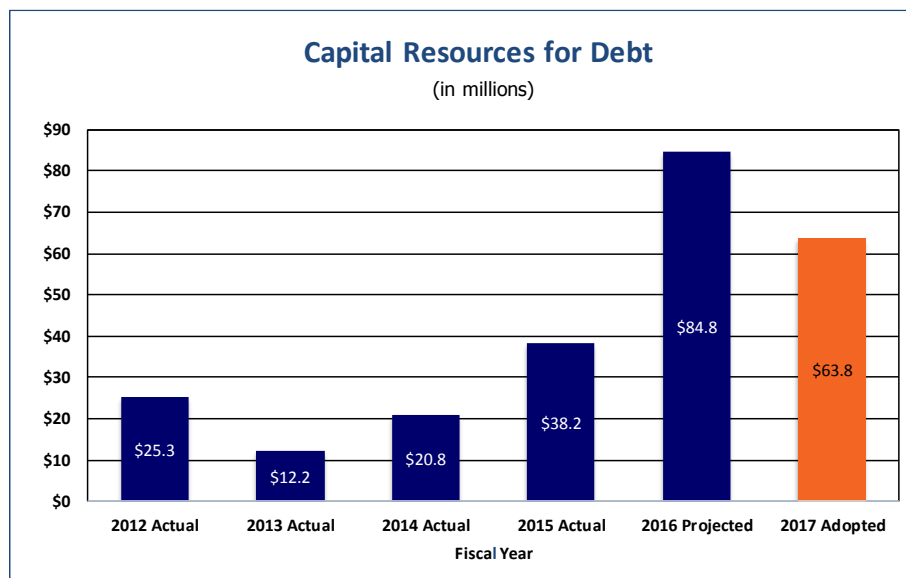
DEFINITION

Capital Resources for Debt includes unused cash in closed capital projects and premiums received on County borrowings. The County uses the excess cash to pay debt service.

Excess capital cash is unexpended cash that remains in a capital project after the project is completed or canceled. Unanticipated Federal Aid, State Aid, betterment agreements with other municipalities, or positive expense budget variances can generate unexpended capital cash. Premiums are amounts paid by investors that are in excess of the par amount of short-term notes or long-term bonds.

HISTORICAL TRENDS

Fluctuations in Capital Resources for Debt are due to fluctuations in proceeds received from the closing of capital projects, and bond premium generated from the issuance of premium bonds. The County projects revenues of \$84.8 million in 2016, which includes \$60 million of bond proceeds to be used for tax certiorari payments.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget contains \$63.8 million in Capital Resources for Debt, which is primarily bond proceeds that the County anticipates using to pay for tax certiorari refunds. The decrease of \$21.0 million, or 24.8%, from the 2016 Projection is because the County does not budget premium earned on bond issuances, as NIFA may restrict the use of bond premium.



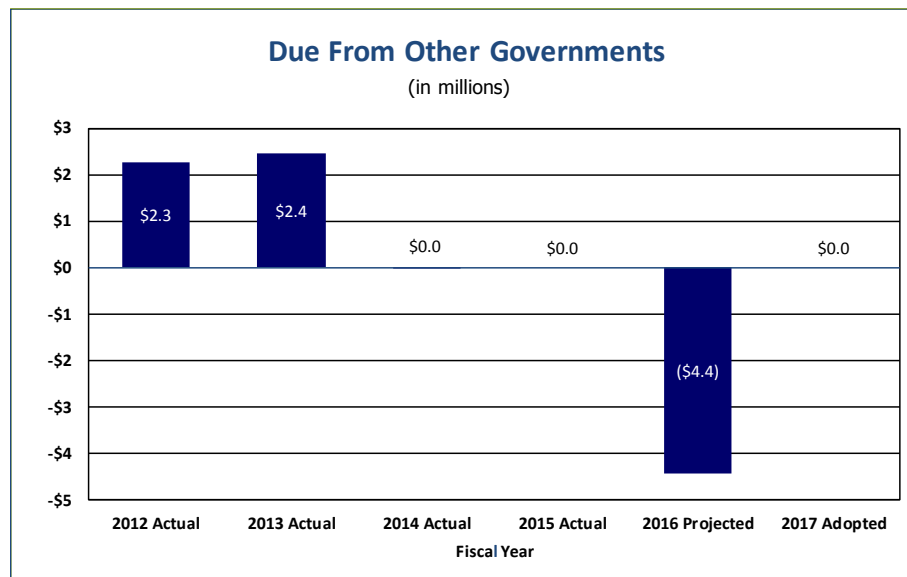
DUE FROM OTHER GOVERNMENTS

DEFINITION

Pursuant to an inter-municipal agreement (IMA) with each of the Villages of Cedarhurst and Lawrence, the County took over the operation of each village's sewer treatment plant and collections systems in 2012. Both villages collect sewer rents and pay the County according to the terms of the respective IMA.

HISTORICAL TRENDS

In 2012 the County signed an inter-municipal agreement with the Villages of Cedarhurst and Lawrence, where the County took over the operation of each village's sewer treatment plant and collections systems. The 2012 -2015 included budgeted amounts of \$2.3 million and \$1.5 million in 2016. The collection of the balance of all year's sewer rents is currently under review by the County Attorney's Office.



2017 BUDGET HIGHLIGHTS

To be conservative the 2017 Adopted Budget does not include sewer rent collections.



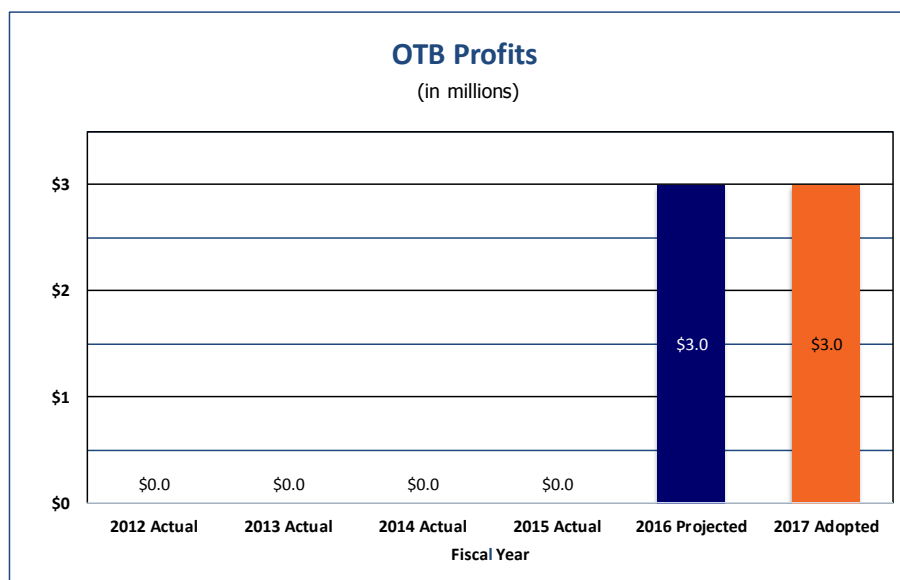
OFF TRACK BETTING (OTB) NON-TAX REVENUE

DEFINITION

In 2013, the New York State Legislature enacted the “Upstate NY Gaming Economic Development Act,” which allows the Nassau Regional Off-Track Betting Corporation, among others, to host Video Lottery Terminals (VLTs). This law designates Nassau County as a “newly eligible municipality,” which gives the County the right to share in the profits produced by the terminals within the confines of its borders.

HISTORICAL TRENDS

Profits flowing to Nassau County from OTB operations are projected to be \$3.0 million for 2016 due to a New York State Legislative Agreement transferring OTB’s authority to install 1,000 Video Lottery Terminals (VLT’s) to Genting New York LLC, a Malaysia-based firm that currently operates the Resorts World Casino at Aqueduct Racetrack.



2017 BUDGET HIGHLIGHTS

Off-Track Betting Non-Tax Revenues in the 2017 Adopted Budget are \$3.0 million and is flat with the 2016 Projection.



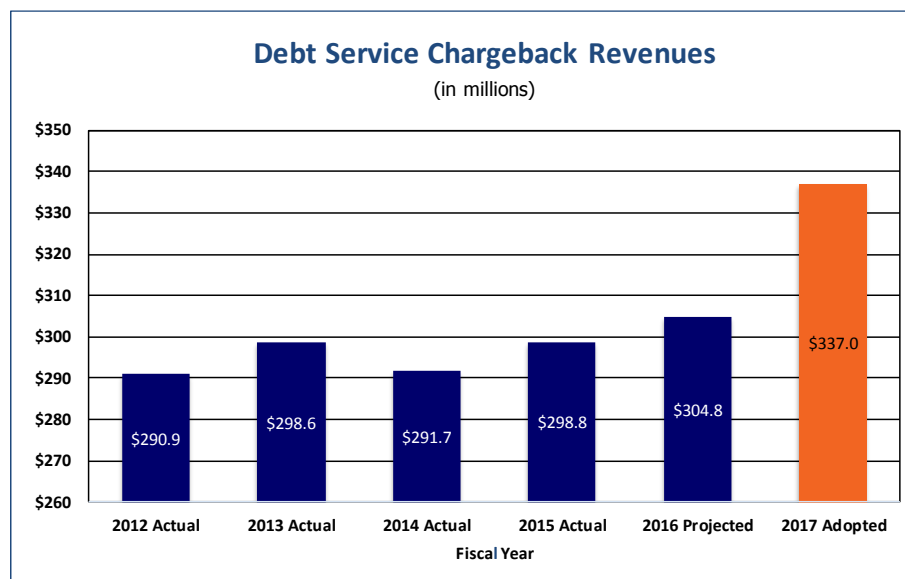
DEBT SERVICE CHARGEBACK REVENUES

DEFINITION

The County budgets debt service interest, principal, and set-aside payments in the Debt Service Fund. The County then charges these expenses to the operating funds on a project-by-project basis. Debt Service Chargeback Revenues reflects payments into the Debt Service Fund from the General, Fire Prevention, Police Headquarters, and Police District Funds to enable the County to allocate its debt service expense to the correct tax base. With regard to projects related to the Sewer and Storm Water Resources District, the County pays a portion of the debt service directly from the Sewer and Storm Water Resources District (SSW) Fund. The County budgets the remainder in the Debt Service Fund, which it then charges back to the SSW Fund.

HISTORICAL TRENDS

Debt Service Chargeback Revenues has increased as the County continues to finance capital projects and certain other expenses. The 2016 projection for Chargebacks is \$304.8 million, a 2.0% increase over 2015 actual. Fluctuations from year-to-year are primarily due to fluctuations in revenue from capital closeouts and premium earned on debt issuances, which the County applies to Debt Service and therefore affects the required Debt Service Chargeback. See “Debt Service Fund” for a further explanation of total debt service.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Debt Service Chargeback Revenues are \$337.0 million, a 10.6% increase from the 2016 Projection, as the County continues to issue debt under its own authority, therefore requiring higher Debt Service Chargeback Revenues.



INTERFUND REVENUES

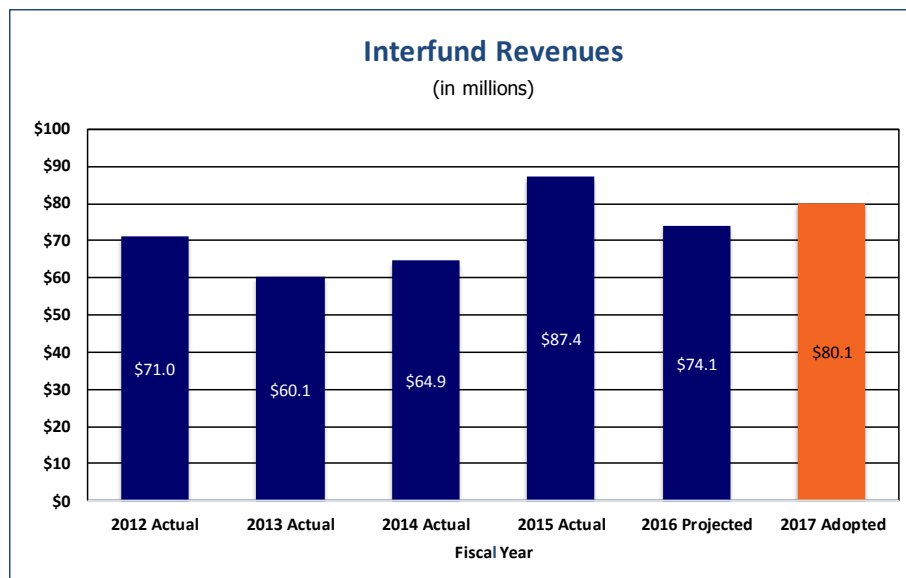
DEFINITION

The County classifies revenues received by departments within the Major Operating Funds for services they provide on behalf of non-Major Operating Fund entities as Interfund Revenues. These can include revenues for services provided to the Grant, Community College, Capital, and Sewer and Storm Water Resource District Funds. In addition, these revenues include payments to the Debt Service Fund for principal and interest related to debt for the Environmental Bond Fund and Sewer and Storm Water Resources District Fund. These charges differ from Interdepartmental Revenues, which are limited to services between entities within the Major Operating Funds.

HISTORICAL TRENDS

In 2012, Interfund Revenue was \$71.0 million, which included \$20.4 million of Debt Service Chargeback to the Environmental and Sewer and Storm Water Resources District Funds; \$17.1 million for the Nassau Health Care Corporation (NHCC) and Nassau Regional Off-Track Betting Corporation (OTB) and \$10.4 million transfer from the Employee Benefits Accrued Liability Reserve Fund to provide for compensation for retiring police officers. The transfer from the Employee Benefits Accrued Liability Reserve Fund in 2012 was a non-recurring item, and, as such, was the major reason for the 15.4% decrease to \$60.1 million when compared to 2013. In 2014 Interfund Revenue was \$64.9 million, a \$4.8 million or 7.9% increase when compared to 2013. This increase was due to higher charges for Interfund Revenues from the Sewer and Storm Water Resource District and Environmental Bond Funds. In 2015 Interfund Revenue was \$87.4 million, a \$22.5 million or 34.7% increase when compared to 2014. The increase was due to the recovery of the 10% local share portion of costs incurred in connection with Super Storm Sandy from the Federal Emergency Management Agency (FEMA) and higher Interfund Revenue from NHCC. The 2016 projection is \$74.1 million or \$13.3 million lower when compared to 2015. The primary reason for the decrease is due to the reversal of 10% local share portion from FEMA, which was a non-recurring item. Another contributing item is lower Interfund Revenue from the Sewer and Storm Water Resource District Fund (SSW) to the General Fund. These items are offset by higher Debt Service Chargeback to SSW, the Environmental Fund and NHCC.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Interfund Revenues is \$80.1 million, an increase of \$6.0 million, or 8.1% from the 2016 Projection due to higher debt service in Nassau Community College (NCC), Nassau Healthcare Corporation (NHCC), Environmental Bond Fund and the Sewer and Storm Water Resources District and \$1.0 million in the Department of Human Services. The funding source for Human Services is from a Special Revenue account from the District Attorney's office, which will be used towards Youth Services contracts. This is partially offset by a decrease in the Department of Public Works Interfund Revenue.



FEDERAL AID

DEFINITION

Federal Aid refers to financial support extended by the Federal Government to State and local public entities, including municipalities, which consider such aid revenue. Federal legislation authorizes this aid and bases it on specific criteria such as the type of expense, e.g., social/health program services, salaries, capital project costs, etc. and socio-economic factors, e.g., people living below the poverty level. The County also receives Federal Aid for infrastructure, transportation, and occasionally for natural disasters, such as Superstorm Sandy and Hurricane Irene.

The Department of Social Services (DSS) receives the majority of Federal Aid in any given year. Federal Aid partially or fully funds DSS programs including Temporary Assistance for Needy Families (TANF), Food Stamps (aka SNAP), Safety Net Assistance (SNA), and Day Care.

Other departments receiving Federal Aid include the Correctional Center (operated by the Sheriff's Department), Department of Public Works (DPW) – Real Estate, Department of Human Services, Police Department, and Health Department. The Federal State Criminal Alien Assistance Program (SCAAP) reimburses the Correctional Center for the provision of cell space and for a portion of correction officers' salaries to supervise Federal prisoners who the County detains until Federal officials transfer them to Federal facilities. The Correctional Center also receives some funding from the DSS TANF program to provide assessments of certain inmates. In Human Services, the Office of the Aging receives Federal Aid for Transportation and Supportive Services, Congregate Meals, Home Delivered Meals, Health Education and Medication Management, and Caregivers Day Care and Respite. The County's Debt Service Fund receives a direct payment subsidy for a portion of its borrowing costs on Build America Bonds that the County issued in 2009 and 2010.

The County receives Federal Aid in two ways based on the Federal legislation. It receives the aid directly from an agency of the Federal Government, e.g., Food Stamps from the U.S. Department of Agriculture, TANF, and SNA from the U.S. Department of Health and Human Services, emergency aid from Federal Emergency Management Agency (FEMA), etc. The County also receives Federal Aid that the New York State first receives, which is then "passed through" a State agency to the County. For example, the Federal Transportation Authority sends funding to the New York State Department of Transportation, which then "passes through" the funds to the County. While distribution of Federal Aid is not competitive and is often federally mandated, the County must submit an application or plan of some type each year for each funding stream.

The Federal Government bases Federal Aid in a given year on the annualized level of expense as well as adjustments to prior year aid. Other factors affecting Federal Aid include the condition of the national and state economies, national and state emergencies, and the funding priorities and decisions of Congress and the President in each Federal Fiscal Year that commences on 1st of October. All of these factors can result in Federal Aid fluctuations significantly each year.



HISTORICAL TRENDS

Department of Social Services

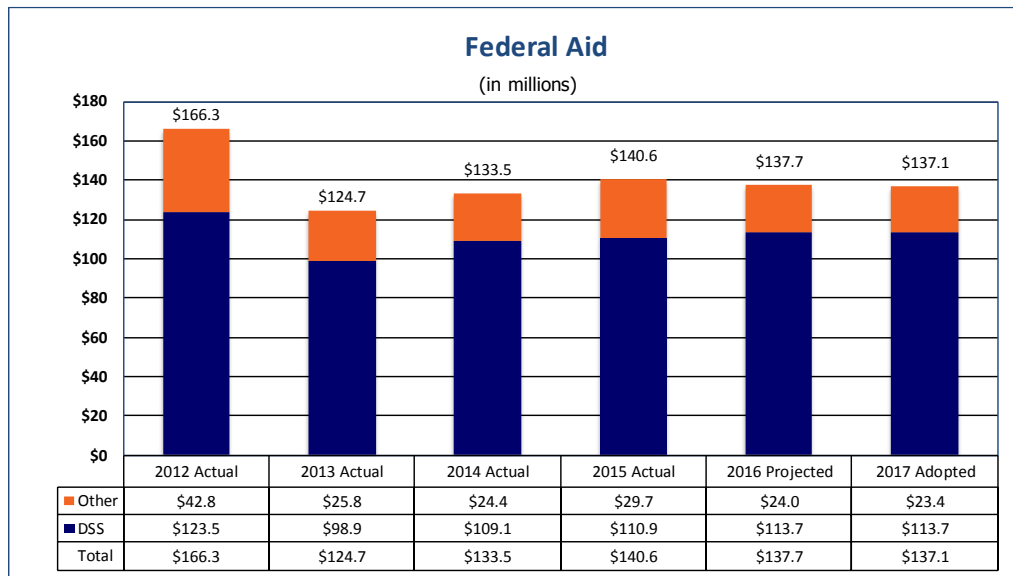
Since 2012, Federal Aid to DSS has been at least 74% of all Federal Aid that the County received. Federal Aid for DSS in 2013 was \$98.9 million, a 19.9% decrease from 2012 and was mainly due to a decrease in caseloads in TANF and other DSS programs as a result of an improved economy. Federal Aid for DSS increased in 2014 from 2013 by \$10.2 million or 10.3% and was primarily attributable to an increase in the State Child Care subsidy grant. In 2015, Federal Aid for DSS increased by \$1.8 million, or 1.7% primarily due to an increase in the Child Care subsidy grant partially offset by a decrease in TANF, and Foster care caseloads. The County is projecting Federal Aid in 2016 to be \$113.7 million primarily due to the continued increase in the Child Care subsidy grant partially offset by a decrease in TANF, and Foster care caseloads.

Other Departments

In 2012, revenue in the Other Departments category was \$42.8 million, the largest components are the Correctional Center in the amount of \$14.6 million and \$11.6 million to the Department of Public Works (DPW) from the Federal Emergency Management Agency (FEMA) for Hurricane Irene costs. In 2013, Federal Aid in the Other Departments category was \$25.8 million, a \$17.0 million decrease, mostly attributable to the absence of the prior year FEMA recovery. In 2014, Federal Aid in the Other Departments category was \$24.4 million, a 5.8% decrease primarily due to the Correctional Center's discontinued diagnostic program in the amount of \$2.0 million and a lower than anticipated Federal Inmate population. In 2015, Federal Aid in the Other Departments category was \$29.7 million, a 21.7% increase primarily due to a onetime reimbursement from FEMA for Superstorm Sandy related expenses. In 2016, Federal Aid in the Other Departments category is projected to be \$24.0 million, a decrease of \$5.7 million, or 19.2%, primarily due to non-recurring FEMA reimbursement for Superstorm Sandy.

Between 2012 and 2014, Federal Aid in the Department of Human Services remained relatively stable. In 2015, Federal Aid was \$4.5 million or 19.7% lower than 2014 primarily due to lower reimbursements in the Office of the Aging programs as a result of lower expenses. The 2016 Projection for the Department of Human Services is \$5.4 million.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

Federal Aid in the 2017 Adopted Budget is \$137.1 million, which is essentially flat from the 2016 Projection. Federal Aid for Public Assistance caseloads in DSS accounts for 82.7% of Federal Aid. TANF caseloads is expected to continue to decrease and will be offset by the increase in the Child Care Subsidy Grant that was awarded to the County as part of the New York State 2016/ 2017 Budget.



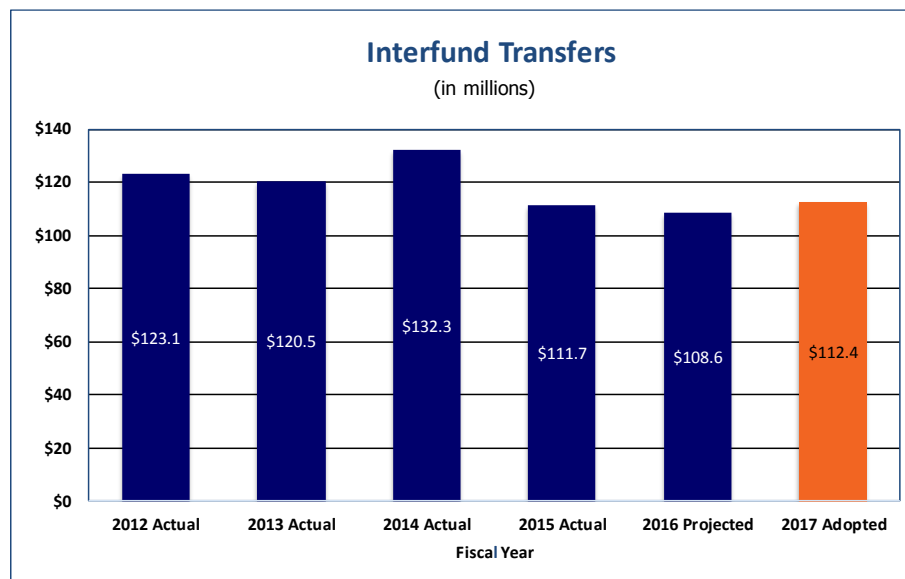
INTERFUND TRANSFERS

DEFINITION

The Interfund Transfer is a revenue code that enables the County to transfer revenues between funds. In 2016, the County funded this object code to reflect revenue received by the Police Headquarters Fund from the General Fund and a transfer of tax levies from Sewer and Storm Water Finance Authority to Sewer and Storm Water Resources District Fund.

HISTORICAL TRENDS

Historically, this object code was only budgeted in the Sewer and Storm Water Resources District Fund (SSW) for transferring the tax levies from the Sewer and Storm Water Finance Authority (SFA). In 2012, the County transferred \$113.0 million of tax levy from SFA to the SSW Fund and \$9.4 million from the General Fund to the Police Headquarters Fund and the Fire Commission Fund to cover salaries shortfall. In 2013, the County transferred \$100.9 million of tax levy from SFA to the SSW Fund and \$11.3 million from the General Fund to the Police Headquarters Fund to cover salaries shortfall. In 2015, the County transferred \$109.9 million of tax levy from SFA to the SSW Fund and the 2016 Projection includes a tax levy transfer of \$104.1 million.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Interfund Transfers is a \$112.4 million, a 3.50% increase from the 2016 Projection. The increase is mainly due to the Interfund Transfer from the Retirement Contribution Fund(RCF) of \$8.0 million to partially fund the 2017 New York State Retirement Pension payment.



STATE AID

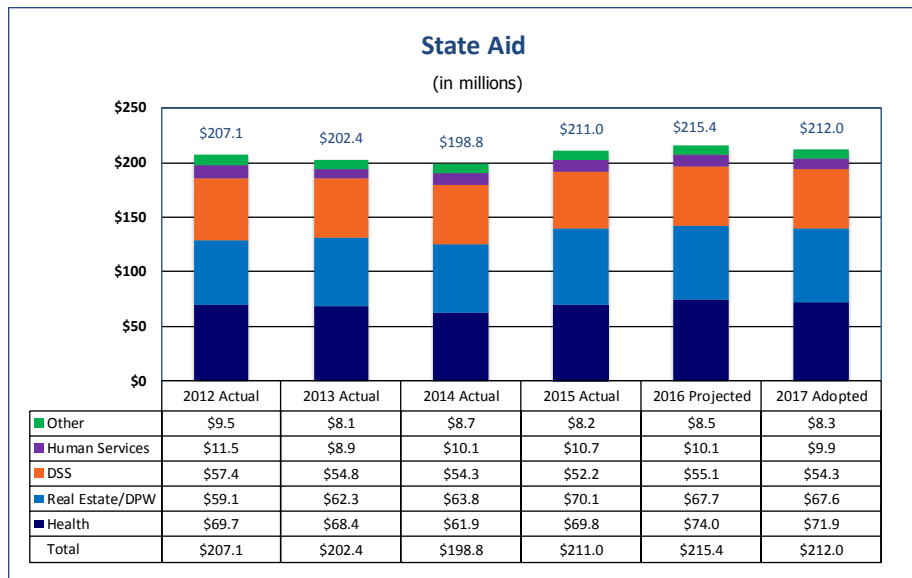
DEFINITION

State Aid refers to financial support extended by the New York State to local public entities, including municipalities such as the County. State legislation authorizes the aid and bases it on specific criteria such as the type of expense and the factors related to specific programs. In some cases, the State caps the aid in a given year. Typically, the Health Department and the Department of Social Services receive the greatest share of State Aid in the form of reimbursements for expenses incurred by their respective programs.

HISTORICAL TRENDS

State Aid between 2012 and 2015 increased 1.9%. In 2012, State Aid revenue was \$207.1 million. In 2013, State Aid was 202.4 million, a 2.3% decrease compared to 2012, primarily due to prior period adjustments in the Preschool and Early Intervention programs under the Health Department and a decrease in Social Services reimbursements due to lower salary expense and lower Institutional Care and Foster Care caseloads. State Aid decreased 1.8% to \$198.8 million in 2014, primarily due to continued lower reimbursements in the Health Department for Preschool and Early Intervention. In 2015, State Aid revenue was \$211.0 million, a 6.2% increase over 2014, primarily due to prior period Preschool adjustments and \$6.9 million of NYS one-time capital funding to DPW for use in operating expenses that represents the 10% NYS match for the Nassau Inter-County Express(NICE) bus contract with TransDev, Services Inc. State Aid is projected to increase 2.1% to \$215.4 million in 2016, primarily due to prior period adjustments in the Health Department for Early Intervention and Preschool.

DESCRIPTION OF REVENUE CODES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for State Aid is \$212.0 million, a decrease of \$3.4 million from the 2016 Projection, primarily due to the effect of prior year adjustments in Preschool reimbursements in the Health Department.



SALES TAX COUNTYWIDE

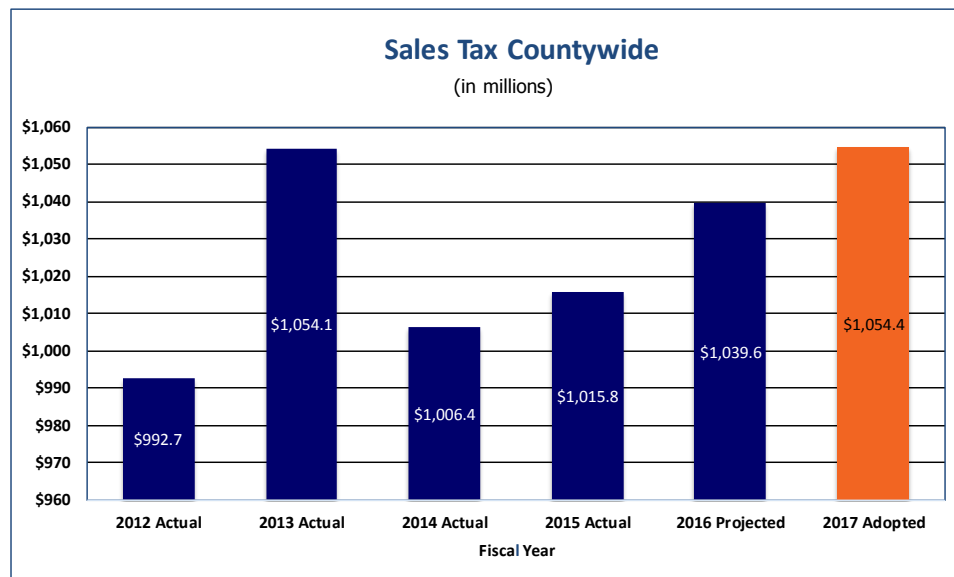
DEFINITION

Governing bodies of cities and counties may impose sales and use taxes within their boundaries at a rate limited by State statute and as implemented by local laws, ordinances, or resolutions to fund operations.

The sales tax rate in Nassau County is 8.625%, of which 4.375% is the State's share, (including a 0.375% component that the State imposes within the Metropolitan Commuter Transportation District) and 4.25% is the County's share, out of which the County must allocate a 0.25% component to towns and cities within the County under a Local Government Assistance Program.

HISTORICAL TRENDS

Between 2012 and 2015, Countywide Sales Tax increased 2.3%, from \$992.7 million to \$1.016 billion growing at an average annual rate of 0.9%. Included in this increase was a 4.5% reduction between the years 2013 and 2014 which was primarily attributable to the sharp decrease in post-Superstorm Sandy recovery spending. A small rebound is anticipated as Countywide Sales Tax is projected to increase approximately 2.4% over 2015 results.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget includes \$1.05 billion in Countywide Sales Tax revenues, which reflects a 1.4% growth rate when compared to the 2016 Projection not including deferred sales tax. The assumed growth rate is conservative when compared with projected increases of 2.3% for 2016 and 2017 for Sales Tax collections in Nassau County from Moody's Analytics.



PART COUNTY SALES TAX

DEFINITION

New York State Tax Law Section 1262(d) gives the cities of Long Beach and Glen Cove a choice regarding their share of certain sales taxes collected by restaurants, hotels, and other retail establishments. They can either receive these revenues directly from New York State or allow the State to send the revenues to the County and receive a credit for Property Taxes. The City of Long Beach receives a direct distribution of these Sales Taxes from New York State, while the City of Glen Cove has chosen not to receive these taxes. The Towns of Hempstead, North Hempstead, and Oyster Bay do not have the option of receiving these sales taxes directly from New York State, and the State distributes their share to Nassau County. Part County Sales Tax represents these sales taxes sent to Nassau County by the State. The townships and cities collect their portions of property taxes in Nassau County, and they remit the County portion to the County. The mechanism by which the City of Glen Cove and the three Towns receive credit for these Part County Sales Tax is to remit a lower amount of Property Tax to the County than they otherwise would have, reflecting the fact that they did not receive a direct distribution from New York State for these specific sales taxes.

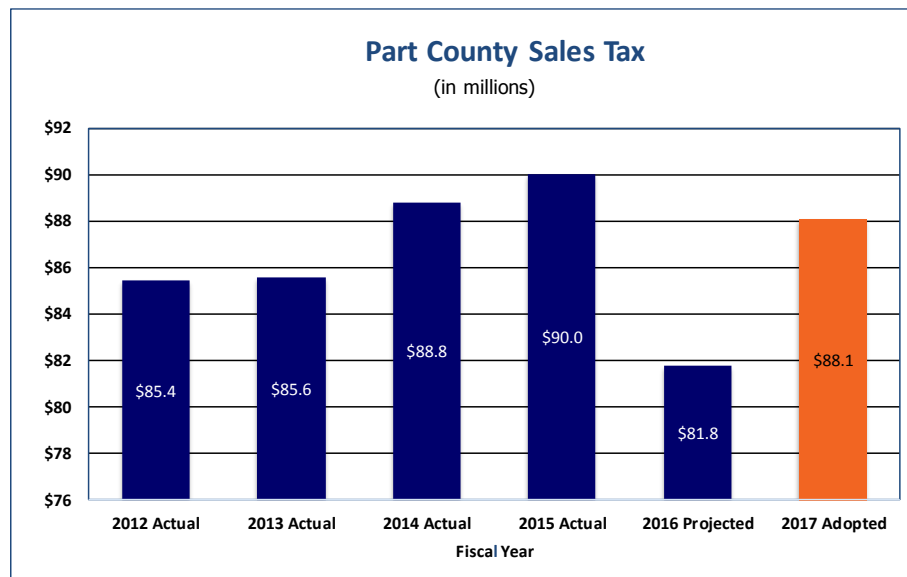
The County budgets and records these taxes separately from other sales taxes so that the property tax bills for the City of Glen Cove and the three townships properly reflect an equal reduction in what otherwise would have been County property taxes. Since the County considers the Part County Sales Tax a payment of County property tax, the County can only recognize actual collections up to the budgeted amount. The County must either credit or collect variations from budget. If the actual is over budget, the County defers the difference and recognizes it two years later. If the actual is under budget, the County adds the shortfall to the property tax bill two years later. The two-year delay is due to the timing of the next year's budget adoption in October and issuance of the County's Comprehensive Annual Financial Report (CAFR) issued on or about the subsequent year by June 30th. The County does not know the actual Part County Sales Tax amounts until the County Legislature adopts the subsequent year's budget; therefore, the County must recognize the actual Part County Sales Tax amounts in the following year.

DESCRIPTION OF REVENUE CODES



HISTORICAL TRENDS

Part County Sales Tax typically increases or decreases in percentages similar to Countywide Sales Tax. Differences are often the result of adjustments for over or under collections discussed above. Between 2012 and 2015, Part County Sales Taxes have increased 5.4% growing at an average annual rate of 1.8%. The projection for 2016 is \$81.8 million, an approximate 9.2% reduction from the 2015 actual and is largely attributable to an anticipated \$4.1 million year-end 2016 adjustment to reflect an under collection of Part-County Sales Tax in 2014 and is a reversal of the trend in recent years.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Part County Sales Tax Budget is \$88.1 million, an approximate 7.7% increase from the 2016 Projection. This includes approximately \$0.9 million of credits deferred from 2015, consistent with County accounting policy. The rate of increase from the 2016 Projection is effectively higher than the increase associated with Countywide Sales Tax mainly due to an anticipated year-end 2016 adjustment reducing Part-County Sales Tax to reflect the proper amount of property tax collections from the towns and the City of Glen Cove from fiscal year 2014 sales tax.



PROPERTY TAX

DEFINITION

New York State law requires localities such as the County to base real property taxes on assessed value. Counties, cities, towns, villages, school districts, and special districts each raise revenues through real property taxes to pay for local services. The assessed value and the tax rate of the taxing jurisdictions where a specific property is located determine the amount of taxes.

New York State law provides that taxing authorities assess each property at a uniform percentage of its market value. However, for special assessing units, there may be a different uniform percentage applied to each class of property. New York City and Nassau County are the only special assessing units in the State. The uniform percentage for the class of property can vary from very low to a higher percentage, as long as it does not exceed 100%. However, the County must assess each property in the same class at the same uniform percentage.

The New York School Tax Relief (STAR) program provides a partial property tax exemption from school taxes to qualifying homeowners where the resident owners and their spouse's income is less than \$500,000. The basic STAR exemption is available for owner-occupied, primary residences regardless of the age of the owner(s) and exempts the first \$30,000 of the full value of a home from school taxes. The enhanced STAR exemption is available for the primary residence of senior citizens with yearly incomes, including any owner's spouse who resides at the property, not exceeding the statewide limit. For qualifying senior citizens, the enhanced STAR program exempts the first \$65,300 of the full value of a home from school property taxes for the 2016-17 school year (unchanged from 2015-16). An explanation of the STAR program is available here: <http://www.tax.ny.gov/pit/property/star/index.htm>.

There are over 400,000 taxable parcels of property in the County. The Department of Assessment assesses each parcel to support the County's property tax levy and the tax levies for the three towns, 55 of the 56 school districts, and County and town special districts. The County's total property tax levy is set at the sole discretion of the County, subject to State constitutional and statutory limitations. A statutory formula sets the distribution of the total levy by class.

State law requires that the County place all real property in Nassau County in one of the following four classes.

- Class one: one-, two-, and three-family homes and residential condominiums of three stories or less
- Class two: apartments, residential cooperatives, and residential condominiums of four stories or more
- Class three: public utility equipment
- Class four: all other property (principally commercial, industrial, and vacant property)

DESCRIPTION OF REVENUE CODES



The Department of Assessment calculates the tax by multiplying the tax rate (set by the County Legislature) and the taxable assessed value (a percentage of fair market value, subject to statutory adjustments for phase-ins and partial exemption). The total property tax revenue for the primary County funds (General, Fire Commission, Police District, and Police Headquarters) and the Nassau County Sewer and Storm Water Finance Authority appears below.

HISTORICAL TRENDS

Property Taxes for the Major Operating Funds and the Nassau County Sewer and Storm Water Finance District were \$920.6 million, \$920.4 million, \$920.6 million for the years 2012, 2013, 2014, no Property Tax increase in those three years. In 2015 Property Taxes were \$955.4 million. The 2016 Projection for Property Taxes is \$939.4 million, a decrease when compared with 2015 mostly associated with a transfer of LIPA Parcels from the property tax rolls to Payments in Lieu of Taxes (PILOTS) in order to adhere to a state statute capping these parcels at 2% over prior year levels for tax levy purposes.

Note: Overall growth between 2012 and 2015 is primarily due to the County availing itself in 2015 of unused carryover of Property Taxes not assessed in prior years pursuant to the New York State Property Tax Levy limitation formula. A continued expansion of the County tax base was also a contributing factor in this growth.

2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget is a **NO TAX** increase budget and stays within the New York State Property Tax Cap. The County property tax represents a small portion of the average tax bill approximately 16%.

Variance in Property Tax levy is due to the transfer of LIPA Parcels from property tax rolls to Payments in Lieu of Taxes (PILOTS) in order to adhere to a state statute capping these parcels at 2% over prior year levels for tax levy purposes.

| Fund | 2015 Actual | 2016 Adopted | 2016 Projected | 2017 Adopted |
|-------------------------|-----------------|-----------------|-----------------|-----------------|
| Police District | \$ 368.0 | \$ 374.7 | \$ 374.7 | \$ 384.1 |
| Police Headquarter | \$ 342.1 | \$ 357.2 | \$ 357.2 | \$ 359.1 |
| General | \$ 106.2 | \$ 66.7 | \$ 68.4 | \$ 57.6 |
| Sewer Finance Authority | \$ 123.3 | \$ 115.0 | \$ 115.0 | \$ 115.0 |
| Fice Commission | \$ 15.8 | \$ 16.1 | \$ 16.1 | \$ 16.2 |
| Total | \$ 955.4 | \$ 929.7 | \$ 931.4 | \$ 932.0 |



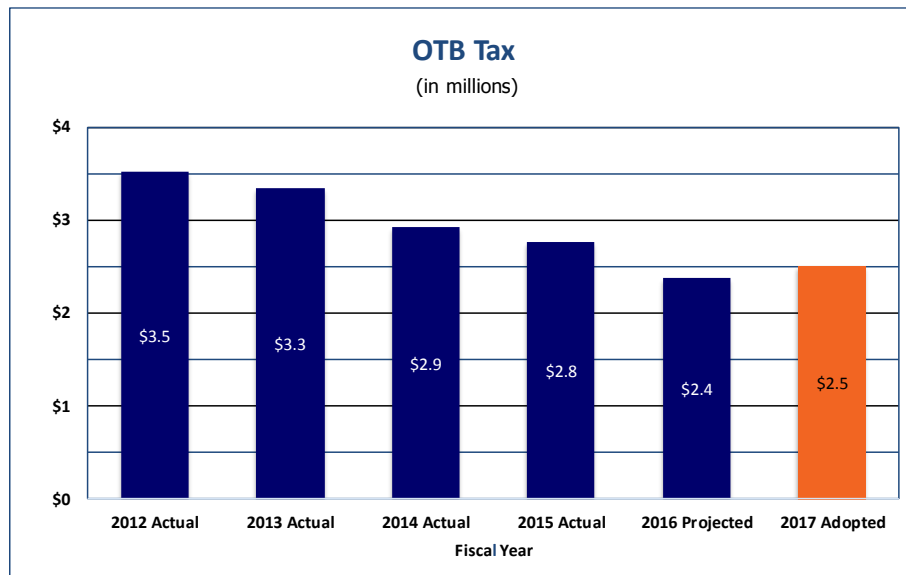
OFF TRACK BETTING (OTB) 5% TAX

DEFINITION

Para-Mutual winnings are subject to a 5% surcharge for persons placing bets at off-track betting facilities throughout New York State on races in Nassau County, except at tele-theatre facilities.

HISTORICAL TRENDS

The surcharge revenue has been declining steadily due to lower wagering subject to the surcharge over this period. OTB expects the trend to continue, as the County projects revenue for 2016 to be \$2.4 million.



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget of \$2.5 million is 5.3% higher than the 2016 Projection.



SPECIAL SURCHARGES AND TAXES

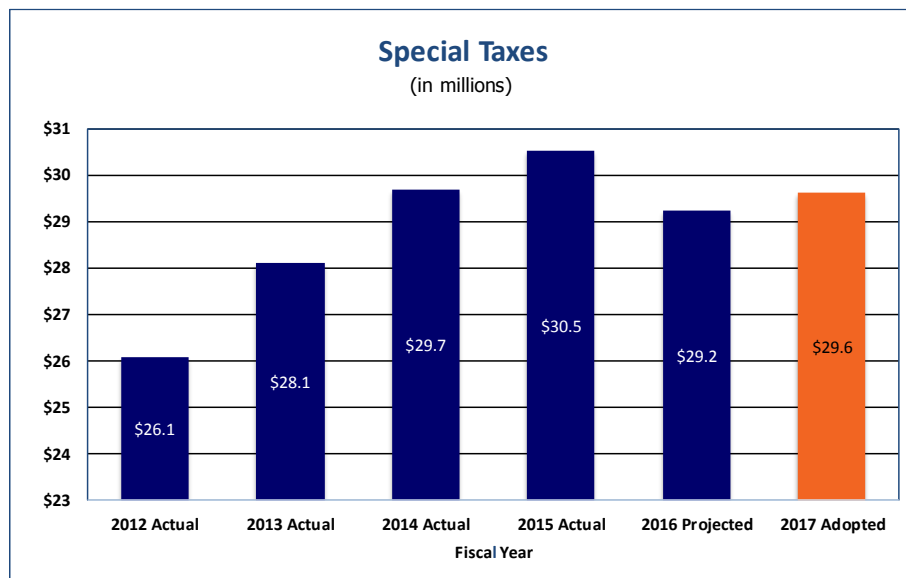
DEFINITION

The County collects various Special Surcharges and Taxes based on usage in accordance with laws enacted by the New York State Legislature. The most significant of these are the Motor Vehicle Registration Fees, Emergency Phone and Enhanced 911 Telephone Surcharges (Police Department), Hotel/Motel Occupancy Tax (Department of Parks, Recreation & Museums and the Office of the Treasurer), and the Entertainment Ticket Tax (Office of the Treasurer).

HISTORICAL TRENDS

Special Surcharge and Tax revenue realized by the Police Department comprised approximately 83% of the total allocations remitted to the County from 2012-2015. In 2013 revenues increased by 7.8% or \$2.0 million from 2012. This increase was primarily due to growth in the revenues collected by the County from the Emergency Phone and Enhanced 911 Telephone Surcharges, Motor Vehicle Registration Fees, the Hotel/Motel Occupancy Tax and the Entertainment Tax. Revenues also increased in 2014 by 5.6% or \$1.6 million compared to 2013. This increase was primarily due to proceeds from Local Law 29-200 for the Hotel/Motel Occupancy Tax that the County had previously recorded in the Grant Fund. In 2015, the County collected \$30.5 million, which was an increase of 2.8% or \$830,483 compared to 2014. This increase was primarily due to higher Hotel/Motel Occupancy Tax proceeds and Motor Vehicle Registration Fees. The County projects the Special Taxes and Surcharges revenue for 2016 to decrease by 4.2%, or \$1.3 million from 2015. This decrease is primarily due to lower Entertainment Taxes collected by the County due to the renovation of the Nassau Coliseum by Nassau Events Center (NEC) and a projected decrease in Motor Vehicle Registration Fees. These decreases are partially offset by an increase in Emergency Phone and Enhanced 911 Telephone Surcharges.

DESCRIPTION OF REVENUE CODES

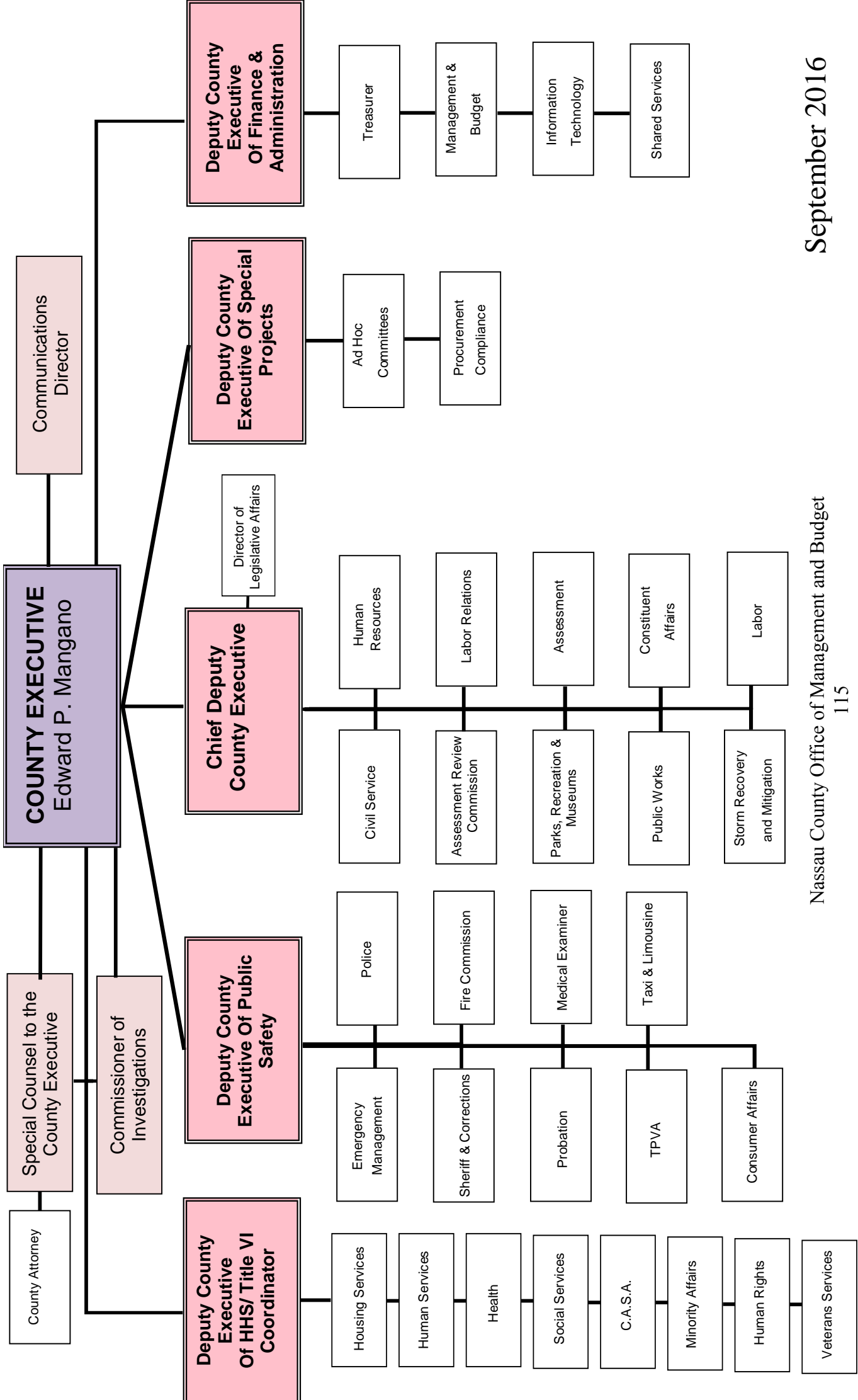


2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for Special Surcharges and Taxes is \$29.6 million, an increase of 1.3% from the 2016 Projection primarily due to growth in Entertainment Tax Revenue. The Nassau Veteran's Memorial Coliseum is projected to re-open in the second quarter of 2017, thus enabling the County to collect Entertainment Tax from events again. The County also anticipates collecting more Entertainment Tax Revenue from the New York Community Bank Theatre at Westbury (Westbury Music Fair) and from Motor Vehicle Registrations.

**OPERATING DEPARTMENTS
AND
AGENCIES**

Nassau County Organizational Chart





VISION

The Commissioner of Investigations works to ensure the highest level of integrity and efficiency in all facets of County operations.

MISSION

The Commissioner of Investigations identifies instances of fraud, waste, and abuse affecting County government by using the authority granted by the County Charter to investigate the practices of County agencies and those who work for, do business with, or receive benefits from the County. The Commissioner advises the County regarding the remediation of fraud, wasteful practices, or abuse of authority and, when appropriate, refers its findings to the Nassau County Police Department and the District Attorney for possible criminal proceedings.



COMMISSIONER OF INVESTIGATIONS

The Commissioner of Investigations is responsible for the following:

- The identification, investigation, and eradication of fraud, waste, and abuse that affects the County's finances, programs, and services
- The investigation and remediation of fraudulent activities or improper billing by contractors, vendors, and consultants with whom the County does business
- The investigation of claims of workplace violence
- The identification and investigation of failures of County employees to abide by County policies
- By designation of the County Board of Ethics, the Commissioner also administers the Financial Disclosure Program

GOALS

- Reduce instances of fraud, waste, and abuse affecting County agencies and departments
- Reduce employee tolerance of fraud, waste, and abuse in the workplace
- Ensure a proper work environment for employees

OBJECTIVES

- Review, analyze, and take timely appropriate action on tips and complaints
- Recommend controls and procedures that will reduce opportunities for fraud, waste, and abuse in County operations
- Conduct a thorough review of all tips and complaints and facilitate examinations and audits of County operations
- Make timely and thorough analysis utilizing best practice investigative regulations
- Respect confidentiality while following applicable laws, rules and regulations
- Ensure that the highest ethical standards, and fairness and objectivity are observed
- Recommend controls and procedures that will reduce opportunities for fraud, waste, and abuse in County operations

INVESTIGATIONS



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for the Commissioner of Investigations is \$350,135, an increase of \$238,428 compared to the 2016 Projection, due to the expansion of the department by the Administration to appoint a Commissioner of Investigations. The appointment addresses the appearance of any conflict as the County Attorney was previously performing this function. The 2017 Adopted Budget for Salaries, Wages & Fees is \$288,835 which includes funding for four Full-time employees. It is an increase of \$182,628 from the 2016 Projection and \$288,835 more than the 2016 Adopted Budget. Other Than Personnel Services increased by \$55,800 to fund Contractual Services and certain General Expenses to meet the needs of the department.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|-----------|-----------------------------|-------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 0 | 0 | 106,207 | 288,835 |
| | DD - GENERAL EXPENSES | 0 | 500 | 500 | 11,300 |
| | DE - CONTRACTUAL SERVICES | 0 | 5,000 | 5,000 | 50,000 |
| EXP Total | | 0 | 5,500 | 111,707 | 350,135 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|-----------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 0 | 0 | 1 |
| | ORDINANCE | 0 | 1 | 3 |
| Full-Time Total | | 0 | 1 | 4 |



VISION

The Assessment Review Commission's Vision is to improve the accuracy of assessments, further limiting the County's tax refund liability.

MISSION

The Assessment Review Commission's Mission is to annually review the property assessment of every property owner in Nassau County who files a duly completed appeal and to reduce excessive assessments where warranted, in accordance with New York State law.



ASSESSMENT REVIEW COMMISSION

The New York State Legislature established the Assessment Review Commission (ARC) in 1998 under New York State Real Property Tax Law 523-b. The State amended the law in 2002 to broaden the review powers of ARC. ARC is an independent, quasi-judicial body consisting of a chairperson and five other commissioners appointed by the County Executive with the approval of the County Legislature. ARC has the authority to hire appraisers and staff. The chairperson has the authority to designate commissioners or employees to act as hearing officers on individual assessment matters. In addition, ARC's staff provides valuation resources for the County Attorney.

Through ARC, Nassau County taxpayers may appeal their property's annual tax assessment by filing an Application for Correction of Assessment. ARC's Commissioners and staff of professional appraisers are exclusively dedicated to making accurate determinations on these administrative appeals. ARC makes independent determinations of market value and reduces assessments that it finds excessive. It also corrects tax class and exemption errors. ARC only reviews assessments that property owners have appealed.

The implementation of County Executive Mangano's residential settlement program has reduced the liability for County taxpayers in the last four years. This successful initiative has resulted in the County resolving all residential grievances prior to the finalization of the tax roll, which has provided homeowners with timely resolution of their challenges without generating costly refunds. As a result, residents receive their corrected home values before paying taxes and no longer have to pay money they do not owe to the County and the various taxing jurisdictions.

On June 20, 2014, the New York State Assembly and the New York State Senate passed legislation (A10097) entitled, "An act to amend the Nassau County Administrative Code, in relation to the levy and extension of real property taxes on class-four real property." The legislation establishes a disputed assessment fund for commercial property assessment disputes in Nassau County. The bill creates a new section 6-41.0 in the Nassau County Administrative Code to provide for a two-step process for commercial property assessment disputes and requires that the County administer all payments towards the disputed assessment fund in the same manner as Nassau County real property taxes. Any refund the County pays of real property taxes owed to a class-four property owner due to a settlement or final decision from a court of competent jurisdiction on an RPTL Article 7 Title 1 proceeding or reduction granted by the Nassau County Assessment Review Commission will be from the disputed assessment fund. The County will distribute any funds that remain thereafter pro rata to the County and the applicable school districts, towns, and special districts.



GOALS

- Analyze and implement technological solutions that improve the efficiency of the internal and external workflow of the departments involved in real estate tax administration
- Respond courteously and in a timely manner to citizen inquiries
- Annually review all valid filed appeals
- Analyze all data needed for accurate review of appeals from taxpayers
- Correct assessment errors before the tax bills are issued so a property owner does not pay excessive taxes and before the County's refund obligation accrues
- Provide Nassau County with accurate reviews of appeals by a staff of appraisal professionals
- Provide the Nassau County Attorney's Office with appraisal support for reviews of properties that are on the trial calendar
- Support the maintenance of the Integrated System for Real Property Assessment Administration, Appeals, Tax Billing, and Collection & Refunds (ADAPT) that integrates the various systems currently utilized by ARC, Department of Assessment, County Attorney, and County Treasurer
- Educate Nassau County property owners about ARC's processes and procedures

OBJECTIVES

- Increase the number of electronic filings by taxpayers through the Assessment Review On the Web (AROW) system
- Streamline the Commercial process by creating an online system for the electronic filing of Commercial discovery
- Improve response times to citizen inquiries
- Review valid residential and commercial assessment appeals for the years under review
- Inform the Department of Assessment of assessment changes and notify taxpayers of final determinations
- Create online videos for property owners so that they understand the filing process

**2017 BUDGET HIGHLIGHTS**

The Assessment Review Commission's 2017 Adopted Budget expense is \$2.4 million, a 3.9% increase from the 2016 Projection. Salary, Wages & Fees is \$2.4 million, a 4.6% increase from the 2016 Projection. Salary adjustments in ARC are in alignment with current labor agreements. Other Than Personal Services (OTPS) is reduced to \$33,831 compared to 2016 Projection; a \$1,172 decrease mainly due to office and computer supplies in General Expenses and \$12,500 less for Contractual Services due to the transfer of software maintenance contract that was consolidated into the Department of Information Technology. This OTPS appropriation includes the partial suspension of certain expenditures to attain NIFA plan approval to compensate for \$36 million of NIFA sited risk.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 2,162,801 | 2,282,784 | 2,285,383 | 2,390,050 |
| | DD - GENERAL EXPENSES | 31,576 | 35,033 | 35,003 | 33,831 |
| | DE - CONTRACTUAL SERVICES | 12,250 | 12,500 | 12,500 | 0 |
| EXP Total | | 2,206,627 | 2,330,317 | 2,332,886 | 2,423,881 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | BOARD | 6 | 5 | 6 |
| | CSEA | 22 | 22 | 22 |
| | ORDINANCE | 2 | 2 | 2 |
| Full-Time Total | | 30 | 29 | 30 |
| Part Time | | 1 | 2 | 2 |
| Part Time Total | | 1 | 2 | 2 |

ASSESSMENT REVIEW COMMISSION



PERFORMANCE MANAGEMENT

| Assessment Review Commission | | | |
|------------------------------|----------------------------------|---|--|
| Category | Performance Measures | Description | Goal Statement |
| Government Efficiency | % Accepted Offers | The percentage of appeals resulting in new offers that are accepted by the taxpayer and/or the representative. | Provide Nassau County taxpayers with accurate and fair assessment offers to reduce administrative costs and future refunds. |
| Government Efficiency | % Grievances Receiving Offers | The percentage of grievances offered settlements by the Assessment Review Commission. Offered assessments provide taxpayers with current, accurate assessments. | Provide Nassau County taxpayers with accurate reviews of appeals and offer reduced assessments to those who are over-assessed. |
| Government Efficiency | % of Grievances Reviewed | The percentage of assessment grievances reviewed by the Assessment Review Commission. | Provide reviews of assessments to ensure that Nassau County taxpayers are receiving fair and accurate assessments. |
| Government Efficiency | % Offers Resulting in Reductions | The percentage of offers made by the Assessment Review Commission that resulted in reductions. | Reduce assessments to provide Nassau County taxpayers with accurate assessments before they become a future refund liability. |
| Government Efficiency | % ProSe Grievances in AROW | The percentage of Class One residential Pro Se appeals filed electronically by property owners through AROW (Assessment Review on the Web) as a percentage of all Pro Se Appeals Filed. | Educate citizens on the ease of filing appeals electronically through AROW. Increase the number of appeals via electronic filing. Reduce paper handling and storage. |

| Assessment Review Commission | | | | | |
|----------------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % Accepted Offers | 71.8% | 48.7% | 70.0% | 74.6% | 70.0% |
| % Grievances Receiving Offers | 89.5% | 83.0% | 80.0% | 88.3% | 80.0% |
| % of Grievances Reviewed | 99.4% | 86.4% | 90.0% | 98.7% | 90.0% |
| % Offers Resulting in Reductions | 77.9% | 57.6% | 70.0% | 80.9% | 70.0% |
| % ProSe Grievances in AROW | 73.7% | 76.3% | 75.0% | 76.3% | 75.0% |



VISION

Ensure that the assessments of property in Nassau County are fair and equitable

MISSION

**Develop accurate assessments for properties within Nassau County and properly administer
New York State Real Property Tax Exemptions**



DEPARTMENT OF ASSESSMENT

The Department of Assessment is responsible for developing fair and equitable assessments for all residential and commercial properties in Nassau County. It is the second largest assessing entity in the State after New York City. The County's assessment roll in 2015 includes over 423,000 properties with full valuation of over \$212 billion.

To achieve its statutory objectives, division supervisors have established improved procedures and controls to ensure work product quality. This includes conducting a thorough review of the current models used in the Integrated Assessment System (IAS) software; embarking on a comprehensive training program of all staff charged with utilizing IAS; and establishing guidelines to ensure that the models provide market data that is accurate and defensible.

Because of flawed assessment policies dating back to 2010, the County had to manage with over \$1.6 billion in property tax refund liabilities. To address this, the County Executive implemented the highly successful Residential and Commercial Property Assessment Grievance Negotiation and Settlement Program. This program is now yielding millions in savings for the County in connection with future property tax refund liabilities and allows the Department to correct assessments before they become property tax refund liabilities. Assessment professionals and members of the Tax Certiorari Bar have lauded the program as a major breakthrough in dealing with the assessment policies and methodologies of the past. In addition, as part of the County Executive's Assessment Reform Initiatives, commercial property owners grieving their assessments must now provide evidence of their claim.

On June 20, 2014, the New York State Legislature 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 (DAF) 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) to fund the property tax refunds of the towns, special districts, and 55 out of the 56 school districts in the County. This legislation saves the County approximately \$950 million in debt service payments over 20 years. Rating agencies have recognized this as a credit positive as it will provide recurring funding for successful tax challenges.

The disputed assessment fund aims to control the costs of commercial property tax refunds on commercial properties and protect residential homeowners by ending their subsidy of commercial property owners' refunds and ending borrowing by the County to pay property tax refunds.

In addition to producing an annual property assessment roll, the Department of Assessment is also responsible for maintaining and revising over 18,500 property tax maps, apportionments, tax certiorari, and administering property tax exemptions as provided by New York State RPTL.



GOALS

- Accurately assess all residential and commercial properties within Nassau County
- Correctly process New York State Property Tax Exemption applications that are filed by Nassau County property owners
- Improve the transparency of the assessment system in Nassau County and reduce its complexity
- Increase public awareness and understanding of the assessment system in Nassau County and its role in determining property taxes
- Provide excellent service to the public

OBJECTIVES

- Issue a tentative assessment roll on the first business day of January each year
- Complete a finalized assessment roll for the prior period on the first business day of April each year
- Review and enter all building permit data submitted by the Towns and Villages
- Achieve legislative reform to simplify the assessment process in Nassau County
- Conduct outreach programs for residents regarding property tax exemptions

**2017 BUDGET HIGHLIGHTS**

The Department of Assessment's 2017 Adopted Budget expense is \$10.7 million, a 12.2% increase from the 2016 Projection. Expenses include Salaries, Wages & Fees of \$9.6 million, a 8.2% increase, primarily due to the impact of current labor agreements and budgeted vacancies included to perform primary functions of the department. Although vacancies are included, the department will perform these functions with eight less budgeted positions as compared to the 2016 Adopted Budget. The vacancies have been offset at the Department level in the amount of \$76,656 with further offset in the Office of Management and Budget as an expected negative attrition value.

The 2017 Adopted Budget funds Other Than Personal Services (OTPS) expense at \$1.1 million, an increase of 67.8% from the 2016 Projection, which is primarily due to contractual services associated to vendor payment services fee for revenue collection related to Tax Map verification fees. This OTPS appropriation includes the partial suspension of certain expenditures to attain NIFA plan approval.

Revenue for the Department of Assessment's 2017 Adopted Budget is \$42.7 million, primarily attributable to the Tax Map Verification Fee. This is a service fee to access, acquire, and maintain the most current certified information on each tax map parcel used in any land document recording record. Total revenues increase by 54.8% from the 2016 Projection is primarily due to an increase of \$130 for the Tax Map Verification Fee from \$225 to \$355 or \$15.6 million. This increase was necessary to attain NIFA Plan approval to compensate for \$36 million of NIFA sited risk.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 9,150,985 | 9,624,397 | 8,863,588 | 9,591,930 |
| | DD - GENERAL EXPENSES | 259,362 | 254,444 | 607,444 | 303,251 |
| | DE - CONTRACTUAL SERVICES | 16,554 | 24,000 | 24,000 | 756,264 |
| EXP Total | | 9,426,901 | 9,902,841 | 9,495,032 | 10,651,445 |
| REV | BF - RENTS & RECOVERIES | 36,567 | 0 | 0 | 0 |
| | BH - DEPT REVENUES | 8,013,653 | 27,565,000 | 27,565,000 | 42,673,896 |
| REV Total | | 8,050,220 | 27,565,000 | 27,565,000 | 42,673,896 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 137 | 125 | 129 |
| | ORDINANCE | 6 | 6 | 6 |
| Full-Time Total | | 143 | 131 | 135 |
| Part Time | | 2 | 2 | 2 |
| Part Time Total | | 2 | 2 | 2 |



PERFORMANCE MANAGEMENT

| Assessment | | | |
|-----------------------|-------------------------------|--|--|
| Category | Performance Measures | Description | Goal Statement |
| Government Efficiency | % Field Inspections Performed | Includes the number of field inspections performed by the Department of Assessment as a percentage of the total number of properties requiring inspection. | Inspect properties in Nassau County to validate building permits, sales, taxpayer requests, etc. and inspect commercial properties for new construction so that value can be added to the assessment roll. |
| Government Efficiency | % Sales Validated | Includes the number of sales validated as a percentage of total sales. Sales need to be validated by the Department of Assessment so that inventory data can be confirmed. | Validate all residential and commercial sales in Nassau County so that inventory can be confirmed. |

| Assessment | | | | | | |
|-------------------------------|------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | Category | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % Field Inspections Performed | Residential | 17.6% | 18.1% | 30.0% | 37.8% | 33.5% |
| % Field Inspections Performed | Other Properties | 58.7% | 64.3% | 75.0% | 38.8% | 75.0% |
| % Sales Validated | Residential | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| % Sales Validated | Other Properties | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



VISION

The County Attorney's Office strives to safeguard the interests of our residents and to advance the County's initiatives through litigation, negotiation, and legislation.

MISSION

The County Attorney's Office is committed to providing effective representation and legal advice to the County's Administration, Departments, Agencies, and Legislature.



OFFICE OF THE COUNTY ATTORNEY

The County Attorney's Office is comprised of seven Legal Bureaus, and the Administration Unit that coordinates and supervises the activities of the bureaus.

ADMINISTRATION UNIT

This Unit is comprised of the County Attorney's legal management team working together with personnel, budget, and payroll. The Unit oversees the functioning of each bureau of the Office and actively participates in the pre and post-trial litigation. The Unit also includes the Special Investigations Unit, which investigates Workers' Compensation claims, selected tort claims, and waste, fraud, and abuse allegations related to County employees and property, including workplace violence investigations.

FAMILY COURT BUREAU

This Bureau represents the Department of Social Services in child abuse and neglect actions, enforces child support orders on behalf of out-of-state custodial parents and their children, and investigates and prosecutes juveniles (age 15 and younger) who the police have arrested for crimes.

LITIGATION BUREAU

This Bureau handles State and Federal litigation, including civil rights and employment discrimination cases, commercial and environmental matters, as well as discrimination claims before local human rights tribunals. The Bureau also works closely with the Office of Labor Relations in defending grievances and union arbitrations. In addition, the Bureau represents the County in personal injury cases from routine slip-and-fall matters to complex road design cases. Litigation has also assumed control of the former Vehicle Forfeitures Bureau.

MUNICIPAL FINANCE BUREAU

This Bureau handles all finance matters for the County including the issuance of debt by the County or related entities such as the Nassau County Sewer and Storm Water Finance Authority. The Bureau also advises County officials on all financing issues and works closely with outside bond counsel.

MUNICIPAL TRANSACTIONS BUREAU

This Bureau represents the County on contractual matters including real estate, procurement of goods and services, concessions, and inter-municipal agreements (IMAs).



APPEALS AND OPINIONS BUREAU

This Bureau drafts and comments on State and local legislation, and advises on implementation of State and local laws and initiatives. The Bureau also provides legal opinions to the County Executive and his staff and all departments of the County on such matters as the County's Code of Ethics, the Freedom of Information Law, and privacy and confidential issues such as the Health Insurance Portability and Accountability Act (HIPAA). The Bureau also handles the appellate work for all other litigating bureaus in the Office including administrative appeals as well as in State and Federal courts.

TAX CERTIORARI AND CONDEMNATION BUREAU

This Bureau handles real property tax review cases known as Article 7 proceedings for commercial and residential properties. It also represents the County in Supreme Court, on matters including tax exemptions and corrections of errors. The Bureau also handles all condemnation proceedings and acquisitions of property on behalf of the County.

CLAIMS MANAGEMENT BUREAU

This Bureau settles small property claims, investigates cases on behalf of all the litigating bureaus, and focuses on the early settlement of claims and risk management. The Bureau also pursues claims on behalf of the County and/or its agencies for damage to County property, facilities, and/or personnel.

GOALS

- Manage and mitigate risk exposure to the County
- Increase revenue and affect policy for the benefit of the County through affirmative litigation and aggressively recover claims for damages to County property/personnel
- Maintain compliance with new electronic-discovery rules mandated by Federal Courts
- Continue efforts to enforce the County's Driving While Intoxicated (DWI) vehicle forfeiture law
- Continue efforts to work with County agencies/departments to develop policies that protect County property and ensure safe working conditions such as workplace violence training and social media policy

OBJECTIVES

- Use the General Litigation and Claims and Investigation Bureaus to generate revenue for the County
- Work to increase vehicle forfeiture revenues for the County with more aggressive litigation



- Increase the number of tax certiorari cases resolved and vigorously review property tax challenges to ensure equitable tax refunds
- Utilize e-discovery tools to track discoverable materials and manage litigation holds on e-documents
- Assist in educating/training all County personnel in County policies such as those related to workplace violence and social media
- Promote the legal education of attorneys
- Provide legal counsel to Department of Assessment in the implementation of NY State law creating the Disputed Assessment Fund for commercial tax certiorari claims
- Provide legal counsel to county agencies, departments and Nassau County Legislature with the implementation of new laws for disclosure for contracts with the County



2017 BUDGET HIGHLIGHTS

The expenses of the Office of the County Attorney in the 2017 Adopted Budget are \$14.0 million, an 5.8% increase from the 2016 Projection. The 2017 salary appropriation of \$8.2 million is an 6.1% increase from the 2016 Projection, primarily due to salary adjustments included in the CSEA labor agreements and similar adjustments for Ordinance staff. Vacancies in the Department are offset in the Office of Management and Budget as an expected negative attrition value. The salary appropriation is net of \$91,212 reduction necessary in order to attain NIFA Plan approval to compensate for a \$36 million of NIFA cited risk.

The 2017 Adopted Budget funds \$5.8 million in Other Than Personal Services (OTPS), a 5.4% increase compared to the 2016 Projection, due to a revocation of \$0.5 million in the 2016 Adopted Budget to address a NIFA stated risk. The 2017 Adopted Budget for OTPS is \$201,000 less than the 2016 Adopted Budget primarily for outside counsel expenses in conjunction with County lawsuits. This OTPS reduction includes an across the board OTPS cuts necessary in order to attain NIFA plan approval.

The 2017 Adopted Budget assumes that the Office of the County Attorney will realize \$12.7 million in revenues. This revenue is primarily due to the Income and Expense law that requires commercial property owners to file a tax return and failure to comply will result in a fine. This law is currently under a Temporary Restraining Order (TRO) preventing the County from imposing the penalty provisions in the local law. Nassau County and New York City (NYC) are the only special assessing units in New York State. NYC Income and Expense has been challenged and upheld; therefore, the County Attorney's Office is confident based on this ruling that the Nassau County Income and Expense Law will be upheld. The County Attorney's Office anticipates the TRO will be lifted by the end 2016, as a result of an appeal and that this fee can be imposed in 2017. The revenue from the Income and Expense Law is expected to be \$5.0 million less than the 2016 Projection, as prior year recoveries are expected to occur in 2016 when the TRO is lifted. Rents & Recoveries in total are 27.7% less due to both a decline in settlements collected in the County's favor and the collection of Income and Expense revenue.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 7,478,717 | 7,911,211 | 7,756,649 | 8,228,230 |
| | BB - EQUIPMENT | 0 | 15,000 | 15,000 | 14,499 |
| | DD - GENERAL EXPENSES | 645,914 | 627,000 | 627,000 | 605,108 |
| | DE - CONTRACTUAL SERVICES | 6,798,842 | 5,350,000 | 4,850,000 | 5,171,310 |
| EXP Total | | 14,923,472 | 13,903,211 | 13,248,649 | 14,019,147 |
| REV | BD - FINES & FORFEITS | 479,901 | 500,000 | 500,000 | 610,000 |
| | BF - RENTS & RECOVERIES | 551,603 | 1,030,000 | 1,030,000 | 745,000 |
| | BH - DEPT REVENUES | 169,960 | 16,000,000 | 16,000,000 | 10,200,000 |
| | BJ - INTERDEPT REVENUES | 488,088 | 590,658 | 590,658 | 905,789 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 212,281 | 250,000 | 250,000 | 215,000 |
| REV Total | | 1,901,833 | 18,370,658 | 18,370,658 | 12,675,789 |



| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|------------------------|-------------------------|------------------------|
| Full-Time | CSEA | 26 | 28 | 29 |
| | ORDINANCE | 68 | 64 | 67 |
| Full-Time Total | | 94 | 92 | 96 |
| Part Time | | 8 | 4 | 10 |
| Part Time Total | | 8 | 4 | 10 |



VISION

The Office of Management and Budget establishes and maintains Nassau County's financial integrity as a soundly-operated municipal government that delivers needed services cost-effectively to its constituents; maintains the confidence of the financial sector, including fiscal monitors; minimizes risk in all areas of County operations; secures and maintains prudent levels of financing; monitors and requires excellence in performance of County operations; helps department maximize and administer grant funding and Federal and State Aid; and ensures taxpayers that County resources are protected and employed wisely.

MISSION

The Office of Management and Budget ensures that the County's Operating Budget is in balance and the County allocates resources in a manner that is consistent with the County Executive's priorities and the goals and objectives of County departments.



OFFICE OF MANAGEMENT AND BUDGET

The Office of Management and Budget (OMB) is responsible for delivering a balanced operating budget and other financial reports each fiscal year; measuring both operational and financial performance, and establishing a strong link between performance and budget decisions; securing debt financing sufficient to meet cash flow and capital needs; conducting project management and business process reviews; managing risk in all County operations; and providing grant management services. OMB performs these functions through the following operational units.

BUDGET

Budget is primarily responsible for developing the County's Operating Budget and Multi-Year Financial Plan (MYP), as well as Monthly Financial Reports. Budget accomplishes this by assigning a Budget Examiner to each key County operational area. Budget also works with departments to develop Smart Government Initiatives, which Budget reviews in conjunction with monthly forecasts. The examiners are responsible for approving and processing financial transactions, contracts and purchase orders, and providing expertise on operating and capital budget-related matters as well as revenue management.

Grants Management is responsible for identifying grant opportunities for which the County is eligible and that are in accord with the vision, mission, and priorities of the County Executive and County departments. It helps develop, with other departments, administrative, financial analysis for grants, and operational policies and procedures related to grants. It also performs a central role in the administration of grants by the processing of Supplemental Appropriations, Grant Agreements, Board Transfers, Grant Application Information Forms, and grant extensions, re-openings, and closeouts.

PERFORMANCE MANAGEMENT, RISK MANAGEMENT, AND SPECIAL PROJECTS

Performance Management measures operational performance and works with departments to develop and implement strategies to improve performance and maximize the achievement of Countywide programmatic and departmental missions, goals, and objectives. The results are more effective decision-making, more efficient management reporting, and increased accountability. A circular process strongly links planning, budgeting, and performance measurement. The process entails Performance Management working with departments to set goals and measureable objectives. Performance Management and the Budget Examiners then measure progress towards meeting those goals and objectives by analyzing the data collected and working with management to implement improvements in County operations.

Risk Management, in coordination with the County's Third Party Administrator (TPA) and outside counsel, continues to improve the County's workers' compensation claim reporting, safety monitoring, procedures, and protocol, as well adhering to allowable entitlements. It continually reviews the TPA reports on medical claims, lost time, medical bill savings reports, nurse case management, and auto accidents. Risk Management provides authorization on liens-subrogation



identification, 15-8 recovery reviews and invoice approvals, and authorizes plaintiff settlements. This continuous monitoring of claims activity is a key factor in cost containment and proper claims management.

Special Projects provides project support services and operations consulting in response to either management direction or negative performance management results. Special Projects is typically engaged in projects that affect multiple departments or require coordination across multiple disciplines to achieve a desired result. Special Projects participates in projects involving technology or improving operational processes.

DEBT MANAGEMENT

The County's debt management policy provides that the County will plan debt issuances to achieve relatively level debt service while matching debt service to the useful life of projects. The policy also states that the County will avoid the use of bullet or balloon maturities except in those instances where these maturities serve to make existing overall debt service level (to the extent permissible under the Local Finance Law). At its discretion, the County may elect a more rapid or other debt service structure, such as declining debt service (i.e., equal principal amortization).

COMPLIANCE

Compliance works to ensure compliance with applicable Federal, State, and local laws and regulations across multiple departments. It works with administrators to develop internal controls, including assisting department heads and managers with establishing compliance procedures specific to their operations. It also conducts reviews to ensure compliance with legal and regulatory requirements, or to assist in demonstrating compliance when necessary to substantiate good stewardship. The Compliance Officer may review, revise, and recommend policies/procedures as needed and investigate and act upon issues related to non-compliance. Compliance may propose corrective and preventive action plans; monitor internal and external audits to identify potential non-compliance issues; and advise and monitor departments relative to compliance problems.

GOALS

- Promote sound financial management in accordance with best practices and generally accepted accounting principles
- Protect the County's credit rating
- Safeguard assets, identify risks, and eliminate liabilities
- Link performance to fiscal decision-making
- Adhere to sound and prudent fund balance and debt policies
- Maximize efforts to pursue grants and make grant processes effective and efficient
- Provide financial analytics for grant awards
- Maintain appropriate capital assets for present and future needs



- Ensure compliance with applicable Federal, State, and local laws and regulations and County policies and procedures
- Consolidate financial functions to improve fiscal decision-making and assess budgetary risks and opportunities
- Coordinate with the County Executive to improve financial processes to deliver more cost effective services to County residents

OBJECTIVES

- Develop a balanced Operating Budget and MYP approved by the County Legislature and the Nassau County Interim Finance Authority (NIFA)
- Develop policies and procedures to minimize budgetary risks and audit findings
- Monitor and improve internal controls throughout the County
- Measure operational performance and analyze data to improve outcomes
- Work with departments to establish measures and set annual targets with the expectation of year-over-year improvement
- Continue to earn the Government Finance Officers Association Distinguished Budget Presentation Award
- Manage the Workers' Compensation budget by improving claims management and reducing claims activity
- Identify promising grant opportunities and work with departments to pursue them
- Maintain or improve the County's ratings with the rating agencies
- Evaluate debt issuance options
- Regularly update the oversight community and the public on the County's fiscal and operational condition
- Coordinate with outside agencies to evaluate best financial options for County operations



2017 BUDGET HIGHLIGHTS

Expenses in the 2017 Adopted Budget for the Office of Management and Budget (OMB) are \$477.2 million, a \$4.3 million or 0.9% decrease from the 2016 Projection. The major changes in expenses include a \$29.3 million increase in Debt Service Chargebacks, as the County continues to issue debt under its own authority offset by interfund transfers related to Litigation Fund and Police Headquarter's Fund. The 2017 Adopted Budget includes \$3.7 million in Countywide attrition savings. In order to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk, there were suspension of certain expenditures including \$1.25 million in Aid to Villages and across the board cuts in Other Than Personal Services (OTPS) expenses.

Revenues in the 2017 Adopted Budget for OMB are \$1.3 billion, a \$7.9 million decrease from the 2016 Projection. The major changes in revenues include depletion of the remaining proceeds from the 2006 Tobacco Settlement bonds of approximately \$18.0 million that was appropriated in the 2016 Budget, and a \$10.6 million decrease in recoveries of prior years' encumbrances. In addition, a projected increase in County's sales tax revenue of 1.4% from the 2016 Projection is included in the 2017 Adopted Budget.

MANAGEMENT AND BUDGET



| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|----------------------|----------------------|--------------------------|----------------------|
| EXP | AA - SALARIES, WAGES & FEES | 3,777,316 | (3,945,560) | 3,329,479 | 816,835 |
| | AB - FRINGE BENEFITS | 23,045,676 | 25,272,304 | 24,169,959 | 25,321,272 |
| | AC - WORKERS COMPENSATION | 7,752,361 | 8,610,155 | 8,610,155 | 8,447,944 |
| | BB - EQUIPMENT | 0 | 5,000 | 5,000 | 4,833 |
| | DD - GENERAL EXPENSES | 73,387 | 114,105 | 114,105 | 110,714 |
| | DE - CONTRACTUAL SERVICES | 2,124,986 | 2,765,927 | 2,615,927 | 2,458,545 |
| | GA - LOCAL GOVT ASST PROGRAM | 66,494,098 | 66,997,479 | 67,459,408 | 67,149,582 |
| | HD - DEBT SERVICE CHARGEBACKS | 280,481,543 | 306,178,306 | 284,224,658 | 313,537,375 |
| | HF - INTER-DEPARTMENTAL CHARGES | 5,249,103 | 3,580,566 | 3,580,566 | 3,616,556 |
| | HH - INTERFUND CHARGES | 23,925,278 | 25,712,807 | 25,712,807 | 27,484,271 |
| | JA - CONTINGENCIES RESERVE | (179,153) | 0 | 0 | 0 |
| | L3 - TRANS TO LITIGATION FUND | 0 | 0 | 20,000,000 | 0 |
| | LH - TRANS TO PDH SUITS & DAMAGES | 0 | 4,499,997 | 4,499,997 | 0 |
| | NA - NCIFA EXPENDITURES | 1,550,000 | 1,950,000 | 1,950,000 | 2,000,000 |
| | OO - OTHER EXPENSES | 34,733,398 | 35,170,876 | 35,169,928 | 26,237,376 |
| EXP Total | | 449,027,992 | 476,911,962 | 481,441,989 | 477,185,303 |
| REV | AA - FUND BALANCE | 98,439,938 | 0 | 3,000,000 | 0 |
| | BD - FINES & FORFEITS | 898,080 | 1,215,000 | 950,000 | 900,000 |
| | BF - RENTS & RECOVERIES | 1,997,264 | 41,020,224 | 30,631,050 | 5,500,500 |
| | BG - REVENUE OFFSET TO EXPENSE | 13,308,026 | 12,800,000 | 12,800,000 | 13,800,000 |
| | BH - DEPT REVENUES | 620,000 | 620,000 | 620,000 | 620,000 |
| | BJ - INTERDEPT REVENUES | 46,746,940 | 48,350,532 | 48,350,532 | 51,599,945 |
| | BO - PAYMENT IN LIEU OF TAXES | 12,305,280 | 50,777,307 | 14,534,111 | 16,246,085 |
| | BS - OTB PROFITS | 0 | 15,000,000 | 3,000,000 | 3,000,000 |
| | BW - INTERFUND CHARGES REVENUE | 48,126,847 | 37,342,198 | 37,342,198 | 40,883,256 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 92,400 | 92,400 | 92,400 | 92,400 |
| | IF - INTERFUND TRANSFERS | 1,604,822 | 0 | 0 | 0 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 288,945 | 1,732,200 | 242,200 | 732,200 |
| | TA - SALES TAX COUNTYWIDE | 1,015,752,450 | 1,031,778,623 | 1,039,631,424 | 1,054,394,190 |
| | TB - SALES TAX PART COUNTY | 90,048,482 | 81,809,065 | 81,809,065 | 88,097,286 |
| | TL - PROPERTY TAX | 106,218,917 | 30,502,492 | 68,554,457 | 57,628,750 |
| | TO - OTB 5% TAX | 2,770,742 | 2,385,331 | 2,385,331 | 2,511,262 |
| REV Total | | 1,439,219,132 | 1,355,425,372 | 1,343,942,768 | 1,336,005,874 |

*The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | ORDINANCE | 26 | 26 | 26 |
| Full-Time Total | | 26 | 26 | 26 |
| Part Time | | 5 | 1 | 2 |
| Part Time Total | | 5 | 1 | 2 |



PERFORMANCE MANAGEMENT

| Office of Management & Budget | | | |
|-------------------------------|----------------------------|---|---|
| Category | Performance Measures | Description | Goal Statement |
| Government Efficiency | # New Grants Identified | Includes the number of new grant opportunities from all sources identified by Grants Management. | Provide County departments with grant opportunities that Grants Management has identified as being compatible to their mission and programs. |
| Government Efficiency | % Board Trans Proc On Time | Represents the percentage of Board Transfers that were processed by OMB between the deadline for OMB submission and the deadline for County Attorney submission. A Board Transfer is the transfer of funds from one expense line to another (e.g. salary to general expense). Board Transfers require Legislature approval. | Efficiently manage the Board Transfer process to effectively meet submission deadlines. |
| Government Efficiency | % GAIFs Processed On Time | Shows the percent of GAIFs (Grant Application Information Form) processed within 5 business days. GAIFs must be completed by departments for all new grant submissions and renewals prior to the submission of the application. It enables OMB to determine the impact of the grant on the budget. | Efficiently manage the GAIF process so that the development of grant applications and, in some case, the submission of Supplemental Appropriations are not delayed. |
| Government Efficiency | % Supp Approp Proc On Time | Represents the percentage of Supplemental Appropriations that were processed by OMB between the deadline for OMB submission and the deadline for County Attorney submission. An appropriation is a legal authorization or allocation that permits officials to incur obligations against and to make expenditures for defined purposes. A Supplemental Appropriation is an additional appropriation made by the governing body after the budget year has started. Supplemental Appropriations require Legislature approval. | Efficiently manage the Supplemental Appropriations process to effectively meet submission deadlines. |
| Government Efficiency | Triad Audits | Includes the number of audits to ensure full compliance by Triad in Risk Management directives in worker's compensation claim handling. The audits include review of bills to claims, review of filing appropriate forms, and meeting County claim's special instructions. The audits will help determine actual exposures, the tracking of aggregates, the forecasting of future costs and the evaluation of performance. | Conduct periodic On and Offsite Triad Audits throughout the year. |

MANAGEMENT AND BUDGET



| Office of Management & Budget | | | | | |
|-------------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| # New Grants Identified | 141 | 87 | 132 | 22 | 120 |
| % Board Trans Proc On Time | 100% | 100% | 100% | 100% | 100% |
| % GAIFFs Processed On Time | 100% | 100% | 100% | 100% | 100% |
| % Supp Approp Proc On Time | 100% | 100% | 100% | 100% | 100% |
| Triad Audits | 64 | 59 | 72 | 27 | 60 |



VISION

In partnership with the citizens and businesses of Nassau County, as well as Federal, State, and local enforcement agencies, the Office of Consumer Affairs seeks to eliminate fraudulent business practices, protect the County and its citizens, strengthen the County's economic base, generate community and business trust, expand community outreach, and enhance the quality of life in Nassau County.

MISSION

The Office of Consumer Affairs strives to protect consumers and businesses from fraudulent enterprises and business practices, enhance consumer safety, strictly enforce consumer legislation, support competitive business practices, improve internal service delivery, provide consumer education and information, and strengthen the consumer voice.



OFFICE OF CONSUMER AFFAIRS

In an effort to promote our Vision and support our Mission, the Office of Consumer Affairs (OCA) has five responsibility centers.

CONSUMER PROTECTION

The Commissioner's Office manages and monitors the Office's operations, gives guidance to the office staff, supports investigative activities, carries out civil remedies and penalties, and pursues criminal prosecution through the District Attorney's office.

WEIGHTS AND MEASURES

Mandated by New York State Agriculture and Market Laws, the goal of the Weights and Measures Division is to ensure accuracy in weighing and measuring devices, gas pumps, price scanners, and other equipment by testing and performing inspections.

INVESTIGATIONS, COMPLAINTS AND ENFORCEMENT

The Investigations, Complaints and Enforcement Division reviews, investigates, mediates, and resolves consumer complaints. Consumer Affairs enforces over twenty seven consumer protection and licensing laws that regulate business establishments in Nassau County. The Division protects consumers from unfair, deceptive, and unconscionable trade practices. If a violation of the law occurs, the Division conducts a hearing with the business.

LICENSING

The Licensing Division accepts and reviews applications for businesses that the law requires be licensed. This Division is responsible for ensuring that applicants have the requisite experience, required insurance, and financial stability and are of good moral character. Some of these businesses include:

- Home Improvement Contractors
- Second-Hand Precious Metal and Gem Dealers
- Scrap Metal Processors, Vehicle Dismantlers, and Junk Dealers
- Dry Cleaners and Laundromats
- Storage Warehouses
- Home Service Contractors
- Electronics or Home Appliance Repair Dealers
- Environmental Hazard Remediation Providers and Technicians
- ATM Machines
- Pet Stores and Pet Dealers



INFORMATION AND EDUCATION

This Division develops and conducts consumer awareness programs for schools and community groups in addition to developing and distributing consumer education booklets and brochures. As mandated by the New York State Freedom of Information Law, this Division responds to inquiries regarding the historical recording of complaints made against a vendor.

GOALS

- To be at the forefront of protecting consumer rights
- To develop new protections for emerging issues
- To work with consumers and businesses to mediate fair resolutions and promote fair business practices

OBJECTIVE

The following guidelines assist the OCA in achieving its objectives:

- Protect the interests of Nassau County consumers through education and enforcement of our various Local Laws
- Encourage local businesses to maintain high standards of honesty and fair business practices
- Enforce consumer protection laws on both a proactive and reactive basis and advocate for emerging consumer-related issues
- Mediate consumer complaints against businesses for a fair resolution

**2017 BUDGET HIGHLIGHTS**

The expenses for the Office of Consumer Affairs in the 2017 Adopted Budget are \$2.0 million, a 12.4% increase from the 2016 Projection. Salaries, Wages & Fees is \$2.0 million, a \$207,083 or an 11.9% increase, primarily due to the impact of current labor agreements and salary adjustments for Ordinance employees that are in alignment with those agreements. Vacancies in the Department are offset in the Office of Management and Budget as an expected negative attrition value. Other Than Personal Services (OTPS) expense increased by \$10,541, primarily due to the need to update mandatory weights and measuring equipment. This appropriation includes an across the board suspension or partial suspension of expenditures in order to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk

The revenues for the Office of Consumer Affairs in the 2017 Adopted Budget are \$5.9 million, a \$1.8 million increase from the 2016 Projection. County laws that protect consumers are generally enforced by the Office of Consumer Affairs with Jurisdiction for such enforcement provided for by the Nassau County Administrative Code or by the local law or ordinance. Examples of these local laws are Home Improvement Law 6-1970, and Unfair Trade Practice Local Law 2-1970. There are also Regulations such as Pet Dealers & Pet Stores, Home Services Regulations and many others that the Department of Consumer Affairs administer to protect the County residents. Many of Consumer Affairs Permits & Licenses are increasing by 20% in the 2017 Adopted Budget, as well as the introduction of county health club and pet grooming licenses.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 1,652,227 | 1,744,752 | 1,744,752 | 1,951,835 |
| | BB - EQUIPMENT | 1,961 | 2,200 | 2,200 | 11,223 |
| | DD - GENERAL EXPENSES | 11,160 | 13,394 | 13,394 | 14,912 |
| EXP Total | | 1,665,348 | 1,760,346 | 1,760,346 | 1,977,970 |
| REV | BC - PERMITS & LICENSES | 4,530,935 | 3,565,000 | 3,565,000 | 5,425,050 |
| | BD - FINES & FORFEITS | 425,697 | 300,505 | 425,697 | 400,000 |
| | BH - DEPT REVENUES | 508 | 200 | 200 | 200 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 53,414 | 45,000 | 45,000 | 45,000 |
| REV Total | | 5,010,554 | 3,910,705 | 4,035,897 | 5,870,250 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 23 | 23 | 24 |
| | ORDINANCE | 2 | 2 | 2 |
| Full-Time Total | | 25 | 25 | 26 |

**PERFORMANCE MANAGEMENT**

| Office of Consumer Affairs | | | |
|----------------------------|-------------------------------------|---|---|
| Category | Performance Measures | Description | Goal Statement |
| Public Safety | Home Improvement Applications-Total | Includes the total number of new and renewed Home Improvement License Applications received by the Office of Consumer Affairs. Licenses are issued for a two-year period. Every alternate year the licenses are renewed impacting the revenue and number of licenses. | Continue to operate in an efficient manner in an effort to maximize the protection of Nassau County consumers. |
| Public Safety | Violations Issued | Includes the total number of home improvement, retail, Weights & Measures and Taxi & Limousine violations issued by the Office of Consumer Affairs. | Continue enforcing consumer protection laws by enhancing the current level of service to consumers and continuing to be an advocate for emerging consumer related issues. |

| Office of Consumer Affairs | | | | | |
|----------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| Home Imprvmt Apps-Total | 4,328 | 5,686 | 4,400 | 2,540 | 5,500 |
| Violations Issued | 1,156 | 1,300 | 650 | 807 | 1,200 |



MISSION

The Office of the Sheriff comprises two distinct divisions: the Corrections Division and the Enforcement Division. The Corrections Division seeks to provide a safe and secure environment for the staff and inmates, while providing for the care and custody of detainees and prisoners committed to its custody by the judiciary. In this regard, the Department is required to comply with all laws, specifically correction law, oversight agencies, specifically the New York State Commission of Correction, existing consent decrees, and Court mandates. The Enforcement Division carries out the orders of the New York State courts, including the discovery and seizure of property, the execution of warrants, and the enforcement of evictions.

VISION

The Office of the Sheriff seeks to maintain operational and fiscal accountability relating to the care and control of inmates and ensure the swift execution of Family Court orders by the Enforcement Division.



OFFICE OF THE SHERIFF/CORRECTIONAL CENTER

The Office of the Sheriff is committed to maintaining a safe and secure environment for staff and inmates through the implementation of management strategies that are cost-effective and promote safety, as well as through the efficient utilization of resources. The Office is comprised of two divisions: Enforcement and Corrections.

The Office of the Sheriff continues to build on the success of its relationship with other members of the criminal justice community. For example, a number of uniformed members of this office work in multi-agency law enforcement task forces that promote safety and security for the public. Additionally, the Office of the Sheriff has established a collaborative relationship with the Nassau County District Attorney's Office, resulting in the aggressive investigation of criminal conduct and successful prosecution of inmates remanded to its custody.

ENFORCEMENT DIVISION

The Enforcement Division consists of four major units.

- **Central Office** is responsible for receiving and recording various court orders, such as money judgments, warrants of arrest, orders of attachment, income executions, summonses, and warrants of eviction. The Central Office also oversees the sale of seized property at public auctions. Staff assigned to this Division is also responsible for the overall management of personnel in the Civil Enforcement Unit.
- **Family Court Unit** provides and oversees security of the detention areas of Family Court. This Unit also serves summonses and arrest warrants for individuals located within both Nassau and Suffolk Counties and the five boroughs of New York City. Members of the Unit provide transportation services for juvenile offenders and other detainees in the custody of other agencies, such as the Department of Social Services (DSS) and the Department of Probation. The Family Court Warrant Squad works collaboratively with DSS to support the Temporary Assistance for Needy Families (TANF) Program in apprehending parents or guardians who are in violation of support order decrees issued by Family Court.
- **Field Unit** executes and enforces various court orders received in the Civil Enforcement Central Office and orders issued by the County Attorney's Office, the Department of Human Services – Office of Mental Health, Chemical Dependency and Developmental Disabilities Services, and the Office of Consumer Affairs.
- **SLAP/Warrants (Sheriff's Location of Assets Program)** is responsible for investigating cases referred by DSS to locate assets of parents who fail to provide required child support payments and preparing cases that DSS presents in Family Court for upward modification of child support.



CORRECTIONAL CENTER

The Correctional Center operates pursuant to New York State Correction Law and Section #2002 Local Law under the direction and supervision of the Nassau County Sheriff. The Correctional Center houses individuals charged with or convicted of crimes, and those remanded to the custody of the Sheriff on civil matters in Nassau County. Inmates, male and female, await trial, serve sentences, or await transfer to another facility. The Correctional Center consists of six distinct units.

- **Budget and Finance** is responsible for fiscal operations, such as procurements and oversight of the Office's budget and inmate accounts.
- **Human Resources** is responsible for all payroll and personnel matters such as staff training, attendance control, medical compliance, uniforms, and the Employee Assistance Program (EAP).
- **Legal/Investigations Unit** is comprised of Internal Affairs, Legal Affairs, Criminal Investigations, Canine, Gang Intelligence, Policy and Procedures, Inmate Discipline, and Compliance Units.
- **Support Services** is responsible for capital projects, food services, maintenance, fleet service, central supply, environmental and fire safety compliance, and building facilities and grounds.
- **Security Services** is responsible for the supervision of all inmates committed to the custody of the Sheriff, including processing newly admitted inmates, discharging inmates, classifying and transporting inmates, housing inmates, inmate visits, inmate property, inmate grievances, and the operation of the Identification Unit.
- **Rehabilitation Unit** is responsible for administering the following programs: Prison Industries, High School Education Program, Inmate Council, Inmate Library, Religious Services, Community Re-Entry Programs, Vocational Programs, Drug and Alcohol Programs, Board of Cooperative Educational Services (BOCES) Programs, and remedial reading services. Additionally, the staff is responsible for the Computer Operations and Communications Units.

GOALS

- Create policies and procedures designed to maintain officer safety, maintain or increase the current level of training in those policies and procedures, and hold officers accountable for their understanding and implementation of them
- Expedite the execution of court orders and warrants
- Reduce the cost of incarceration
- Maintain a safe and secure environment at the Nassau County Correctional Center



OBJECTIVES

- Report the percentage of Orders of Protection served
- Report on the number of warrants executed/vacated
- Maximize the funding from civil processing fees
- Report Federal inmate housing revenue
- Identify the amount of savings from housing consolidation
- Manage overtime and continue efforts to reduce it
- Report inmate violence to the State Commission of Corrections and strive to reduce it

**2017 BUDGET HIGHLIGHTS**

The expenses for the Sheriff's Office/Correctional Center in the 2017 Adopted Budget are \$147.5 million, a 1.5% increase from the 2016 Projection. Expenses include Salaries, Wages & Fees of \$115.3 million, a 0.6% increase from the 2016 Projection. The 2017 salary increase is primarily due to the impact of current labor agreements and a new class of Correction Officers in the fall of 2016 and 40 new Correction Officers in 2017, this will be offset by attrition savings. The salary appropriation includes the suspension of \$236,227, necessary to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk. Workers' Compensation is \$9.9 million, an increase of \$1.6 million or 19.1% from the 2016 Projection due to a higher volume and dollar amount of scheduled loss payments and higher indemnity payments due to an increase in the indemnity rate mandated by New York State Workers' Compensation Board.

Other Than Personal Services (OTPS) expense is \$22.3 million, a 0.2% decrease from the 2016 Projection. This appropriation includes an across the board suspension or partial suspension of expenditures in order to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk.

The revenues for the Sheriff's Office/Correctional Center in the 2017 Adopted Budget are \$7.1 million, essentially flat with the 2016 Projection. Revenues in the Department are primarily due to reimbursement in Federal Aid for State Criminal Alien Assistance Program(SCAAP) and housing of Federal inmates. The 2017 Adopted Budget accounts for 35 Federal Inmates a decrease from the 37 included the 2016 Projection.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|--------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 106,936,544 | 115,957,772 | 114,654,733 | 115,348,423 |
| | AC - WORKERS COMPENSATION | 7,104,156 | 8,275,342 | 8,275,342 | 9,856,359 |
| | BB - EQUIPMENT | 39,133 | 33,235 | 33,235 | 32,608 |
| | DD - GENERAL EXPENSES | 3,764,857 | 3,153,430 | 3,153,430 | 3,241,437 |
| | DE - CONTRACTUAL SERVICES | 15,685,282 | 17,029,617 | 17,029,617 | 17,195,537 |
| | DF - UTILITY COSTS | 1,405,847 | 2,095,000 | 2,095,000 | 1,790,912 |
| EXP Total | | 134,935,818 | 146,544,396 | 145,241,357 | 147,465,276 |
| REV | BD - FINES & FORFEITS | 13,596 | 13,000 | 13,000 | 13,000 |
| | BF - RENTS & RECOVERIES | 25,588 | 0 | 0 | 0 |
| | BG - REVENUE OFFSET TO EXPENSE | 300,000 | 300,000 | 300,000 | 300,000 |
| | BH - DEPT REVENUES | 2,339,340 | 2,250,000 | 2,250,000 | 2,250,000 |
| | BJ - INTERDEPT REVENUES | 48,110 | 150,000 | 150,000 | 150,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 4,651,372 | 4,484,430 | 4,258,875 | 4,357,875 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 88,053 | 55,000 | 55,000 | 55,000 |
| REV Total | | 7,466,060 | 7,252,430 | 7,026,875 | 7,125,875 |

SHERIFF/CORRECTIONAL CENTER



| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 147 | 148 | 153 |
| | SHOA | 900 | 841 | 883 |
| | ORDINANCE | 2 | 3 | 4 |
| Full-Time Total | | 1,049 | 992 | 1,040 |
| Part Time | | 6 | 5 | 6 |
| Part Time Total | | 6 | 5 | 6 |



PERFORMANCE MANAGEMENT

| Office of the Sheriff/Correctional Center | | | |
|---|-------------------------------|--|--|
| Category | Performance Measures | Description | Goal Statement |
| Public Safety | % Orders of Protection Served | Includes the percentage of Orders issued by the Family Court that have either been successfully served on the named defendant by the deputy sheriffs or vacated by the Family Court. | Expedite the execution of Court Orders and warrants. |
| Public Safety | Civil Process Fees & Poundage | Reflects monies collected for the County by the Sheriff's Department as a result of executions of Civil Court judgments, and levies on personal and real property. | Expedite the execution of Court Orders and warrants. |
| Public Safety | Court Orders Enforced | Includes the number of Court Orders received by the Nassau County Sheriff's Department Enforcement Division. | Expedite the execution/service of Court Orders by the court. |
| Public Safety | Federal Inmate Housing Rev | Includes the amount of monies received from the U.S. Marshall's Service for housing Federal inmates pursuant to a contract between the County and the Marshall's Service (\$165 per inmate, per day). | Reduce cost of incarceration. |
| Public Safety | Housing Consolidation Savings | Reflects cost savings to the Department due to the closing of inmate housing areas. The number of areas that may be closed and the period of time during which they remain closed is relative to the inmate population, in terms of the census and classification, and available beds. | Reduce cost of incarceration. |
| Public Safety | Long Term 207C Employees | Includes the number of uniformed employees absent from work for 30 or more consecutive days, as a result of injuries sustained while in the performance of their duties, and who are receiving full pay and benefits pursuant to General municipal Law 207-c while absent from work. | Reduce cost of incarceration. |
| Public Safety | Overtime Hours-NCCC | Includes the number of hours worked beyond the regular shift by uniformed, CC-titled and civilian staff to maintain services and security at the Nassau County Correctional Center. These Overtime hours are tracked by the NCCC and differ from NUHRS reported Overtime. | Reduce cost of incarceration. |
| Public Safety | SCOC-Inmate Violence | Reflects the number of State Commission of Corrections (SCOC) inmate on inmate assaults that resulted in injuries to an inmate requiring medical treatment (e.g. stitches, medicine, sterile dressings). | Maintain a safe and secure environment at the Nassau County Correctional Center. |
| Public Safety | Summonses Issued | Includes the number of summonses received by the Nassau County Sheriff's Department Enforcement Division. | Expedite the service of Summonses by the court. |
| Public Safety | Warrants Executed/Vacated | Includes the number of arrest warrants issued by the Nassau County Family Court that have been either successfully executed by deputy sheriffs or vacated by the Court. | Expedite the execution of Court Orders and warrants. |

SHERIFF/CORRECTIONAL CENTER



| Office of the Sheriff/Correctional Center | | | | | |
|---|--------------|---------------|--------------|----------------------|--------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % Orders of Protection Served | 99.8% | 99.2% | 85.0% | 97.9% | 85.0% |
| Civil Process Fees & Poundage | \$ 1,612,829 | \$ 1,530,312 | \$ 1,500,000 | \$ 685,436 | \$ 1,200,000 |
| Court Orders Enforced | 7,205 | 6,755 | 6,000 | 3,445 | 6,000 |
| Federal Inmate Housing Rev | \$ 2,303,235 | \$ 2,195,490 | \$ 2,250,000 | \$ 942,480 | \$ 2,107,875 |
| Housing Consolidation Savings | \$ 8,968,608 | \$ 10,853,112 | \$ 2,000,000 | \$ 6,097,692 | \$ 2,000,000 |
| Long Term 207C Employees | 36 | 31 | 35 | 27 | 30 |
| Overtime Hours-NCCC | 222,536 | 170,832 | 200,000 | 99,886 | 200,000 |
| SCOC-Inmate Violence | 36.0 | 70.0 | 20.0 | 18.0 | 20.0 |
| Summonses Issued | 7,465 | 7,404 | 6,000 | 3,648 | 6,000 |
| Warrants Executed/Vacated | 436 | 532 | 450 | 255 | 450 |



VISION

To provide a safe, healthy, and fulfilling place to live, work, and raise a family, today and for generations to come by delivering outstanding, cost-effective public services for Nassau County residents

MISSION

To consolidate similar functions and eliminate wasteful spending while providing responsive and timely services to residents; hold the line on property taxes; and further develop an economic climate that retains and attracts private sector jobs to our communities



OFFICE OF THE COUNTY EXECUTIVE

The Office of the County Executive is the Executive Branch of County government and, by Charter, is responsible for managing all County administrative functions. In executing the duties of the Office, the Charter authorizes the County Executive to maintain the efficient operation of County government, including, but not limited to

- Enforcing County policies, and State and Federal laws and regulations
- Providing strategic direction for County government
- Reshaping County policies and procedures, as required, to adapt to emerging challenges
- Determining the appropriate level of staffing and controlling expenses

In Fiscal 2017, the Office of the County Executive will continue to execute the County Executive's Mission by implementing policies and procedures that limit spending; promote the effective administration of government; consolidate services; encourage the creation of private sector job growth; and maintain and improve the quality of life for Nassau County residents.

GOALS

- Maintain services and stay within the New York State Property Tax Cap by limiting spending and consolidating services
- Expand the tax base by implementing policies that stimulate job growth
- Develop creative programs and initiatives to ensure the health, safety, and welfare of County residents
- Partner with the private sector and other local governments to advocate for reductions in unfair or unfunded State mandates

OBJECTIVES

The County Executive's objectives are in the Transmittal Letter from the County Executive.

**2017 BUDGET HIGHLIGHTS**

The 2017 Adopted Budget for the County Executive is \$2.3 million. Other Than Personal Services (OTPS) is \$295,000, which is a \$10,000 or 3.3% decrease from the 2016 Projection. The reduction in Contractual Services was necessary in order to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 1,827,013 | 1,908,129 | 1,908,129 | 2,009,333 |
| | DD - GENERAL EXPENSES | 41,638 | 80,000 | 80,000 | 80,000 |
| | DE - CONTRACTUAL SERVICES | 225,000 | 225,000 | 225,000 | 215,000 |
| EXP Total | | 2,093,651 | 2,213,129 | 2,213,129 | 2,304,333 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | ORDINANCE | 17 | 16 | 16 |
| | ELECTED | 1 | 1 | 1 |
| Full-Time Total | | 18 | 17 | 17 |
| Part Time | | 2 | 2 | 2 |
| Part Time Total | | 2 | 2 | 2 |
| Seasonal | | 2 | 3 | 3 |
| Seasonal Total | | 2 | 3 | 3 |



VISION

The Office of Constituent Affairs strives to provide superior constituent services connecting citizens with the wide array of County services they seek.

MISSION

The Office of Constituent Affairs acts as a liaison by providing communications and outreach between various County departments and citizens, news media, and other stakeholders in Nassau County.



OFFICE OF CONSTITUENT AFFAIRS

The primary function of the Office of Constituent Affairs is to support County operations. The County receives over 80,000 constituent inquiries annually through mail, phone, email, walk-ins, and petitions. The Office is responsible for addressing, directing, and formulating responses to a myriad of constituent issues in a timely manner. Additionally, the Office recognizes the achievements and milestones in the lives of County residents, assists with special projects and events, and promotes County facilities to enhance the quality of life in Nassau County.

The Office is also responsible, through the Press Office, for informing the public of the various County policies, programs, and actions through relationships with various media outlets. At the County Executive's direction, the Press Office fosters and promotes open and fair governmental practices through the widespread dissemination of information and responds to media questions and requests for information concerning County operations. The Press Office also oversees the County Photography Unit, which records significant events and occasions.

BUREAU OF PRINTING AND GRAPHICS

Through its Bureau of Printing and Graphics, the Office oversees all of the County's printing facilities, providing in-house photo-offset printed media to the departments and divisions within Nassau County. The Bureau of Printing and Graphics is also responsible for providing all multi-function printing equipment and supplies Countywide. Other responsibilities include overseeing all copier equipment purchases as well as the maintenance of this equipment.

CENTRAL MAILROOM (BUREAU OF MAIL)

The Office manages the majority of the County's mail facilities, ensuring the efficient and expeditious processing of County mail.

GOALS

- Use technology to increase efficiency in the Office's operations
- Streamline mail processing with online accounting and mail tracking

OBJECTIVES

- Improve the Office's efficiency by increasing the number of print jobs accepted in electronic format
- Work with all County departments to upgrade and make current all of their printed materials from service brochures to forms
- Continue to work with DPW - Real Estate Services on its building consolidation project to eliminate unnecessary mail routes and copy machines



2017 BUDGET HIGHLIGHTS

Expenses in the 2017 Adopted Budget for the Office of Constituent Affairs are \$3.5 million, a 2.6% increase from the 2016 Projection. Expenses include Salaries, Wages & Fees of \$2.4 million, a 13.8% increase primarily due salary adjustments that align with the increases of the current labor agreements for both CSEA and Ordinance staff. The Department also includes a new position for a Program Coordinator at a full year value when compared to a half year value in 2016 Adopted Budget. The vacancy in the Department is offset in the Office of Management and Budget as an expected negative attrition value

Other Than Personal Services (OTPS) expenses are \$1.2 million, a 24.5% decrease primarily due to the reduction of postage and office supplies. This reduction was necessary to attain NIFA Plan approval to compensate for \$36 million of sited risk.

Revenues in the 2017 Adopted Budget for the Office of Constituent Affairs are \$539,428, a 16.1% decrease primarily due to lower Inter-Departmental Revenues related to a decrease in printing costs.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 1,941,853 | 2,039,319 | 2,068,284 | 2,353,022 |
| | DD - GENERAL EXPENSES | 1,575,692 | 1,540,495 | 1,540,495 | 1,162,494 |
| EXP Total | | 3,517,545 | 3,579,814 | 3,608,779 | 3,515,516 |
| REV | BJ - INTERDEPT REVENUES | 394,402 | 642,970 | 642,970 | 539,428 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 18,760 | 0 | 0 | 0 |
| REV Total | | 413,162 | 642,970 | 642,970 | 539,428 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 23 | 23 | 24 |
| | ORDINANCE | 11 | 11 | 11 |
| Full-Time Total | | 34 | 34 | 35 |
| Part Time | | 3 | 3 | 3 |
| Part Time Total | | 3 | 3 | 3 |
| Seasonal | | 0 | 1 | 1 |
| Seasonal Total | | 0 | 1 | 1 |



VISION

The Office of the Nassau County Clerk serves the residents of Nassau County, legal professionals, and governmental agencies in accordance with New York State law relating to real property, court, and business filings. The Office is charged with the mandated computation, collection, and disbursement of funds to New York State, the County, and local municipalities. The Office of the County Clerk's Vision is to maintain the necessary resources to perform the statutory and fiduciary responsibilities of the Office while continuing to implement best practices to maintain efficiencies through improved technology and cost control. The Office's experienced staff is dedicated to recording and maintaining public documents and protecting the public interest.

MISSION

As a New York State Constitutional Officer, the Nassau County Clerk's Mission is to serve as the County Registrar and Clerk of the Supreme and County Courts. The Office records all real estate transactions and maintains all court records in civil and matrimonial proceedings. To ensure constituent services and protect the public interest, the Office of the Nassau County Clerk must adhere to mandates to provide timely processing and records access through adequately staffed operations and innovative technology.



OFFICE OF THE COUNTY CLERK

As a State Constitutional Office, the Office of the County Clerk serves the residents of Nassau County in the following areas.

REAL ESTATE

The Real Estate Division is the central repository of real property records for Nassau County. The Division provides record access for the public, attorneys, and the title industry. It records and maintains all real estate transactions, including deeds, land contracts, mortgages, mortgage assignments, mortgage satisfactions, powers of attorney, and County land and subdivision maps.

- Land Document Recording registers and verifies deeds, mortgages and mortgage satisfactions, commercial mortgages, building loans, and their disposition; computes and collects transfer and mortgage taxes; and records subdivision maps.
- E-recording processes land documents through an electronic interface. More than half of the recorded documents are e-recorded.
- Land Records serves as a resource for the public to access the information on properties in Nassau County by providing access to copies of all real property records (deeds, mortgages, etc.) within the County from public access computers and various other media, as well as maintains County land and subdivision maps.
- Imaging uses state-of-the-art technology to scan documents, creating electronic availability and preservation these records.

LAW AND EQUITY

The County Clerk serves as Clerk for Supreme and County Courts. The Clerk's Office indexes and maintains a record of all civil court actions for those courts and handles the indices for criminal court actions. It also records matrimonial actions and judgments, and issues certified copies of divorce proceedings. The Office's duty is to receive and maintain the files of all paperwork pertaining to these cases and requires meticulous attention to these documents.

- Receives and processes all applications for Supreme Court Indexes, Notices of Appeal, Requests for Judicial Intervention, and Notes of Issue.
- Indexes and maintains all Supreme Court documents and case files, provides "certified copies" of these files upon request, and makes files available for public inspection.
- Processes all applications for a "name change" through the court and maintains and makes available to the public the record of change.
- Records judgments, files transcripts of judgments from other courts, as well as Federal tax liens and State tax warrants, records all satisfactions and discharges of liens, and provides Certificate of Disposition for judgments.
- Receives and processes applications for Small Claims Assessment Review and Tax Certiorari cases.
- In conjunction with the State Unified Court System, continually expands the mandatory e-filing of court documents.



BUSINESS & LICENSE SERVICES

The Business and License Filing Division assists both professionals and individuals with various transactions and a broad range of business filings for corporations, partnerships, and religious corporations.

- Federal Licenses records military discharge papers and provides certified copies upon request, processes U.S. Passport applications, and maintains naturalization records from 1899 to 1987.
- State Licenses is responsible for registering and filing all new Business Names and maintains records of businesses incorporated in New York State and doing business in Nassau County.
- County Licenses records Firefighter Exemption certificates, issues Veterans Peddlers' licenses, files and maintains signature cards of Notaries Public qualified in Nassau County, and maintains oath of office cards for municipal officers.

GOALS

Through long-term planning, continually implement state-of-the-art indexing and storage of vital County records in an electronic format, ensuring their preservation and providing public access through the comprehensive use of cost-effective technology.

- As one of the highest volume e-recording and e-filing counties in the state, ongoing expansion of these methods
- Ensure availability of information to the private, public and professional sectors of the County
- Provide information to the public about the services available
- Utilize current technology to communicate with and serve the constituency in Nassau County, including enhancement to online access of records
- Maintain sufficient resources to handle the Clerk's Office mandated responsibilities

OBJECTIVES

- Convert documents that predate technology initiatives into an electronic platform.
- Continue to develop seamless information sharing between Supreme and County Courts and the Clerk's Office through expansion of e-filing.
- Continually expand e-recording of land records and other electronic file interfaces to enhance efficiencies and green initiatives.
- Streamline processes through (could use further) development of a system that permits faster and more efficient processing of services.
- Enhance public accessibility to information maintained by the Clerk's Office through technology and expansion of online services.

**2017 BUDGET HIGHLIGHTS**

The expenses for the Office of the County Clerk in the 2017 Adopted Budget are \$6.5 million. The total includes \$5.6 million in salary-related expenses, a \$647,774 or 13.1% increase from the 2016 Projection or a 1.1% decrease from the 2016 Adopted Budget. The increase compared to the 2016 Projection is primarily due to the inclusion of 14 Full-time vacancies as well as the impact of current labor agreements. This salary appropriation reduction was necessary in order to attain NIFA plan approval to compensate for \$36 million of NIFA sited risk. The vacancies have been offset at the department level in the amount of \$200,000 with further offset in the Office of Management and Budget as an expected negative attrition value.

The 2017 Adopted Budget funds Other Than Personal Services (OTPS) at \$0.9 million which is the same as the 2016 Projection.

Revenues for the 2017 Adopted Budget for the Office of the County Clerk are \$51.4 million, a decrease of \$2.2 million or 4.1% from the 2016 Projection. The decrease is primarily attributable to Mortgage-Recording fees partially offset by Deed Recording fees and Miscellaneous fees.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 5,133,618 | 5,672,791 | 4,962,437 | 5,610,211 |
| | BB - EQUIPMENT | 47,137 | 50,000 | 50,000 | 50,000 |
| | DD - GENERAL EXPENSES | 229,977 | 305,000 | 305,000 | 305,000 |
| | DE - CONTRACTUAL SERVICES | 270,397 | 505,000 | 505,000 | 505,000 |
| EXP Total | | 5,681,129 | 6,532,791 | 5,822,437 | 6,470,211 |
| REV | BD - FINES & FORFEITS | 55,764 | 60,000 | 60,000 | 44,000 |
| | BF - RENTS & RECOVERIES | 2,301 | 0 | 1,061 | 2,000 |
| | BH - DEPT REVENUES | 31,274,578 | 50,030,000 | 53,530,000 | 51,332,400 |
| REV Total | | 31,332,642 | 50,090,000 | 53,591,061 | 51,378,400 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 72 | 60 | 74 |
| | ORDINANCE | 8 | 8 | 8 |
| | ELECTED | 1 | 1 | 1 |
| Full-Time Total | | 81 | 69 | 83 |
| Part Time | | 40 | 26 | 29 |
| Part Time Total | | 40 | 26 | 29 |
| Seasonal | | 20 | 17 | 20 |
| Seasonal Total | | 20 | 17 | 20 |

**VISION**

The Nassau County Comptroller is committed to maintaining County fiscal responsibility and accountability by working closely with the County Administration to overcome the County's financial challenges, achieve structural budgetary balance, and prevent/end waste, fraud, and abuse.

MISSION

The Mission of the Nassau County Comptroller, as an independently elected official, is to serve as a fiscal watchdog overseeing the integrity of the County's financial health and operations.
The Comptroller monitors, reports, and advises County agencies on discharging their responsibilities in compliance with law, County procedures, and appropriate internal controls.



OFFICE OF THE COMPTROLLER

The Comptroller monitors and issues reports on all matters that significantly affect the County's financial health and operations. The Office reports on the County's financial results, including the preparation and issuance of the County's annual financial statements.

GOALS

To achieve its Vision, the Comptroller's Office will

- Assist the County to achieve structural financial balance and maintain its fiscal health
- Audit County agencies, departments, and vendors to ensure that they use proper fiscal and operational practices
- Record and report on the County's financial condition, accurately, timely, and in accordance with accounting standards for governments
- Audit the County payroll, health benefits, contracts, and claims payments to ensure that County departments take accurate and timely actions
- Review the operations and fiscal practices of local governments where the Charter gives the Comptroller that authority

OBJECTIVES

To accomplish its Mission, the Comptroller will

- Issue timely reports on matters that significantly affect the County's financial health and operations
- Monitor, analyze, and forecast the County's revenues and expenses
- Establish and execute the 2017 audit plan focusing on areas of greatest risk to the County's taxpayers
- Generate the County's Comprehensive Annual Financial Report



2017 BUDGET HIGHLIGHTS

The expenses for the Office of the Comptroller in the 2017 Adopted Budget are \$7.9 million, a 6.7% increase from the 2016 Projection. The 2017 salary appropriation of \$6.9 million is a 6.4% increase from the 2016 Projection. This increase is primarily due to the impact of current labor agreements and funding of 14 Full-time vacant positions to remain in compliance with the Office's mandates. Vacancies in the Department are offset in the Office of Management and Budget as an expected negative attrition value. The salary appropriation is net of \$85,000 reduction necessary in order to attain NIFA plan approval to compensate for \$36 million of NIFA sited risk.

The 2017 Adopted Budget funds Other Than Personnel Services (OTPS) at \$1.0 million, an 8.1% increase from the 2016 Projection, mainly due to contractual financial services partially offset by the consolidation of software contracts to the Department of Information Technology.

The revenues for Office of the Comptroller in the 2016 Adopted Budget are \$262,300, a slight decrease of 1.7% from the 2016 Projection due to lower COBRA enrollment. The primary source of revenue is Rent & Recoveries associated with Federal Insurance Contribution Act (FICA) refunds from the prior year attributable to converting employee sick leave pay retroactively to workers' compensation, which is not subject to FICA tax.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 6,089,017 | 7,346,854 | 6,462,171 | 6,878,469 |
| | BB - EQUIPMENT | 4,541 | 5,000 | 5,000 | 5,000 |
| | DD - GENERAL EXPENSES | 42,748 | 137,500 | 137,500 | 127,000 |
| | DE - CONTRACTUAL SERVICES | 527,212 | 796,300 | 796,300 | 883,000 |
| | HH - INTERFUND CHARGES | 121,631 | 0 | 0 | 0 |
| EXP Total | | 6,785,148 | 8,285,654 | 7,400,971 | 7,893,469 |
| REV | BF - RENTS & RECOVERIES | 14,075 | 250,000 | 250,000 | 250,000 |
| | BH - DEPT REVENUES | 12,129 | 16,300 | 16,833 | 12,300 |
| REV Total | | 26,204 | 266,300 | 266,833 | 262,300 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 72 | 59 | 73 |
| | ORDINANCE | 14 | 13 | 13 |
| | ELECTED | 1 | 1 | 1 |
| Full-Time Total | | 87 | 73 | 87 |
| Part Time | | 6 | 4 | 6 |
| Part Time Total | | 6 | 4 | 6 |



VISION

The Nassau County Civil Service Commission works with the human resource departments of the County, Towns, Villages, School Districts, and Special Districts to ensure that qualified personnel fill positions in accordance with laws established under the New York State Constitution and to ensure the public trust. The Commission will provide this mandated service in the most efficient manner using the latest technological advances to the benefit of its clients.

MISSION

The Nassau County Civil Service Commission ensures adherence to State Law and County rules, and acts as an information resource for agencies and departments to assist in their understanding of Civil Service Law and Equal Employment Opportunity mandates. The Commission also increases employees' awareness of their rights and obligations. The Commission plans, organizes, and supervises special and standard testing programs to apply uniform and fair evaluation procedures for County employee candidates.



CIVIL SERVICE COMMISSION

Three Commissioners serve as the policy-making unit of the Commission. They conduct public hearings, review background investigations, make determinations, and serve as an appeals board. The following are the duties of the Civil Service Commission.

- **Recruitment** administers all Civil Service exams, prepares examination announcements, and reconciles examination results from the State Civil Service Office prior to the establishment of eligible lists.
- **Classification** defines all positions, establishes training and experience requirements, and furnishes data and recommendations to assist the Civil Service Commissioners in determining the jurisdictional classification of positions.
- **Qualification** reviews all applications for examinations and employment in County departments, Towns, Villages, School Districts, and Special Districts.
- **Examination** plans, organizes, and supervises special and standard testing programs for the County. It determines areas appropriate for written tests and reviews test items for subject matter based on standards and appropriateness of content.
- **Placement** issues certifications, establishes and maintains eligible lists, and verifies that all appointments are in accordance with the provisions of the Civil Service Law.
- **County Transaction** reviews, as required by New York State Law, all documents that affect the appointment, separation, promotion, and payroll certification of employees who work for Nassau County and for the Nassau Health Care Corporation.
- **Municipal Transaction** reviews, as required by New York State Law, all documents submitted by the Towns, Villages, School Districts, Special Districts, and Libraries that comprise approximately 230 municipal agencies, consisting of about 40,000 employees who are under the jurisdiction of the Commission. These documents include appointments, separations, promotions, and payroll certifications.

GOALS

- Provide guidance and training to County departments in handling personnel actions according to Civil Service Law and the Rules of the Commission
- Provide quality service to municipal agencies by helping them fulfill their needs and accomplish their goals
- Expand the Commission's new web site and online processing system to make them available to all municipal agencies and utilize the latest developed technology software to simplify and process personnel efficiently



- Maintain a strong support system within the Commission to provide information and data to all County departments and the Nassau Health Care Corporation
- Continue streamlining methods and procedures to process personnel transactions and payroll certifications expeditiously
- Fingerprint County employees as part of background checks to limit County liability

OBJECTIVES

- Complete the paperless processing changeover, which will result in an electronic notification system
- Process and monitor appointments on a timely basis to ensure that agencies comply with proper, lawful hiring procedures
- Create and conduct County-owned Training and Experience evaluations for many of the exams that are now part of the State's decentralized test program
- Maintain communications by meeting with departments and agencies on an ongoing basis to assist them in achieving and maintaining properly classified positions
- Provide assistance to other employers/recruiters so that when and where hires are anticipated, Nassau County residents will be made aware of opportunities
- Adapt the various online systems for the purpose of improving response times and decreasing workloads
- Utilize online application submissions as a method to achieve paperless application processing



2017 BUDGET HIGHLIGHTS

The expenses in the 2017 Adopted Budget for the Civil Service Commission are \$5.8 million, a 9.2% increase from the 2016 Projection. This includes Salaries, Wages & Fees of \$5.4 million, an 11.1% increase from the 2016 Projection. This increase is primarily due to the exclusion of Capital Backcharges in the 2017 Adopted Budget compared to the 2016 Projection, as labor costs associated with the implementation of the ERP-Peoplesoft project decline and a higher amount of labor costs must be funded in the operating budget. This increase also accounts for the of current labor agreements.

Other Than Personal Services (OTPS) is \$457,945, a 9.1% decrease from the 2016 Projection, primarily due to the transfer of software contract funding into Department of Information Technology budget. This reduction in funding also includes an across the board OTPS cut in order to attain NIFA Plan approval to compensate for \$36 million of NIFA sited risks.

Revenues in the 2017 Adopted Budget for the Civil Service Commission are \$1.7 million, a \$922,721 increase from the 2016 Projection, primarily due to an expected police exam, anticipated increase in volume of processing law enforcement applications and exam fees increases in Fiscal Year 2017.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 4,362,453 | 4,514,800 | 4,826,362 | 5,362,298 |
| | DD - GENERAL EXPENSES | 178,779 | 416,650 | 416,650 | 443,446 |
| | DE - CONTRACTUAL SERVICES | 79,060 | 86,966 | 86,966 | 14,499 |
| EXP Total | | 4,620,292 | 5,018,416 | 5,329,978 | 5,820,243 |
| REV | BF - RENTS & RECOVERIES | 52,661 | 75,114 | 75,114 | 106,235 |
| | BH - DEPT REVENUES | 362,966 | 700,800 | 700,800 | 1,592,400 |
| REV Total | | 415,627 | 775,914 | 775,914 | 1,698,635 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 49 | 48 | 50 |
| | ORDINANCE | 2 | 2 | 2 |
| Full-Time Total | | 51 | 50 | 52 |
| Part Time | | 48 | 39 | 48 |
| Part Time Total | | 48 | 39 | 48 |
| Seasonal | | 1 | 1 | 1 |
| Seasonal Total | | 1 | 1 | 1 |



PERFORMANCE MANAGEMENT

| Civil Service Commission | | | |
|--------------------------|------------------------------|--|---|
| Category | Performance Measures | Description | Goal Statement |
| Government Efficiency | Applications Reviewed | Includes the number of applications for employment or examination physically reviewed by the Civil Service Commission. This process removes candidates that do not meet the minimum qualifications being sought. | Review applications for employment and examinations. Conduct employment investigations. Coordinate criminal and residency investigations. Fingerprint in accordance with Local Law 14-2003. |
| Government Efficiency | Candidates Scheduled | Includes the number of examination candidates scheduled. | To provide more assistance to other employers/recruiters to announce posting so that Nassau County residents will be made aware of opportunities. |
| Government Efficiency | Class Specs Reviewed/Revised | Includes the number of class specifications written and revised. | Assist departments and agencies in achieving and maintaining properly classified positions. |
| Government Efficiency | Criminal & Rsdncy Invest | Includes the number of criminal and residency investigations of each applicant that have answered yes to questions 7-12 on a civil service application or has provided discrepancies between a current application and their previous ones. | Review applications for employment and examinations. Conduct employment investigations. Coordinate criminal and residency investigations. Fingerprint in accordance with Local Law 14-2003. |
| Government Efficiency | CS-4'S Reviewed | Includes the number of CS-4 forms (position classification request) reviewed. | Assist departments and agencies in achieving and maintaining properly classified positions. |
| Government Efficiency | Employment Investigations | Includes the number of investigations of employment. This includes the verification of education, experience and residence of each examination or employment application. | Review applications for employment and examinations. Conduct employment investigations. Coordinate criminal and residency investigations. Fingerprint in accordance with Local Law 14-2003. |
| Government Efficiency | Examinations Announced | Includes the number of examinations announced by the Civil Service Commission. | To provide more assistance to other employers/recruiters so that where hires are being affected, our Nassau County residents will be made aware of opportunities. |
| Government Efficiency | Fingerprinting | Includes the number of candidates fingerprinted, in accordance with local ordinance or for investigatory concerns arising from an application. | Review applications for employment and examinations. Conduct employment investigations. Coordinate criminal and residency investigations. Fingerprint in accordance with Local Law 14-2003. |
| Government Efficiency | Positions Audited | Includes the number of positions audited to determine the relationship between title and functionality of duties being performed. | Assist departments and agencies in achieving and maintaining properly classified positions. |
| Government Efficiency | Psychological Testing | Includes the number of psychological tests scheduled, administered, reviewed and referred. Certain job titles require psychological examinations - these include but are not limited to Police Officer, Probation Officer, Deputy Sheriff, Correction Officer, as well as all Correction Officer titles. | Provide psychological examination on all candidates applying for any of the law enforcement titles. |

CIVIL SERVICE COMMISSION



| Civil Service Commission | | | | | |
|------------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| Applications Reviewed | 12,267 | 14,869 | 13,500 | 9,163 | 13,500 |
| Candidates Scheduled | 5,238 | 5,159 | 4,800 | 4,696 | 5,300 |
| Class Specs Reviewed/Revised | 128 | 114 | 80 | 28 | 80 |
| Criminal & Rsdncy Invest | 614 | 634 | 575 | 403 | 650 |
| CS-4'S Reviewed | 2,911 | 3,144 | 1,500 | 1,616 | 1,500 |
| Employment Investigations | 18,605 | 22,134 | 13,000 | 15,576 | 16,000 |
| Examinations Announced | 245 | 266 | 180 | 138 | 215 |
| Fingerprinting | 462 | 370 | 450 | 280 | 450 |
| Positions Audited | 26 | 50 | 10 | 11 | 10 |
| Psychological Testing | 912 | 962 | 500 | 492 | 700 |



COURTS

Once New York State assumed control of the Courts, the State granted employees who worked in the system the right to remain in the County's health insurance plan. Consequently, this expense is in the County Budget for which the State reimburses the County. The difference between the expense in the Operating Budget and the amount reimbursed by New York State represents Retiree Health Insurance Premiums paid by the County on behalf of Retirees of the Court System who retired prior to the State taking over the Court System.

2017 BUDGET HIGHLIGHTS

Fringe Benefits for the Courts for the 2017 Adopted Budget is \$1.3 million, flat with the 2016 Projection. The related State reimbursement is \$1.1 million, a \$133,925 or 13.9% increase from the 2016 Projection which was under projected in June.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|------------------|---------------------|--------------------------|---------------------|
| EXP | AB - FRINGE BENEFITS | 1,182,885 | 1,321,305 | 1,255,692 | 1,251,891 |
| EXP Total | | 1,182,885 | 1,321,305 | 1,255,692 | 1,251,891 |
| REV | BF - RENTS & RECOVERIES | 1,264 | 0 | 0 | 0 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 1,141,277 | 1,294,879 | 961,226 | 1,095,151 |
| REV Total | | 1,142,541 | 1,294,879 | 961,226 | 1,095,151 |



VISION

The District Attorney will work with partners in government and the community to help ensure the safety, rights, and quality of life for all people living and working in Nassau County.

MISSION

As the public prosecutor representing the people, it is the mission of the Office of the Nassau County District Attorney to collaborate with our law enforcement partners to protect the communities we serve through the just investigation and prosecution of public offenses.

To accomplish this mission we will :

- **Exemplify the highest standards of ethics and professionalism**
- **Advocate for victims of crime and support witnesses**
- **Protect the rights of the accused**
- **Engage the community in our efforts to promote public safety and responsibility**
- **Foster public confidence by performing our responsibilities efficiently and effectively**
- **Maintain a workplace that emphasizes compassion, respect, and trust**



OFFICE OF THE DISTRICT ATTORNEY

The District Attorney is ultimately responsible for all criminal and minor offense prosecutions that occur within the courts of Nassau County. To this end, the office regularly interacts with over twenty-five law enforcement agencies that operate within the county borders, as well as countless law enforcement agencies based outside the county, and brings criminal charges to the various courts with jurisdiction in and over Nassau County, including the City Courts of Long Beach and Glen Cove, the Nassau County District Court, the Nassau County Supreme Court, the Nassau County Court, the Appellate Division, and the New York State Court of Appeals.

The U.S. Department of Justice's Bureau of Justice Statistics ranks Nassau County as the 32nd largest criminal jurisdiction in the United States. Accordingly, the Nassau County District Attorney's Office is one of the largest prosecutor's offices in the nation. With over 370 full-time staff members, the District Attorney's Office prosecutes approximately 30,000 cases each year, ranging from misdemeanor theft, assault, weapons, drugs, and vandalism offenses, to felony homicides, sex assaults, robberies, burglaries, and vehicular manslaughter. It also proactively investigates violent gang networks, organized crime enterprises, complex embezzlement schemes, government corruption, sophisticated white-collar frauds, and cybercrime, among a multitude of other categories. Beyond prosecution, however, the District Attorney's Office also undertakes a myriad of crime prevention, civil forfeiture, youth outreach, victim relations, and community affairs programs. As it is responsible for such a broad array of services, the District Attorney's Office has been carefully and thoughtfully divided into various service departments, each specializing in a field of criminal investigation, prosecution, or community relations.

OFFICE MANAGEMENT

The District Attorney administers the office with an executive staff, comprised of the Chief Assistant District Attorney, the Chief Administrative Officer, the Counsel to the District Attorney, and Executive Assistant District Attorneys for Major Case, General Litigation, Investigations, Conviction Integrity, and Special Investigations. The Office has been structured into six operational divisions.

MAJOR CASE DIVISION

The Major Case Division is responsible for the prosecution of the most severe crimes committed in Nassau County. It is comprised of four bureaus, each of which is overseen by a respective Bureau Chief. The Executive Assistant District Attorney for Major Cases heads the Division and reports to the Chief Assistant District Attorney.

- **Major Offense Bureau** investigates and prosecutes homicides and other serious violent felonies committed within Nassau County.
- **Special Victims Bureau** prosecutes all sex crimes, domestic violence cases, human trafficking, elder abuse, disabled abuse, and child abuse cases.
- **Vehicular Crimes Bureau** prosecutes drunk, drugged, and reckless driving, vehicular assaults, and vehicular homicides.



- **Special Operations, Narcotics and Gangs Bureau** handles the investigation and prosecution of all major narcotics distribution rings, weapons trafficking, and gang operations in Nassau County.

GENERAL LITIGATION DIVISION

The Litigation Division is responsible for the prosecution of criminal cases in the various courts of Nassau County. It is comprised of five bureaus, each of which is overseen by a respective Bureau Chief. The division is headed overall by the Executive Assistant District Attorney for General Litigation, who reports to the Chief Assistant District Attorney.

- **County Court Trial Bureau** prosecutes felony cases (i.e., crimes designated by law for which a court may impose a sentence in excess of one year.). Examples of felonies handled by this bureau include burglary, robbery, grand larceny, identity theft, forgery, assault, and weapons possession.
- **District Court Trial Bureau** prosecutes all misdemeanor cases (i.e., crimes designated by law to be punishable by imprisonment not to exceed one year) and non-criminal offenses (i.e., violations and traffic infractions). The Bureau staff also is responsible for the Arraignment Part, which is open seven days a week, 365 days a year, to ensure that a judge promptly arraigns individuals arrested for all crimes, including felonies.
- **Early Case Assessment Bureau's** primary responsibility is to assess and analyze charges at the arrest-stage of a criminal prosecution. The Bureau coordinates with the County's many police agencies to ensure that in every arrest, the District Attorney files a legally sufficient charge and contacts witnesses and victims at the earliest possible time. Additionally, the Bureau is responsible for staffing a 24-hour desk that allows for around-the-clock communication between the District Attorney's staff and members of Nassau County's law enforcement community.
- **Felony Screening Bureau** evaluates felony arrests made by the various county law enforcement agencies to determine whether the District Attorney can and should prosecute a case as felony in the courts of Nassau County.
- **Grand Jury Bureau** presents felony cases to the Nassau County Grand Jury for indictment. It is further responsible for handling all fugitive and extradition proceedings.
- **Specialized Courts** The District Attorney staffs and participates in a number of specialized court programs in order to bring about custom-track prosecutions that focus more so on the type and degree of offender, rather than the type and degree of offense. The Specialized Courts in Nassau County include Veterans Court, Mental Health Court, Human Trafficking Court, Adolescent Diversion Part, Youth Court, Judicial Diversion Part, and the DWI Parts.
- **Warrant Desk:** The Warrant Desk has 24/7/365 responsibility for drafting applications for search and arrest warrants and other court orders on behalf of law enforcement organizations.



INVESTIGATIONS DIVISION

The Investigations Division is responsible for the investigation of complex criminal activity in Nassau County and the prosecution of the resultant cases. It is comprised of six bureaus and two independent units, each of which is overseen by a respective Bureau or Unit Chief. The division is headed overall by the Executive Assistant District Attorney for Investigations, who reports to the Chief Assistant District Attorney.

- **Government and Consumer Frauds Bureau** handles a wide category of fraud topics, including insurance, welfare, Medicaid, immigration, workers' compensation, and home improvement fraud and embezzlement. It also contains the Vehicle Theft and Fraud Unit.
- **Public Corruption Bureau** uncovers and prosecutes corruption in Nassau County. The Bureau handles cases involving police misconduct, political corruption, school and special district fraud, crimes committed at the jail, as well as crimes committed by employees of public entities who abuse their positions.
- **Economic Crimes Bureau** investigates and prosecutes complex, sophisticated and substantial financial crimes including identity theft, loan fraud, credit card fraud, check fraud, bank fraud, financial internet fraud, extortion, unlicensed practice of professions, unemployment fraud, tax fraud, trademark counterfeiting, and the creation and use of fraudulent identification and other forged documents. The Bureau includes and contains two specialized units: The Public Assistance Fraud Unit focuses on frauds perpetrated by recipients of various government assistance programs, including Medicaid, welfare, food stamps, and childcare. The Environmental Crimes Unit focuses on crimes involving air, land and water contamination resulting from illegal dumping, storage, and transportation of hazardous or toxic chemicals or materials, as well as other crimes which damage the ecosystem of the County.
- **Rackets and Enterprise Crime Bureau** investigates and prosecutes systematic criminal activity committed by organized crime and criminal enterprises. The Bureau's cases include enterprise corruption, extortion, coercion, gambling, money laundering, bribery, and violations of the New York prevailing wage law. Additionally, the Bureau contains two specialized units: the Labor Unit and the Money Laundering and Cyber Crime Unit.
- **Civil Forfeiture Bureau** secures the forfeiture of vehicles and other personal property used as instrumentality of a crime. It is also the Civil Forfeiture Bureau's responsibility to prepare and submit requests for Federal asset forfeiture sharing and to ensure the deposit and dispersal of forfeited proceeds and the liquidation of other items forfeited through its efforts. The Bureau is additionally responsible for effecting the eviction of tenants using rental property to operate any illegal business.
- **Criminal Complaint Unit** serves as an "open door" to the District Attorney's office. The Unit is available to assist the public in filing criminal complaints, both written and in person. This Unit will provide an initial assessment of the complaint for possible criminality and, if appropriate, forward the matter for follow-up to one of the investigative bureaus within the Office. If a case is not appropriate for the Office, the Criminal Complaint Unit will refer the complainant to the appropriate agency or office.



- **Animal Crimes Unit** investigates and prosecutes criminal offenses perpetrated against animals, including dogfighting, cockfighting, severe torture, criminal neglect, hoarding, illegal possession of wildlife, and competitive animal abuse.
- **Investigations Bureau** is responsible for the field and forensic operations of the Investigation Division. It is staffed by Detective Investigators, Financial Investigators, and other technical specialists.

CONVICTION INTEGRITY DIVISION

The District Attorney's Office devotes significant resources to ensure it legally and properly obtains criminal convictions. To that end, the Office maintains an elite Appeals Bureau and a Conviction Integrity Unit, that collectively report to the Executive Assistant District Attorney for Conviction Integrity, who reports to the Chief Assistant District Attorney.

- **Appeals Bureau** primarily handles the appeals afforded to defendants adjudicated guilty of crimes prosecuted by the Office. This litigation can take place at every level of the State and Federal court system, and oftentimes occurs many years after the conviction and sentencing of a defendant. This Bureau also serves an important role in advising Assistant District Attorneys on legal issues throughout the investigative and trial stages of a case. Bureau staff also supervises the Mental Health Unit.
- **Conviction Integrity Unit** reviews and thoroughly investigates post-conviction claims of innocence. The Unit also keeps apprised of developments in forensic science, which could affect the use, import, or interpretation of evidence in past cases.

ADMINISTRATION DIVISION

The Administration Division is responsible for all administrative aspects of office management, and is comprised of the Office of Technology Services, the Department of Office Services, Human Resources, and the Process Bureau. The Chief Administrative Officer heads the Division and reports to the Chief Assistant District Attorney.

- **Office of Technology Services** is responsible for the information technology utilized by the office, including hardware and software applications. It is also responsible for system security and the various communication platforms employed by the office.
- **Department of Office Services** is responsible for office supply, fiscal administration, budget preparation, contracting, billing, and payroll services.
- **Human Resources** is responsible for personnel services.
- **Process Bureau** is primarily responsible for service of process, archiving, and interdepartmental file transfers.

COMMUNITY RELATIONS DIVISION

The Community Relations Division of the Office is comprised of the Office of Community Affairs, the Office of Immigrant Affairs, the Office of Youth Development, the Council of Thought and Action, the Nassau County District Attorney's Office (NCDA) Recruitment Program, and all



associated outreach functions and committees. Collectively, these office sections are responsible for community initiatives undertaken by the Office, and the District Attorney tasks them with reducing crime, enhancing public safety, and improving the quality of life for County residents. The division is headed overall by the Deputy Executive Assistant District Attorney for Community Relations, who reports to the Executive Assistant District Attorney for Major Cases.

- **Office of Community Affairs** manages various community relations programs and serves as the primary point of contact for community partnership requests. The Office operates community forums such as the Heroin Prevention Task Force and the Long Island Youth Safety Coalition. It also organizes school outreach assemblies, lectures, and programs, including the “Not My Child” Heroin Education Program, the “Choices and Consequences” Safe Driving Program, the Smart Social Media and Anti-Bullying Workshop, and the “Street Encounter” Police Interaction Program. Finally, the Office of Community Affairs coordinates youth programs such as the Molloy College Summer Camp, the Long Island Youth Mentoring Program, and Project Safe Neighborhood.
- **Office of Immigrant Affairs** helps Nassau County’s large immigrant or foreign-born population navigate the criminal justice system, encouraging immigrants to cooperate with law enforcement, and providing aid to limited-English speakers who are witnesses to or victims of crimes.
- **Office of Youth Development** is primarily responsible for the NCDA Youth Court, which provides young people (ages 11-17) who have committed non-violent crimes with the opportunity to take responsibility for their actions, serve their community, and learn character and career-building skills. The Youth Court program recruits high school students from across the County for the roles of prosecution and defense advocates, as well as bailiff and clerk. Students volunteer for community service credit, college application building, or a letter of recommendation to a future employer, but many volunteer purely out of an interest in the criminal justice system. Besides these inducements, the Office gives high school students the opportunity to have law students mentor them at the Maurice A. Deane School of Law at Hofstra University. The mentorship continues through the actual proceedings, where the law students will “second-seat” the high school advocates during the course of Youth Court. To round-out the cycle, the Youth Court Director administers an externship program at Hofstra Law School, for which the law student mentors receive credit and through which they become familiar with the process and benefits of Youth Court and other diversion programs.
- **Council of Thought and Action (COTA)** functions as an alternative-to-incarceration prosecution option for adjudicating felony and misdemeanor cases in Nassau County, where pending cases are permitted upon court, defense, and prosecutor consent, to be diverted – upon conditional plea contract – to a self-sufficiency program curriculum that addresses facets of education, vocational training, child and family care, and life stabilization. It is measured by both educational and employment achievements, along with re-offense reduction, with the ultimate objective being an individual’s successful “re-entry” into the community in a productive, law-abiding manner. COTA additionally provides re-entry services for conditionally-released defendants, accepting referrals from the Nassau County Probation Department and the New York State Department of Corrections and Community Supervision (DOCCS). Individuals (termed COTA’s “clients” or “program participants”) are selected for

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referral by these agencies based upon risk assessments, including lifestyle, gang affiliation, and support structure. All agency referrals are upon consent of a supervising prosecutor. Through its services to the court system, including post-release services, COTA strives to reduce the risk of re-offense, facilitate re-entry, and mitigate collateral consequences of criminal convictions where possible. Where applicable, results and achievements are reported back to referring agencies. COTA receives ancillary clientele from at-risk individuals in the local communities, as assessed by an assistant district attorney, a referring law enforcement agency, or both.

GOALS

- Fairly, efficiently, and ethically prosecute all offenses occurring within Nassau County.
- Secure just convictions through the plea, trial, and appellate processes.
- Achieve across-the-board reduction in Nassau County crime rates through application and oversight of comprehensive crime prevention strategies.
- Investigate criminal activity and enterprises both proactively and in coordination with federal, state, and local law enforcement partners.
- Promote public confidence in the criminal justice system through transparency, accountability, responsiveness, and impartiality.
- Provide professional guidance and essential services to crime victims.

OBJECTIVES

- Leverage the full potential of 21st century technology to detect, disrupt, and eliminate massive criminal enterprises.
- Enhance communication and coordination between law enforcement partners.
- Target key criminal infrastructure through continued application of intelligence-based prosecution initiative.
- Advance “custom-track” prosecutions through Nassau’s numerous specialized court programs in order to address the underlying issues at the heart of each crime.
- Enhance community outreach programs in order to reduce criminal justice contact, re-offense, addiction, quality of life crime, and major index crime.
- Expand and strengthen mechanisms for public reporting of criminal activity.
- Develop and maintain ongoing dialogue with all Nassau residents, regardless of cultural, national, religious, economic, and linguistic differences, to foster compassion and trust in the collective community mission to reduce crime and improve quality of life.
- Implement nationwide best practices in matters of discovery, forensic investigation, litigation, analytics, and conviction integrity.
- Attract and retain premier office staff with sustained recruitment initiatives.



2017 BUDGET HIGHLIGHTS

The expenses for the Office of the District Attorney for the 2017 Adopted Budget are \$38.7 million, approximately \$2.8 million or 7.8% higher than the 2016 Projection. The 2017 Salaries, Wages & Fees appropriation of \$36.3 million is a 9.0% increase from the 2016 Projection, primarily due to adjustments for non-union employees such as Assistant District Attorneys (ADA) to comparable jurisdictions, as well as current labor agreements and funding to backfill positions to remain in compliance with the Office's mandates.

The Nassau County District Attorney (NCDA) requested to increase its budget by \$4.0 million over the 2016 allocation, which would enable the office to grow to a standing labor force of 200 Assistant District Attorneys (ADA) with an average salary allocation of \$100,366 per ADA. The NCDA has been subsisting at turn-of-the-century staffing levels while the court system, the profession of prosecution, the technological sophistication of crime, and the array of crime have all broadened in scope. In 2001, the NCDA had an allocation of 169 ADAs to staff nine bureaus; in 2016, it received an allocation of 178 ADAs to staff fifteen bureaus. Based on the case made by the NCDA the Administration agreed to increase the level of funding over a two-year period, which will increase the NCDA's ability to fill its numerous vacant positions, increase retention and grow the office to the appropriate levels.

This salary growth was offset by a \$300,000 reduction necessary to attain NIFA Plan approval to compensate for \$36 million in NIFA sited risk.

The 2017 Adopted Budget funds \$2.3 million in Other Than Personal Services (OTPS), an 8.1% decrease from the 2016 Projections.

Revenues for the Office of the District Attorney in the 2017 Adopted Budget are \$626,100, a \$1,030 decrease, or 0.2% lower than the 2016 Projections due to a decrease in Investigations Costs Recovery.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 31,326,144 | 33,647,745 | 33,347,956 | 36,336,064 |
| | BB - EQUIPMENT | 59,724 | 75,500 | 75,500 | 65,500 |
| | DD - GENERAL EXPENSES | 1,183,782 | 1,023,000 | 1,023,000 | 948,000 |
| | DE - CONTRACTUAL SERVICES | 1,053,105 | 1,426,974 | 1,426,974 | 1,306,974 |
| EXP Total | | 33,622,755 | 36,173,219 | 35,873,430 | 38,656,538 |
| REV | BD - FINES & FORFEITS | 60,481 | 0 | 0 | 0 |
| | BF - RENTS & RECOVERIES | 17,638 | 0 | 497 | 0 |
| | BH - DEPT REVENUES | 2,196 | 5,000 | 5,000 | 2,000 |
| | BJ - INTERDEPT REVENUES | 270,034 | 270,033 | 270,033 | 270,000 |
| | BW - INTERFUND CHARGES REVENUE | 275,000 | 250,000 | 250,000 | 250,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 33,796 | 32,500 | 32,500 | 35,000 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 76,793 | 69,100 | 69,100 | 69,100 |
| REV Total | | 735,938 | 626,633 | 627,130 | 626,100 |



| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|------------------------|-------------------------|------------------------|
| Full-Time | CSEA | 135 | 125 | 127 |
| | IPBA | 40 | 36 | 37 |
| | ORDINANCE | 195 | 197 | 206 |
| | ELECTED | 1 | 1 | 1 |
| Full-Time Total | | 371 | 359 | 371 |
| Part Time | | 3 | 6 | 6 |
| Part Time Total | | 3 | 6 | 6 |



VISION

Ensure elections held under the Board of Elections' purview are in accordance with applicable Federal and State Law

MISSION

Under the Elections Law, the Board of Elections' Mission is to register and maintain a record of voters, conduct primaries, general elections, and special elections called by the Governor or County, and canvass and certify election results.



BOARD OF ELECTIONS

The Board of Elections is responsible for registering voters, maintaining their records, and conducting presidential primaries, Federal non-presidential primaries, County primaries, and general elections, as well as special elections called by the Governor or the County. In addition, the Board supplies voting machines and data for Village, School District, and Special District elections. The Board conducts or assists in administering approximately 200 elections annually countywide. The Board also oversees all functions necessary for compliance with the Election Law, including use of the New York State Board of Elections Statewide Database to remove duplicate voter registrations. The Nassau County Board of Elections adapts to and complies with all mandated Federal and State laws and regulations.

GOALS

- Comply with the New York State Election Law and the mandates required by the 1995 National Voter Registration Act (NVRA) and the 2002 Help America Vote Act (HAVA)
- Prepare for and enforce required changes mandated by the Federal government
- Continue to implement changes which have become necessary due to newly instituted State law expanded banning use of lever voting machine
- Conduct bi-partisan electronic voting machine demonstrations and voter registration forums for high schools and civic organizations in effort to increase voter turnout

OBJECTIVES

- Educate and train Board of Elections staff, including approximately 5,000 election inspectors, to comply with new Federal mandates and provide the best possible assistance to voters
- Continue the public education program regarding the use of the electronic voting machine system, that began in 2010, by utilizing media advertisements, pamphlets, and other methods, as well as public forums conducted throughout the County
- Make adjustments and improvements to County polling sites so that they are accessible to all voters as per the requirements and regulations set forth in Federal law and by the United States Department of Justice
- Maintain, test, and ensure the accuracy of electronic voting machines and HAVA required ballot marking devices
- Ensure that new residential units and voters within the County are reflected in the correct election districts
- Update and enhance the Board's website and develop using social media platforms to inform voters and potential voters of registration deadlines as well as election dates

**2017 BUDGET HIGHLIGHTS**

The expenses for the Board of Elections in the 2017 Adopted Budget are \$19.3 million, a 1.4% increase from the 2016 Projection. The salary appropriation includes the partial suspension of \$500,000 necessary to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk. Salaries, Wages & Fees is \$15.3 million, a 1.5% increase from the 2016 Projection. The 2017 salary increase is due to the impact of current labor agreements, as well as increases for Ordinance staff. Other Than Personal Services (OTPS) is \$3.9 million, relatively flat with 2016 Projection.

The revenues for the Board of Elections in the 2017 Adopted Budget are \$190,000, flat with the 2016 Projection.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 13,998,560 | 15,082,463 | 15,082,463 | 15,304,335 |
| | BB - EQUIPMENT | 100,186 | 125,000 | 125,000 | 125,000 |
| | DD - GENERAL EXPENSES | 2,252,712 | 3,208,200 | 3,208,200 | 3,127,655 |
| | DE - CONTRACTUAL SERVICES | 485,375 | 570,000 | 570,000 | 697,464 |
| EXP Total | | 16,836,833 | 18,985,663 | 18,985,663 | 19,254,454 |
| REV | BF - RENTS & RECOVERIES | 107,000 | 120,000 | 120,000 | 120,000 |
| | BH - DEPT REVENUES | 53,584 | 70,000 | 70,000 | 70,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 802 | 0 | 0 | 0 |
| REV Total | | 161,387 | 190,000 | 190,000 | 190,000 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 131 | 142 | 141 |
| | ORDINANCE | 30 | 22 | 23 |
| Full-Time Total | | 161 | 164 | 164 |
| Part Time | | 0 | 43 | 0 |
| Part Time Total | | 0 | 43 | 0 |
| Seasonal | | 0 | 33 | 0 |
| Seasonal Total | | 0 | 33 | 0 |



VISION

The Department of Emergency Management establishes Nassau County as a disaster resilient community by anticipating the impact of potential disasters and emergencies, maintaining the capacity to mobilize a dynamic, viable response with immediate capability, coordinating a systematic approach that maximizes County resources for reducing hazards, preparing for emergencies, responding to and recovering from disasters, and educating the public on disaster preparedness.

MISSION

The Department of Emergency Management maintains a high level of preparedness; reduces the vulnerability of the populace and property of the County resulting from all hazards including natural disasters, acts of terrorism, and public-health incidents; coordinates with state and federal agencies to provide prompt and efficient services to residents victimized by disaster; provides for rapid and orderly restoration and recovery following disasters; and effectively educates the public regarding their responsibilities in self-preparedness relating to disasters that could potentially affect the County.



OFFICE OF EMERGENCY MANAGEMENT

Nassau County's Office of Emergency Management (OEM) has the statutory responsibility to coordinate all County emergency response plans. OEM's responsibilities are to identify vulnerabilities, effectively mitigate disasters, provide public education, respond to all hazard emergencies, and facilitate the recovery of Nassau County in the event of a disaster. As the lead agency, OEM establishes relationships with local, State, Federal, and private entities to develop, maintain, and implement Nassau County's Comprehensive Emergency Management Plan.

The professional staff of men and women in OEM work with officials on the Federal, State, and local levels to strengthen Nassau County's ability to mitigate, prepare for, respond to, and recover from all hazards including natural disasters, acts of terrorism, and public-health incidents. To achieve these ends, OEM's daily focus is on activities surrounding planning and preparedness.

OEM is the recipient of several federally-funded Homeland Security grants and is responsible for their administration. The intent of these grants, in accordance with Presidential Preparedness Directive 8, is to keep the nation safe from harm and resilient when struck by hazards, such as natural disasters, acts of terrorism, and pandemics. In this regard, OEM partners with other County agencies focusing on hazard planning, preparedness, response, and/or recovery. OEM distributes grant funding to these agencies to accomplish targeted projects aimed at increasing the County's overall hazard preparedness, response, and/or recovery capabilities. In addition to submitting grant applications and quarterly progress and fiscal reports, OEM monitors the activities and expenses supported by the grants.

OEM manages a warehouse with critical emergency supply stores to assist the citizens of the County in the event of a local or regional disaster. The Office also contracts with a vendor to supply the County with an Emergency Notification System used to contact County residents in the event of an emergency or for advisories.

OEM oversees the administration of the Community Emergency Response Team (CERT) program, which educates volunteers in disaster preparedness and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. CERT has trained over 1,700 people in disaster response and awareness. CERT will continue to develop trained team members so that the County is ready to support the community in a disaster.

GOALS

Provide Nassau County with a support team of professional personnel who are capable of responding to the multi-faceted needs related to emergency management. This team of professionals facilitates the development of plans that address the procedures and responsibilities of those entities that participate in planning, mitigating, responding, and recovering from disasters in the County. OEM will:

- Act as the coordinating agency during an incident or emergency, facilitating communication and activities between local, County, State, and Federal government agencies and other public and private organizations

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- Continue to provide emergency management training to staff members to include National Incident Management System (NIMS), Incident Command System (ICS) and position specific training relevant to Incident Management Assistance Teams (IMAT)
- Continue to review and, as necessary, revise existing emergency plans including the County's Hazard Mitigation Plan and Comprehensive Emergency Management Plan
- Continue to provide targeted funding to County agencies performing duties relevant to the objectives and guidance stated in the Homeland Security Grant Programs the Office administers
- Increase public awareness of hazard preparedness through frequent updates of information on the County's website, other social media, public service announcements on broadcast TV and radio, presentations of information at local Town Halls and civic group meetings, publication/distribution of readiness brochures, and the organization and operation of community events
- Continue to enhance the capabilities of the new Emergency Operations Center (EOC) to keep pace with technological advances in communications and incident management
- Continue the procurement of commodities for the Nassau County stockpile that include, but are not limited to, cots, special needs cots, portable toilets, disposable clothing, Meals Ready to Eat, bottled water, tarps and pet shelter supplies
- Recruit and train additional volunteers for the Citizens Corps Program who will be trained to assist OEM during emergency operations including assisting the Red Cross in the administration and management of emergency shelters (general population, special needs, and pet shelters)
- Work with adjacent county and city jurisdictions to establish a regional approach to all hazard planning, mitigation, preparedness, response, and recovery

OBJECTIVES

- Identify, assess, and prioritize local and regional vulnerabilities to emergencies or disasters and the resources available to prevent, protect against, mitigate, respond to, and recover from incidents
- Provide that the County and local governments will take necessary actions to prevent and mitigate the effects of disasters and be prepared to respond to and recover from them when an emergency or disaster occur
- Provide for the utilization of all available public and private resources to protect against and deal with an emergency or threatening situation
- Provide for the utilization and coordination of state and federal programs to assist victims of disaster and prioritize responses to the needs of the elderly, disabled, poor and other groups that may be especially affected
- Provide for the utilization and coordination of state and federal programs for recovery from emergency or disaster situations with particular attention to the development of mitigation action programs

EMERGENCY MANAGEMENT



2017 BUDGET HIGHLIGHTS

Expenses for the Office of Emergency Management (OEM) in the 2017 Adopted Budget are \$801,907, a 4.5% increase from the 2016 Projection, primarily due to salary adjustments that align with the increases of the labor agreements and offset by lower grant chargebacks. Other Than Personal Services (OTPS) expense is \$4,834, a 0.3% decrease from the 2016 Projection. This appropriation includes across the board OTPS cuts necessary in order to attain NIFA Plan approval.

Federal Aid for the Office of Emergency Management in the 2017 Adopted Budget is \$503,456. The County receives Federal Aid as a pass-thru via New York State that reimburses the County for incurred eligible expenses.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 704,706 | 831,941 | 762,552 | 797,073 |
| | DD - GENERAL EXPENSES | 10,176 | 5,000 | 5,000 | 4,834 |
| | HH - INTERFUND CHARGES | 393,844 | 0 | 0 | 0 |
| EXP Total | | 1,108,727 | 836,941 | 767,552 | 801,907 |
| REV | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 510,522 | 510,522 | 510,522 | 503,456 |
| REV Total | | 510,522 | 510,522 | 510,522 | 503,456 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 2 | 3 | 1 |
| | ORDINANCE | 10 | 7 | 7 |
| Full-Time Total | | 12 | 10 | 8 |
| Part Time | | 1 | 0 | 1 |
| Part Time Total | | 1 | 0 | 1 |

EMERGENCY MANAGEMENT



PERFORMANCE MANAGEMENT

| Office of Emergency Management | | | |
|--------------------------------|-----------------------|---|---|
| Category | Performance Measures | Description | Goal Statement |
| Public Safety | Communications Tests | Represents the number of radio tests performed on a weekly and a bi-monthly basis. | Enhance inter-operational communications for Nassau County and assure readiness. |
| Public Safety | Grants Awarded to OEM | Includes the number of competitive grants identified and awarded to the Office of Emergency Management. | Be aware of grant announcements, follow guidelines and create appropriate applications. |
| Public Safety | OEM Employee Training | Includes the number of training classes and exercises OEM staff attend. Emergency preparedness requires ongoing training to keep employees up to date with emerging trends and working knowledge of new and existing plans. | Have staff maintain operational knowledge and skills related to emergency response and preparedness. |
| Public Safety | OEM EOC Testing | Includes the number of equipment tests performed in the Emergency Operation Center (EOC). | Maintain operational capabilities in the EOC. |
| Public Safety | Recruited Volunteers | Includes the number of volunteers recruited into the CERT (Community Emergency Response Team) program. | Continue development of a comprehensive Disaster Recovery Plan which includes the use of volunteers to fulfill surge requirements. |
| Public Safety | Training-ICS | Includes the number of high level Nassau County Executive staff trained in ICS (the Incident Command System) in addition to CERT (Community Emergency Response Team) volunteers trained in ICS. | To train high level Nassau County executive staff and CERT (Community Emergency Response Team) volunteers in the Incident Command System. |

| Office of Emergency Management | | | | | |
|--------------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| Communications Tests | 52 | 52 | 52 | 26 | 52 |
| Grants Awarded to OEM | 3 | 5 | 2 | 3 | 2 |
| OEM Employee Training | 40 | 18 | 20 | 10 | 20 |
| OEM EOC Testing | 12 | 12 | 12 | 6 | 12 |
| Recruited Volunteers | 1,551 | 298 | 100 | 95 | 100 |
| Training-ICS | 512 | 901 | 200 | 496 | 200 |



VISION

The Nassau County Fire Commission strives to ensure that Nassau County continues to be one of the safest counties in the country in which to live, work, visit, and do business.

MISSION

Through public fire safety education, efficient fire communications, state-of-the-art, fully-equipped, hazardous materials response teams, knowledgeable and dedicated Emergency Medical Academy Staff, and aggressive inspection programs, the Nassau County Fire Commission seeks to protect the residents of Nassau County and to assist the seventy-one County fire departments by providing highly efficient and cost-effective fire safety services.

The Nassau County Fire Commission seeks to help promote economic development in Nassau County by keeping construction projects on track and on time, through expert plan examination, code and ordinance review, meetings and consultations, and fire and life safety system testing.



FIRE COMMISSION

The Nassau County Fire Commission is the primary liaison between County government and the seventy-one fire departments that comprise our Nassau County Fire Services. The Fire Commission's three agencies include the Nassau County Fire Marshal's Office, Nassau County Fire Communications, and Nassau County Fire/Police EMS Academy.

The Fire Commission is dedicated to providing the best possible service to the residents of Nassau County. The divisions and special units within the Fire Commission work both independently and collaboratively to ensure the public's safety 365 days a year.

FIRE INVESTIGATION DIVISION

The Fire Investigation Division of the Nassau County Fire Marshal's Office is responsible for the investigation of fires within the County. The Mission of the Division is to offer the finest technical and investigative assistance available in determining the exact origin and cause of fires. The Fire Commission investigates fires in cooperation with the Nassau County Police Department Arson/Bomb Squad, located in the Fire Marshal's Office, as well as with State and Federal law enforcement agencies. Working in close contact with both private and insurance company investigators as well as the Nassau County District Attorney's Office, the Bureau strives to explore every aspect of an investigation.

INDUSTRIAL INSPECTION DIVISION

The Industrial Division is responsible for inspecting all industrial occupancies within the County. The Division reviews and approves system plans for fire alarms, fire and smoke detection systems, fire sprinkler systems, fire stand pipes, application of flammable finish facilities, automatic extinguishing systems, flammable/combustible liquid storage, flammable gas facilities, fire pumps, and emergency generators. In addition, the Division conducts testing and issues certificates of fitness to individuals involved in the handling of propane, those performing cutting and welding, and those installing or maintaining fire sprinkler systems.

HAZARDOUS MATERIALS DIVISION

The Fire Marshal Hazardous Materials Emergency Response Division (Haz-Mat) supports the seventy-one fire departments in Nassau County, twenty-four hours a day, seven-days a week.

The Division responds to emergencies involving hazardous substances. Members of the Division utilize specialized equipment to identify, monitor, control, and mitigate spilled or released materials, which may cause harm to the public or the environment. The Division renders direct assistance to the village police departments, the Nassau County Health Department, the public, and neighboring jurisdictions. It also assists the New York State Department of Environmental Conservation as its "Delegated Agent" in Nassau County.



GENERAL INSPECTION DIVISION

The General Inspection Division is responsible for inspecting all public assembly occupancies within the County. The Division reviews and approves automatic fire extinguishing systems, exhaust hoods and ducts, fire sprinklers and standpipe systems, and fire alarm and fire detection systems equipment where required by code in such occupancies. To ensure fire safety, it also inspects all places of public assembly, such as restaurants, theaters, places of worship (those without schools or daycare centers), recreational/amusement facilities and businesses, and mercantile establishments.

SPECIAL FACILITIES UNIT

This Unit operates as a part of the General Inspection Division and is responsible for inspecting and promoting overall fire safety in all hospitals, nursing homes, health-related facilities, correctional facilities, ambulatory care and surgical facilities, centers for the developmentally disabled, adult homes, group family homes, adult foster home facilities, and public and private schools.

PERMITS DIVISION

The Permits Division is responsible for issuing over 100,000 fire alarm and tent permits to the businesses and residents of Nassau County. One of the Division's primary tasks is to verify that information is accurate to ensure proper fire department response to automatic fire alarms.

FIRE COMMUNICATIONS DIVISION (BUREAU OF FIRE AND RESCUE SERVICES)

The Fire Communications Division provides complete dispatching service for forty-one Nassau County fire departments and four volunteer ambulance corps. It also provides back-up dispatching for an additional twenty-two Nassau County Fire Departments. This Division staffs the Fire Communications Center (FIRECOM) with personnel specially trained to handle emergency calls from the public, obtain critical incident information, ensure quick response, and, in many instances, provide lifesaving instructions to the caller while help is in route. FIRECOM utilizes the latest equipment to monitor emergency communications. The center also monitors Countywide, regional and national news events in real time, as well as weather, which may become a factor for first responders.

FIRE-POLICE EMERGENCY MEDICAL SERVICES (EMS) ACADEMY

The Nassau County Fire-Police EMS Academy (FPA) is a fully accredited emergency medical training facility, responsible for meeting the instructional needs of Nassau County's pre-hospital EMS providers. A combination of full- and part-time staff deliver both classroom and practical training year round, and prepare students (both new and requalifying) for required New York State



licensing exams and certifications. The Fire-Police EMS Academy utilizes the latest training techniques and equipment to ensure it prepares medical first responders for any emergency.

GOALS

- Protect the lives and property of the public through fire safety code enforcement
- Protect the lives of firefighters by reducing the amount of fire instances
- Provide expert technical assistance to the fire service in agencies to accomplish their mission
- Educate the public to the dangers of fire and the importance of fire prevention
- Promote economic development through cooperation with builders and contractors

OBJECTIVES

- Inspect buildings for fire hazards to reduce the risk of fire incidents
- Inspect all life safety systems in buildings to ensure the proper protection of the public at all times
- Ensure that regular and emergency exits are operating properly and free of obstructions
- Ensure that posted occupancy limits are not exceeded in public assembly occupancies
- Educate the public on fire safety through continued lectures, campaigns, and use of social media
- Through continued training, provide expert support services for Fire Service, including communications, hazardous materials response, fire investigation, and EMS instruction
- Provide architects, builders, and contractors, expert business services, project plan review, consultation, and acceptance tests on required new and modified life safety systems



2017 BUDGET HIGHLIGHTS

The expenses for the Fire Commission in the 2017 Adopted Budget are \$25.6 million, or 3.4% higher than the 2016 Projection. Salaries, Wages & Fees are \$11.4 million, or a 3.5% increase versus the 2016 salary projection. The 2017 salary increase is due to the impact of current labor agreements and the impact of previously vacant positions. Vacancies in the Department are offset in the Office of Management and Budget as an expected negative attrition value. The salary appropriation includes the partial suspension of \$59,453 necessary to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk. Fringe Benefits in the 2017 Adopted Budget total approximately \$5.9 million, a 6.9% increase from the 2016 Projection and are primarily attributable to increases in Health Insurance and Pension costs.

Other Than Personal Services (OTPS) expenses are \$5.1 million, flat with the 2016 Projection. Any OTPS increases were offset by an across the board suspension or partial suspension of expenditures in order to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk.

The revenues for the Fire Commission in the 2017 Adopted Budget are \$25.6 million, or 1.0% higher than the 2016 Projection, primarily due to the requirement to balance the Fire Fund with tax levy concomitant with the expenditures.

FIRE COMMISSION



| FCF - FIRE COMMISSION FUND | | | | | |
|---|--|-------------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | AA - SALARIES, WAGES & FEES | 10,313,443 | 11,402,208 | 10,978,138 | 11,361,969 |
| | AB - FRINGE BENEFITS | 4,987,919 | 5,658,253 | 5,487,074 | 5,864,055 |
| | BB - EQUIPMENT | 16,452 | 42,250 | 42,250 | 45,914 |
| | DD - GENERAL EXPENSES | 136,045 | 244,277 | 244,277 | 271,422 |
| | DE - CONTRACTUAL SERVICES | 4,806,397 | 4,889,088 | 4,889,088 | 4,827,021 |
| | LB - TRANS TO GEN FUND | 674,854 | 0 | 0 | 0 |
| Expenses Excluding Interdepartmental Transfers | | 20,935,110 | 22,236,076 | 21,640,827 | 22,370,381 |
| Interdepartmental Transfers | | 2,978,386 | 3,108,145 | 3,108,145 | 3,230,538 |
| Expenses Including Interdepartmental Transfers | | 23,913,496 | 25,344,221 | 24,748,972 | 25,600,919 |
| REV | AA - FUND BALANCE | 39,240 | 0 | 0 | 0 |
| | BE - INVEST INCOME | 610 | 0 | 506 | 0 |
| | BF - RENTS & RECOVERIES | 11,368 | 0 | 3,004 | 0 |
| | BH - DEPT REVENUES | 8,010,128 | 8,725,600 | 8,725,600 | 8,900,600 |
| | BO - PAYMENT IN LIEU OF TAXES | 0 | 0 | 404,691 | 404,691 |
| | BW - INTERFUND CHARGES REVENUE | 560 | 0 | 0 | 0 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 184,245 | 145,000 | 145,000 | 180,000 |
| | TL - PROPERTY TAX | 15,847,959 | 16,473,621 | 16,064,969 | 16,115,628 |
| Revenues Excluding Interdepartmental Transfers | | 24,094,110 | 25,344,221 | 25,343,770 | 25,600,919 |
| Interdepartmental Transfers | | 0 | 0 | 0 | 0 |
| Revenues Including Interdepartmental Transfers | | 24,094,110 | 25,344,221 | 25,343,770 | 25,600,919 |

*The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 95 | 92 | 95 |
| | ORDINANCE | 1 | - | - |
| Full-Time Total | | 96 | 92 | 95 |
| Part Time | | 35 | 34 | 34 |
| Part Time Total | | 35 | 34 | 34 |



PERFORMANCE MANAGEMENT

| Fire Commission | | | |
|-----------------|----------------------------|---|---|
| Category | Performance Measures | Description | Goal Statement |
| Public Safety | Emergency Light Tests | Includes the number of emergency light systems tested, whether the light is supplied by battery packs or stand-by generators. | Increase the safety of the public throughout the County by better insuring that in cases of power failure/blackout, places of public assembly will be properly illuminated to allow the public to egress. |
| Public Safety | Fire Alarm Permits | Includes the number of fire alarm permits processed for fire alarm systems installed. | Protect the lives and property of the public from fire by ensuring that fire alarms systems are installed properly and maintained in order to operate properly and to prevent false alarms. |
| Public Safety | General Inspections | Includes the number of general building inspections conducted. | Inspect buildings for fire hazards to reduce the risk of fire incidents through quality inspections. |
| Public Safety | Holiday Safety Inspections | Includes the number of holiday safety inspections conducted. | Protect the lives and property of the public from fire in mercantile occupancies with emphasis on inspections during the high volume shopping months of October through December. |
| Public Safety | Night Safety Inspections | Includes the number of night safety inspections conducted. | Protect the lives and property of the public from fire in public assembly occupancies by insuring that exits are maintained open and clear and that the occupancy is not overcrowded. |

| Fire Commission | | | | | |
|----------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| Emergency Lighting Tests | 2,066 | 2,421 | 2,000 | 1,318 | 1,850 |
| Fire Alarm Permits | 19,046 | 19,654 | 10,000 | 10,991 | 9,000 |
| General Inspections | 5,153 | 4,415 | 4,000 | 2,140 | 4,000 |
| Holiday Safety Inspections | 505 | 382 | 600 | 0 | 500 |
| Night Safety Inspections | 552 | 541 | 500 | 340 | 500 |



VISION

The Nassau County Department of Health leads a public health system that works to create healthy communities.

The values are Integrity, Professionalism, Respect, Dedication, and Innovation.

MISSION

The Nassau County Department of Health promotes and protects the health of all who live, work, and visit Nassau County.



DEPARTMENT OF HEALTH

The Nassau County Health Department promotes and protects the health of County residents. The following Divisions support the Department's Vision and Mission.

DIVISION OF HEALTH ADMINISTRATION

Administration provides overall leadership and direction of the Department, as well as administrative support, fiscal management, staff development, management of human resources, information technology, and public information. Health disparity and cultural-competency initiatives are coordinated from the Commissioner's Office.

DIVISION OF ENVIRONMENTAL HEALTH

This Division protects the community from adverse health effects and diseases that may result from environmental pollution, unsanitary conditions, and unsafe practices.

DIVISION OF PUBLIC HEALTH LABORATORIES

The Laboratory provides services to assess and protect the residents of Nassau County against environmental health risks including but not limited to water, water supply, and mosquito testing.

DIVISION OF COMMUNITY AND MATERNAL CHILD HEALTH SERVICES

This Division administers and coordinates activities designed to protect the health and well-being of communities and the childbearing families living in them. Its major programs are:

- **Women, Infants, and Children Supplemental Nutrition and Education Program (WIC)** provides food vouchers to over 5,500 low-income women and children in Nassau County. The Department operates five community-based WIC centers throughout the County.
- **Perinatal Services Network** is a consortium of over 40 organizations with a shared commitment to improve birth outcomes.
- **Child Fatality Review Team** reviews unexpected or unexplained child deaths to gain a better understanding of the causes and makes recommendations to reduce future preventable child fatalities.
- **Lead Program** provides case-management/screening services to all children with elevated blood lead levels and educational services to community groups.
- **Hewlett House** is a community-based learning resource center open to all without referral and at no cost. Hewlett House offers the basic components of therapy and support for individuals and families experiencing a cancer diagnosis.



Office of Children with Special Needs

- **Children's Early Intervention Program (EI)** is an entitlement program that provides specialized services to children under age three with developmental delays and disabilities. Child Find, a grant-funded program, identifies infants at risk for physical and developmental disabilities as soon as possible after birth and ensures that these infants receive routine developmental surveillance and appropriate screenings.
- **Preschool Special Education Program** pays for educational and supportive services to special needs children age three to five. The program also oversees a Countywide transportation system for both EI and Preschool Programs.
- **Children with Special Health Care Needs Program (CSHCN)** provides information and referral services for health and related areas for families of children who have or the Department suspects of having a serious or chronic physical, developmental, behavioral, or emotional condition.

DIVISION OF PUBLIC HEALTH

- **Disease Control** incorporates the Bureaus of Communicable Disease, HIV/STD, and Tuberculosis, which protects the public from the spread of these diseases through surveillance, reporting, monitoring, contact investigation, and outbreak control. Recent activity has included emerging diseases such as EBOLA and ZIKA.
- **Quality Improvement Epidemiology and Research** is responsible for providing quality assurance and improvement through development of performance measures both within the Department and with contract service providers, in accordance with public health law and NYS DOH regulations.
- The Division employs data analysis and epidemiologic methods to improve the Health Department's service to the community; participates in collaborative grants; and provides information to Nassau County residents through presentations and the Department's website. Demographic and health surveillance data contribute information necessary for the community health assessment, a community health plan, and a strategic plan for the Department. This Division also coordinates accreditation activities.
- **Public Health Emergency Preparedness (PHEP)** is responsible for developing and implementing a comprehensive public health response to bioterrorism, chemical and/or radiological exposure, influenza, and natural and manmade disasters. The PHEP Unit manages the Health Desk at the Nassau County Office of Emergency Management. The Unit is also responsible for directing all aspects of Nassau County's Medical Reserve Corps (MRC), which has over 900 medical professional volunteers committed to support the Health Department's emergency response.

The Department receives more than \$11 million in grant funding in a variety of areas and is the grantee for the Federal Ryan White Title I funds to the Nassau-Suffolk Eligible Metropolitan Area EMA. New York State reimburses a minimum of 36% of Public Health and mandated expenditures.



GOALS

- Prevent environmental health hazards through assessment, regulation, and remediation while promoting healthy behaviors through education, outreach, and training
- Promote equal access in diverse cultural communities by addressing language barriers to ensure appropriate healthcare and allied services
- Develop and disseminate local health data
- Create innovative solutions to public health problems
- Protect the residents of Nassau County from the spread of communicable diseases

OBJECTIVES

- Develop an infrastructure to respond to natural and man-made disasters
- Investigate and control communicable diseases
- Insure public safety through certification, inspection, investigation, enforcement, and monitoring activities
- Improve the quality of life for residents through health education



2017 BUDGET HIGHLIGHTS

Expenses for the Health Department in the 2017 Adopted Budget are \$162.8 million, a 3.7% increase from the 2016 Projection. Salary Wages & Fees are \$16.7 million, a 9.3% increase from the 2016 Projection primarily due to the impact of current labor agreements, the full year impact of vacant positions, and reductions in grant funding. Three of the vacant positions will be filled as the Health Department expands its role in the Petroleum Bulk Tank Inspection Program as promulgated by the NYS Department of Health. Vacancies in the Department are offset in the Office of Management and Budget as an expected negative attrition value.

The 2017 Adopted Budget funds \$1.3 million in Other Than Personal Services (OTPS), a 5% decrease from the 2016 Projection. This reduction of funding includes across the board OTPS cuts in order to attain NIFA Plan approval to compensate for \$36 million of NIFA cited risks. Preschool and Early Intervention services are budgeted at \$134.5 million, which is a 3.5% increase from the 2016 Projection. This is to provide all services for the anticipated caseload level as authorized by school districts to all approved applicants.

The 2017 Adopted Budget assumes the Health Department will realize \$81.3 million in revenue, a 3.5% reduction from the 2016 Projection. This is primarily due to adjustments for reductions in State Aid reimbursements.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|--------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 14,063,931 | 15,177,951 | 15,255,639 | 16,674,744 |
| | BB - EQUIPMENT | 55,728 | 36,000 | 36,000 | 68,629 |
| | DD - GENERAL EXPENSES | 706,327 | 949,997 | 929,997 | 889,417 |
| | DE - CONTRACTUAL SERVICES | 365,563 | 392,330 | 392,330 | 331,863 |
| | DG - VAR DIRECT EXPENSES | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| | HF - INTER-DEPARTMENTAL CHARGES | 4,682,450 | 5,402,120 | 5,402,120 | 5,356,528 |
| | PP - EARLY INTERVENTION/SPECIAL EDUCATION | 132,766,058 | 135,000,000 | 130,000,000 | 134,500,000 |
| EXP Total | | 157,640,058 | 161,958,398 | 157,016,086 | 162,821,181 |
| REV | BC - PERMITS & LICENSES | 5,895,817 | 5,482,750 | 5,640,710 | 5,939,750 |
| | BD - FINES & FORFEITS | 149,459 | 250,000 | 250,000 | 200,000 |
| | BF - RENTS & RECOVERIES | 14,416,742 | 470,000 | 502,413 | 200,000 |
| | BH - DEPT REVENUES | 3,250,624 | 3,014,700 | 3,776,698 | 3,039,900 |
| | BW - INTERFUND CHARGES REVENUE | 72,154 | 57,516 | 57,516 | 57,516 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 69,792,049 | 74,027,000 | 74,027,000 | 71,857,500 |
| REV Total | | 93,576,844 | 83,301,966 | 84,254,337 | 81,294,666 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 172 | 175 | 180 |
| | ORDINANCE | 3 | 3 | 3 |
| Full-Time Total | | 175 | 178 | 183 |
| Part Time | | 17 | 14 | 18 |
| Part Time Total | | 17 | 14 | 18 |
| Seasonal | | 19 | 17 | 19 |
| Seasonal Total | | 19 | 17 | 19 |



PERFORMANCE MANAGEMENT

| Health Department | | | |
|---------------------------------|-----------------------------|---|--|
| Category | Performance Measures | Description | Goal Statement |
| Public Health | % Call Back Rsp-15 Minutes | Includes the percentage of Emergency Preparedness volunteers signed up for participation in the Nassau County quarterly call back drills who respond within 15 minutes. The drills are to prepare the volunteers in the event of a true public health emergency. | Obtain 100% participation in the Quarterly Call Back from Nassau County Volunteers. |
| Public Health | % CD Rpts Rsp-24 Hours | Includes the percent of priority communicable disease reports responded to within 24 hours. | Maintain rapid response to priority communicable disease reports (possible Bio-terrorism events). |
| Public Health | % HIV Partners Contacted | Includes the percent of partners of Human Immunodeficiency Virus (HIV) positive cases contacted and notified of possible infection. Those contacts who are interested can then make an appointment for testing. | Notify partners identified by any method of potential HIV infection. |
| Public Health | % NYSDOH Reports on Time | Includes the number of mandated reports submitted on time as a percentage of all reports required by the New York State Department of Health (NYSDOH) for funding. | Ensure the timely submission of reports to the New York State Department of Health so that the Nassau County Department of Health receives appropriate funding. |
| Environmental Health Regulation | % Sant Cmplnts Investigated | Includes the number of Community Sanitation Complaints (Rodents, Insects, Refuse, Lack of Heat) investigated as a percentage of those received and pending on a monthly basis. | To protect Public Health by investigating and mitigating complaints of poor sanitation that could be conducive to the transmission of disease. |
| Government Assistance | % Tobac Vendors Cmplc ATUPA | Includes the number of tobacco vendors in compliance with tobacco control laws (ATUPA - Adolescent Tobacco Use Prevention Act) as a percentage of the total number of vendors visited for inspection. | To protect Public Health by detecting and deterring the sale of tobacco products to underage youths. |
| Environmental Health Regulation | Artl XI Engnr Plans-Backlog | Details the engineering plan review for the Article XI program (Toxic and Hazardous Material Storage) Includes the number of plans received, reviewed and the backlog on a monthly basis. | To protect Public Health by preventing releases of toxic and hazardous materials into the environment. |
| Environmental Health Regulation | Children's Camps Permitted | Includes the number of children's summer day camps permitted, which is a seasonal activity. Current and proposed state legislation which redefines a summer camp may significantly increase the number of camps permitted (and consequently inspected, safety plan reviewed, etc.) | To protect Public Health by enforcing the State Sanitary Codes and County Public Health Ordinances governing the operation children's summer day camps. |
| Public Health | DOT Encounters per Staff | Includes the average number of Directly Observed Therapy Encounters (DOT) per Field Level Staff. All TB cases must be offered DOT. Once a case agrees to DOT, staff are required to make a number of visits to persons throughout Nassau County for the length of their treatment. DOT is extremely important to stop the spread and resistance to TB and as such, staff must not be overburdened so that patients aren't missed or have longer waiting times between appointments. | All FTE conducting DOT (Directly Observed Therapy Encounters) should not have more than 100 encounters per month to optimize services. FTEs may vary each month as most of the staff have responsibilities beyond DOT. |

HEALTH DEPARTMENT



| Category | Performance Measures | Description | Goal Statement |
|---------------------------------|------------------------------|---|--|
| Environmental Health Regulation | Drinking Water-SDWIS Tests | Includes number of drinking water test results from water districts received, reviewed and entered into Safe Drinking Water Information System (SDWIS) each quarter. | To comply with State and Federal mandates requiring data entry of all water quality analysis into the SDWIS System. |
| Environmental Health Regulation | Enforcement Fines Assessed | Includes the amount of enforcement fines assessed by The Division of Environmental Health, which operates a weekly Administrative Court with Administrative Law Judges (ALJs) to prosecute non-compliant owners and operators that violate New York State Public Health Law, the State Sanitary Code and the Nassau County Public Health Ordinance. | To protect Public Health by enforcing the Public Health Law; to achieve compliance with the applicable codes and regulations, and deterring repeat offenses. |
| Environmental Health Regulation | Primary Food Inspections | Includes the total number of primary high, medium and low risk food inspections. These inspections are aimed at protecting and promoting health and the prevention of disease by assuring the safety and quality of food establishments. | To protect Public Health by enforcing the State Sanitary Codes and Nassau County Public Health Ordinances governing the operation food service establishments. |
| Environmental Health Regulation | Pub Water Sanitary Surveys | Includes the number of Public Water System Sanitary Surveys completed each quarter. | To protect Public Health by enforcing the State Sanitary Codes and Nassau County Public Health Ordinances governing the operation of public water systems. |
| Environmental Health Regulation | PWS Engnr Plans-Backlog | Details the engineering plan review for the Public Water Supply program. Includes the number of plans received, reviewed and the backlog on a monthly basis. | To protect Public Health by ensuring that public water system sources, treatment, storage and distribution are in compliance with public health law. |
| Environmental Health Regulation | Sub-Div Engnr Plans-Backlog | Details the engineering plan review for the Realty Subdivision program. Includes the number of plans received, reviewed and the backlog on a monthly basis. | To protect Public Health by ensuring that new residential developments are completed in compliance with public health law. |
| Environmental Health Regulation | Swimming Pool Engnr-Backlog | Details the engineering plan review for the Swimming Pool program. Includes the number of plans received, reviewed and the backlog on a monthly basis. | To protect Public Health by ensuring that public swimming pools are in compliance with public health law. |
| Environmental Health Regulation | Temp Food Svc Permits Issued | Includes Temporary Food Service permits issued to food vendors at events that last for a short period of time (typically one weekend). | To protect Public Health by enforcing the State Sanitary Codes and Nassau County Public Health Ordinances governing the operation food service establishments. |

HEALTH DEPARTMENT



| Health Department | | | | | |
|------------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % Call Back Rsp-15 Minutes | 67.6% | 76.3% | 100.0% | 54.2% | 100.0% |
| % CD Rpts Rsp-24 Hours | 100.0% | 100.0% | 100.0% | -- | 100.0% |
| % Employees ICS Trained | -- | -- | 100.0% | 19.4% | 90.0% |
| % HIV Partners Contacted | 35.8% | 42.0% | 80.0% | 75.0% | 80.0% |
| % NYSDOH Reports on Time | 100.0% | 99.5% | 100.0% | 100.0% | 100.0% |
| % Sant Cmplnts Investigated | 88.4% | 88.4% | 90.0% | 87.4% | 90.0% |
| % Tobac Vendors Cmplc ATUPA | 95.5% | 95.8% | 92.0% | 94.5% | 92.0% |
| Artl XI Engnr Plans-Backlog | 1.3 | 3.9 | 1.0 | 5.0 | 1.0 |
| Children's Camps Permitted | 128 | 130 | 130 | 111 | 130 |
| DOT Encounters per Staff | 142.6 | 147.1 | 100.0 | 118.5 | 100.0 |
| Drinking Water-SDWIS Tests | 239,582 | 219,784 | 225,000 | 58,484 | 225,000 |
| Enforcement Fines Assessed | \$269,015 | \$291,900 | \$300,000 | \$212,045 | \$300,000 |
| Primary Food Inspections | 7,162 | 7,129 | 7,375 | 3,129 | 7,375 |
| Pub Water Sanitary Surveys | 27 | 14 | 16 | 6 | 16 |
| PWS Engnr Plans-Backlog | 29.1 | 33.0 | 2.0 | 48.3 | 2.0 |
| Sub-Div Engnr Plans-Backlog | 4.9 | 4.8 | 1.0 | 4.0 | 1.0 |
| Swimming Pool Engnr-Backlog | 2.0 | 2.5 | 2.0 | 2.2 | 2.0 |
| Temp Food Svc Permits Issued | 1,622 | 1,579 | 1,300 | 545 | 1,300 |

¹ 2016 YTD Actuals are through March for this measure.



VISION

The Nassau County Office of Housing and Community Development seeks to provide affordable and sustainable housing for the County's most at-risk population; revitalize eligible neighborhoods throughout Nassau County; attract, retain, and expand business; and facilitate the redevelopment of brownfields in the County.

MISSION

The Nassau County Office of Housing and Community Development strives to help improve residential properties of low- and moderate-income residents of Nassau County through various Federal and State programs and address the needs of the County's homeless population.



OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

The Office of Housing and Community Development (OHCD) provides housing services and management of United States Department of Housing and Urban Development (HUD) funded grants. OHCD also includes a Brownfields Redevelopment Unit (BRU). The Administration created OHCD in April 2011 as part of County Executive Mangano's effort to streamline operations and reduce cost without sacrificing service.

COMMUNITY DEVELOPMENT UNIT

This Unit administers the following HUD grant programs.

Community Development Block Grant Program (CDBG), a Federal entitlement program, assists low- and moderate-income persons and addresses urgent community development needs. HUD approves a County-developed Five-Year Consolidated Plan, which includes goals and objectives. Annual goals are set forth in an Annual Action Plan. The priorities established in the most recent Five-Year Plan (FY2015-2019) are housing and community development objectives. The County will update the Five-Year Plan with the preparation and submission of an Annual Action Plan during the 2017 budget process.

HOME Investment Partnership Program (HOME) is a Federal housing initiative with the primary objective of expanding the supply of owner and rental housing for low-income households. Funding for this program targets real estate development projects that provide rental housing, homeownership, and transitional housing for extremely low- and moderate-income households through new construction, acquisition, and substantial rehabilitation activities. Program objectives and goals encompass a Five-Year Consolidated Plan developed by the County and approved by HUD. Annual goals are then set forth in an Annual Action Plan.

Neighborhood Stabilization Program (NSP) has goals and objectives that are part of the Annual Action Plan approved by HUD. The Plan's objective is the acquisition, rehabilitation, and sale of foreclosed residential properties in HUD-approved target areas for the expansion of rental opportunities for low- and moderate-income households.

HOUSING AND HOMELESS SERVICES UNIT

This Unit administers the following HUD grant programs.

Homelessness Prevention and Rapid Re-Housing Program (HPRP) emphasizes rapidly re-housing the homeless and preventing homelessness by helping people obtain long-term sustainable housing. HPRP provides temporary, short-term financial assistance to eligible residents of Nassau County in the areas of rental assistance, rental arrears, security/utility deposits, legal services related to landlord-tenant and/or housing issues, utility payments/arrears, housing search and



placement, and household budgeting and case management to enable the residents to become economically self-sufficient and financially independent.

Emergency Shelter Grant Program (ESG) supports the rehabilitation or conversion of buildings for use as emergency shelters for the homeless and provides some operating expenses and essential services in connection with emergency shelters for the homeless and homeless prevention activities.

Section 8 Housing Choice Voucher Program (HCV) increases affordable housing choices for very low- and low-income families. OHCD is the Local Administrator of the HUD-funded Section 8 HCV program for New York State Homes and Community Renewal (HCR). The County also administers Section 8 for the Villages of Farmingdale and Island Park, through HUD. Vouchers allow families to choose safe, decent, affordable, privately-owned rental housing. Other types of vouchers target specific populations. These programs include the Family Unification Program (FUP), Mainstream Program, Section 8 Homeownership, and the Family Self-Sufficiency (FSS) Program.

Homeownership Program is the only municipal HUD-approved housing counseling agency in the State. Its mission is to improve access to affordable housing; provide housing counseling to first time homebuyers; prevent homelessness; provide foreclosure prevention services; provide financial education; prevent predatory lending practices through education; and counsel low- and moderate-income persons, persons with disabilities, the elderly, minorities, and persons with limited English proficiency.

BROWNFIELDS REDEVELOPMENT UNIT (BRU)

This Unit facilitates the redevelopment of brownfields within the County. Redevelopment of these sites will provide economic benefits such as creating jobs, increasing the municipal tax base, mitigating potential health or environmental risks, and maximizing existing infrastructure.

GOALS

- Continue sending staff to HUD approved training courses
- Improve reimbursement timeliness of CDBG funding

OBJECTIVES

- Increase timeliness of CDBG funding to 5% over HUD benchmark
- Cross train staff as part of redistribution of workload due to staff reduction

HOUSING AND COMMUNITY DEVELOPMENT



2017 BUDGET HIGHLIGHTS

Expenses in the 2017 Adopted Budget for the Office of Housing and Community Development are \$839,590, a 13.6% decrease from the 2016 Projection primarily due to elimination of two Full-time positions in the 2017 Proposed Budget.

The Homeless & Intervention staff will continue to work at the Department of Social Services (DSS) to enhance client support through a Memorandum of Understanding(MOU). DSS will also continue to record any related interdepartmental charges that are incurred from this program.

The revenues in the 2017 Adopted Budget for the Office of Housing and Community Development are \$481,975, which is flat with the 2016 Projection.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 1,249,076 | 972,076 | 972,076 | 839,590 |
| | HF - INTER-DEPARTMENTAL CHARGES | 6,984 | 0 | 0 | 0 |
| EXP Total | | 1,256,060 | 972,076 | 972,076 | 839,590 |
| REV | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 283,379 | 370,750 | 370,750 | 370,750 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 158,917 | 111,225 | 111,225 | 111,225 |
| REV Total | | 442,296 | 481,975 | 481,975 | 481,975 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | ORDINANCE | 16 | 14 | 14 |
| Full-Time Total | | 16 | 14 | 14 |



VISION

The Commission on Human Rights seeks to eliminate acts of bigotry, intolerance, and discrimination; achieve harmonious inter-group relations; and improve the quality of life for all Nassau County residents.

MISSION

The Commission on Human Rights fulfills its legislative mandate by working to ensure equal treatment for all residents of Nassau County; investigating and eradicating discrimination and discriminatory practices in the County; and educating the public and protecting them in accordance with human rights law.



COMMISSION ON HUMAN RIGHTS

To achieve its mission, the Commission on Human Rights:

- Investigates complaints of discrimination
- Enforces County, State and Federal Human Rights laws
- Implements studies, gathers data and statistics, and generates reports
- Addresses community issues through educational initiatives and outreach

The Nassau County Commission on Human Rights is comprised of three major units: Compliance and Investigations, Job Development Center, and Pretrial Services. The Compliance and Investigations Unit responds to complaints of discrimination under the jurisdiction of the Commission. A Memorandum of Understanding extends this jurisdiction to State and Federal laws. The Job Development Center provides employment guidance, referrals, resume assistance, testing, and matching services to those seeking employment. The Pretrial Services Unit assists individuals who claim discrimination or prejudicial treatment while in the criminal justice system. The Domestic Workers' Bill of Rights and Fair Housing Amendments to the County Code, both legislative mandates, are also under the purview of the Commission.

GOALS

- Achieve equality of opportunity and protect the human and civil rights of all Nassau County residents through education, persuasion, conciliation, mediation, and investigation

OBJECTIVES

- Efficiently and effectively investigate complaints of discrimination in the areas of housing, employment, and public accommodation; enforce the Domestic Bill of Rights; and track data and generate reports that aid in the deployment of Commission resources
- Inform, educate, and enlist the cooperation of the public concerning human rights; foster mutual understanding and respect among different groups throughout the County; and participate in activities sponsored by other government and community-based organizations that have similar objectives and goals
- Raise human rights awareness through workshops, seminars, and events in various venues and through outreach activities such as the annual Human Rights Awareness Day Student Conference and the Nassau County Anti-Bias Crime Task Force
- Facilitate equal opportunity for groups who are traditionally the most discriminated against by offering employment assistance

HUMAN RIGHTS



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for the Commission on Human Rights includes \$552,328 in expenses, a 3.0% increase from the 2016 Projection. Salaries, Wages & Fees are \$546,878, a 5.0% increase from the 2016 Projection, primarily due to the impact of current labor agreements.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|----------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 472,170 | 531,285 | 520,674 | 546,878 |
| | DD - GENERAL EXPENSES | 2,024 | 5,450 | 5,450 | 5,450 |
| | DE - CONTRACTUAL SERVICES | 0 | 10,000 | 10,000 | 0 |
| EXP Total | | 474,194 | 546,735 | 536,124 | 552,328 |
| REV | BF - RENTS & RECOVERIES | 29 | 0 | 0 | 0 |
| REV Total | | 29 | 0 | 0 | 0 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 5 | 4 | 4 |
| | ORDINANCE | 2 | 3 | 3 |
| Full-Time Total | | 7 | 7 | 7 |
| Part Time | | 1 | 0 | 0 |
| Part Time Total | | 1 | 0 | 0 |



VISION

The Nassau County Department of Human Services provides the residents of Nassau County with a constituent centered and holistic approach to the delivery of services and information. It coordinates the skills, abilities, and professionalism of the Office for the Aging, the Office for Youth Services, the Office for the Physically Challenged, and the Office of Mental Health, Chemical Dependency, and Developmental Disabilities Services in an integrated and seamless manner.

MISSION

The Department of Human Services provides the residents of Nassau County with increased access to the wide array of services and information provided by the County through a collaborative and coordinated structure. Improved communication and accessibility are the hallmarks of the information, assistance, and services provided by the four Offices that comprise the Department.



DEPARTMENT OF HUMAN SERVICES

In 2011, the Department of Human Services consolidated four departments, Senior Citizen Affairs, Youth Board, Physically Challenged, and Behavioral Health into the four offices that comprise the Department of Human Services.

OFFICE FOR THE AGING

The Mission of the Office for the Aging (OFA) is to plan and develop programs and policies to meet the needs of older citizens and provide unbiased information and assistance to individuals of all ages who require long-term care services. OFA is part of the New York Connects project that fulfills the Federal mandates for Aging and Disability Resource Centers.

GOALS

- Administer a Countywide congregate nutrition program with related transportation, health promotion, and support services in accordance with Federal and State guidelines
- Administer programs that meet the special needs of the frail elderly, including adult day care, case management, non-medical in-home care, ombudsman services, caregiver respite, support groups for caregivers, and a Countywide home delivered meals program
- Provide direct information, referral, and consultation services to seniors, caregivers, and persons of all ages who need long-term care services
- Coordinate and staff support groups and information and assistance at selected events
- Develop gerontology workshops and other training opportunities for professionals and constituents

OBJECTIVES

- Promote the development of a coordinated and comprehensive system of services for the elderly, especially those with greatest needs, so that they are served in the setting appropriate to their needs, enabling them to participate fully in family and community life
- Encourage health promotion, wellness activities, and preventive services for the elderly to avoid premature deterioration and the need for institutionalization and other resources
- Continue to develop and strengthen the network of Senior Community Service Centers and adult daycare programs as focal points for community-based planning and service activities
- Serve as many meals as resources permit to frail older persons at home and to older persons in senior center settings



OFFICE FOR YOUTH SERVICES

The Mission of the Office for Youth Services (OYS) is to promote self-esteem, positive values, morals, citizenship and dignity, as well as physical, social, and mental well-being among the youth of Nassau County.

GOALS

- Ensure delivery of quality services through planning, community/program development, grant development, training, staff and board development, and special projects
- Maintain the programmatic and fiscal accountability of all contract providers through ongoing assessments, evaluations, and reviews of accounting functions
- Participate in the on-going Juvenile Justice Reform Initiative

OBJECTIVES

- Manage the County Runaway/Homeless Youth Services System, which provides information and referral services to over 20,000 recipients
- Manage OYS component of the Juvenile Justice Initiative by providing prevention and post-institutional services to communities of highest need while working with other departments to develop alternatives to incarceration in the Juvenile Detention Center and/or placement in State facilities

OFFICE FOR THE PHYSICALLY CHALLENGED

The Mission of the Office for the Physically Challenged (OPC) is to provide services with dignity and respect to persons with disabilities, serve as a disability rights advocacy agency, and provide comprehensive and cost-effective compliance with Federal, State, and local mandates. The OPC administers the NYS Handicapped Parking Permit Program and coordinates the Volunteer Enforcement Program with the Nassau County Police Department.

GOALS

- Enhance visibility of OPC through public sector outreach
- Continue developing the Disability Leadership Training Institute for university and high school students with disabilities
- Work with the Department of Health to develop accessible health care and emergency response mechanisms for persons with disabilities



OBJECTIVES

- Increase the number of Volunteer Handicapped Parking Ambassadors through a volunteer recruitment initiative
- Provide technical assistance to the business community to assist with raising awareness of services and incentives to remove barriers for consumers and employees with disabilities

OFFICE OF MENTAL HEALTH, CHEMICAL DEPENDENCY, AND DEVELOPMENTAL DISABILITIES SERVICES

The Mission of the Office of Mental Health, Chemical Dependency, and Developmental Disabilities Services is to assure individuals of the availability of a full continuum of care and the delivery of best practices that enable them to achieve recovery. The Office also fosters the provision of services for the developmentally disabled that allows them to reach their potential for autonomous functioning and self-sufficiency. The Office is the “Local Governmental Unit” as defined in Section 41.13 of the New York State Mental Hygiene Statute.

GOALS

- Assure County residents of the availability and delivery of a full continuum of services and appropriate levels of care for individuals with mental health, chemical dependency, and developmental disability concerns
- Ensure that services operated directly by the Office and by agencies funded through the Office, are operating effectively and efficiently and in accordance with Federal, State, and local regulatory guidelines

OBJECTIVES

- Operate a single point of entry designed to facilitate client access and ensure that clients are served appropriately
- Maximize the use of appropriate services by mentally ill and/or chemically dependent clients involved with Probation and the Community, Drug Treatment, Family Treatment, Veterans, and Mental Health courts
- Reduce the rate of remands for inpatient psychiatric evaluations by Family Court
- Operate an Opioid Treatment Program licensed to provide clinical services for up to 650 people daily
- Provide assessment and referral services as well as Mental Health First Aid and Opioid Overdose Prevention seminars to the community
- Work with the Correctional facility to enroll inmates into appropriate programs at the time of discharge
- Operate an Employee Assistance Program for County employees in need of counseling



2017 BUDGET HIGHLIGHTS

The expenses in the 2017 Adopted Budget for the Department of Human Services are \$34.5 million, which is relatively flat compared to the 2016 Projection. Salaries, Wages & Fees are \$4.8 million, an increase of \$450,103 or 10.3%. The increase is primarily due to new Full-time hires to assist the department with clerical and administrative support tasks and staffing for the department's satellite office located in Eisenhower Park. The satellite office serves as a resource for elderly and physically challenged individuals. Full-time employee salaries are also increasing due to the impacts of the Civil Service Employees Association (CSEA) labor agreement and salary adjustments for Ordinance employees that align with the labor agreements. Part-time employee salaries are increasing by \$42,159 or 39.4%. This increase is primarily due to the hiring of one additional Part-time employee in the Office of Youth Services and cost of living adjustments as per the CSEA labor agreement.

Other Than Personal Services (OTPS) expenses are \$27.1 million, which is relatively flat compared to the 2016 Projection.

Interdepartmental Charges are \$2.5 million, a decrease of \$519,380 or 17.1 % compared to the 2016 Projection due to lower Building Occupancy Charges attributable to the re-negotiation of the lease for 60 Charles Lindbergh Boulevard and less Printing and Graphics Charges. These decreases are partially offset by increases in Fleet Maintenance Charges and Indirect Charges.

The revenues in the 2017 Adopted Budget for the Department of Human Services are \$16.2 million, an increase of \$476,938 or 3.0% from the 2016 Projection primarily due to an increase in Inter Fund Charges Revenue. The District Attorney's Office has allocated \$1.0 million in Civil Asset Forfeiture funds collected during criminal investigations to the Office of Youth Services that can be used by the department for youth service agencies that provide programs for at risk youth including gang prevention and intervention, to all communities throughout Nassau County. This non-county funding avoids County appropriation reductions for these services in order to attain NIFA Plan approval to compensate for \$36.0 million of cited NIFA risk. The increase is partially offset by lower notification of Grant Award from the New York State Office for the Aging.

HUMAN SERVICES



| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 4,725,102 | 4,375,567 | 4,355,059 | 4,805,162 |
| | BB - EQUIPMENT | 2,062 | 23,962 | 23,962 | 19,000 |
| | DD - GENERAL EXPENSES | 847,074 | 1,049,864 | 1,049,864 | 1,025,134 |
| | DE - CONTRACTUAL SERVICES | 26,366,780 | 26,077,232 | 26,077,232 | 26,077,232 |
| | HF - INTER-DEPARTMENTAL CHARGES | 2,835,921 | 3,044,331 | 3,044,331 | 2,524,951 |
| EXP Total | | 34,776,940 | 34,570,956 | 34,550,448 | 34,451,479 |
| REV | BD - FINES & FORFEITS | 18,877 | 40,000 | 40,000 | 19,000 |
| | BF - RENTS & RECOVERIES | 427,408 | 28,941 | 28,941 | 38,941 |
| | BH - DEPT REVENUES | 15 | 0 | 0 | 0 |
| | BJ - INTERDEPT REVENUES | 0 | 100,000 | 100,000 | 100,000 |
| | BW - INTERFUND CHARGES REVENUE | 100,000 | 100,000 | 100,000 | 1,100,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 4,502,571 | 5,377,911 | 5,377,911 | 5,070,954 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 10,716,905 | 10,114,824 | 10,114,824 | 9,909,719 |
| REV Total | | 15,765,776 | 15,761,676 | 15,761,676 | 16,238,614 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 53 | 51 | 54 |
| | ORDINANCE | 9 | 9 | 11 |
| Full-Time Total | | 62 | 60 | 65 |
| Part Time | | 7 | 8 | 9 |
| Part Time Total | | 7 | 8 | 9 |



PERFORMANCE MANAGEMENT

| Office for the Aging | | | |
|-----------------------------|-----------------------------|---|--|
| Category | Performance Measures | Description | Goal Statement |
| Government Assistance | Adult Day Svc-# Svc Hrs | Represents the number of hours of service provided to Senior Citizens under the Adult Day Services (ADS) program. This is a structured, comprehensive program which provides functionally impaired individuals with socialization, supervision, and monitoring. | Coordinate a range of services that will maintain older persons safely and with dignity in their homes and communities for as long as possible and delay and/or prevent the need for more costly institutional care. |
| Government Assistance | Case Management-#Svc Hrs | Includes a comprehensive process that helps older persons with diminished functioning capacity, and/or their caregivers, gain access to and coordinate appropriate services, benefits and entitlements. | Coordinate a range of services that will maintain older persons safely and with dignity in their homes and communities for as long as possible and delay and/or prevent the need for more costly institutional care. |
| Government Assistance | Congregate Meals-# Meals | Includes a hot or other appropriate meal which meets nutritional requirements and is served to an eligible participant in a group setting. | Coordinate a range of services that will maintain older persons safely and with dignity in their homes and communities for as long as possible and delay and/or prevent the need for more costly institutional care. |
| Government Assistance | Home Dlvr Meals-# Meals | Includes a hot or other appropriate meal which meets nutritional requirements and is provided to an eligible person for home consumption. | Coordinate a range of services that will maintain older persons safely and with dignity in their homes and communities for as long as possible and delay and/or prevent the need for more costly institutional care. |
| Government Assistance | Transportation-#1 Way Trips | Includes senior citizen transportation from one location to another. This measure does not include any other activity. | Coordinate a range of services that will maintain older persons safely and with dignity in their homes and communities for as long as possible and delay and/or prevent the need for more costly institutional care. |

| Office for the Aging | | | | | |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------------|--------------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| Adult Day Svc-# Svc Hrs | 66,648 | 58,478 | 55,000 | 31,186 | 59,500 |
| Case Management-#Svc Hrs | 19,838 | 20,603 | 20,000 | 10,068 | 21,000 |
| Congregate Meals-# Meals | 193,229 | 184,570 | 170,000 | 96,275 | 185,000 |
| Home Dlvr Meals-# Meals | 423,570 | 415,537 | 425,000 | 209,180 | 408,500 |
| Transportation-#1 Way Trips | 137,625 | 133,891 | 120,000 | 70,545 | 137,000 |



| Office for Youth Services | | | |
|---------------------------|-----------------------------|--|---|
| Category | Performance Measures | Description | Goal Statement |
| Government Assistance | YB-Agency Contacts | Includes the number of meetings, visits, reviews and technical assistance conducted with contract agencies. | Monitor, assess, provide technical assistance and evaluate funded agencies to ensure compliance and cost effectiveness of youth service delivery system. |
| Government Assistance | YB-Claim Reviews Audited | Includes the number of claim reviews audited for accuracy to be processed and paid for by the Comptroller. | Continue to desk audit claims for contract agencies. |
| Government Assistance | YB-Cnty & Muni Applications | Includes the number of applications processed to the NY State Office of Children and Family Services for state aid reimbursement. | Continue to provide technical assistance to and process applications for Nassau County, local villages and municipalities in order to draw down NYS dollars for youth and recreational services. |
| Government Assistance | YB-Community Collaborations | Includes the number of meetings with school and community organizations in the Lawrence, Hempstead and Roosevelt school districts as well as the broader community in order to coordinate service delivery to youth in these communities. | To continue to facilitate the school, community collaborations in order to provide youth with a comprehensive array of support services in their respective communities. |
| Government Assistance | YB-Contracts Processed | Includes the number of contracts that Youth Board processes and reviews. | To process and track County Youth Board contracts including the development and approval of contract language from agency applications, compilation of required legal documents, agency assessment and following contract through the County contract routing process. |
| Government Assistance | YB-RHY Service Contacts | Includes the number of service contacts to the County from the Runaway/Homeless Service Network. | Provide funding, monitor and provide training and oversight to County Runaway/Homeless Youth Service Network including emergency and short term housing, crisis intervention, family mediation, 24 hour runaway hotline and information and referral. |
| Government Assistance | YB-Youth Served | Represents the number of youth and family members served on a regular basis through youth and family development services, juvenile justice, workshops, special events, classroom and auditorium presentations in communities of greatest need in Nassau County. | Continue to fund youth and family development programs which serve youth and their families on a regular basis and through youth development services, workshops, class presentations, scheduled auditorium presentations, etc. which are strategically located in communities of greatest need in Nassau County. |



| Office for Youth Services | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|-----------------------------|--------------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| YB-Agency Contacts | 475 | 628 | 200 | 107 | 200 |
| YB-Claim Reviews Audited | 459 | 456 | 375 | 234 | 375 |
| YB-Cnty & Muni Applications | 23 | 19 | 20 | 12 | 20 |
| YB-Community Collaborations | 225 | 239 | 100 | 118 | 100 |
| YB-Contracts Processed | 60 | 48 | 45 | 41 | 45 |
| YB-RHY Service Contacts | 26,596 | 32,166 | 5,000 | 13,901 | 5,000 |
| YB-Youth Served | 55,270 | 70,718 | 46,500 | 30,153 | 46,500 |

| Office for the Physically Challenged | | | |
|---|-----------------------------|---|---|
| Category | Performance Measures | Description | Goal Statement |
| Government Assistance | HC Parking Permits-Total | Includes handicapped parking permits issued to individuals who are permanently or temporarily disabled. | Increase efficiency and service, through staff development, internet service, and procedural enhancements. |
| Government Assistance | HP-Volunteer Prog Tck Issd | Includes the number of handicapped parking tickets issued by volunteers. Every effort is made to keep designated Handicapped Parking spaces available for people with disabilities. OPC works closely with the Nassau County Police Department in this regard, and volunteers are periodically trained to assist in this effort. Filing a false claim is a crime. | Having re-established the volunteer parking enforcement program in all eight precincts, our goal is to enlist more volunteers and coordinate a more effective relationship with PD patrol and enforcement personnel. Increase warning / violations, revenues & education, associated with NYS Handicapped Parking Permit utilization. |
| Government Assistance | OPC Advocacy & Education | Includes the number of attendees at advocacy and education programs hosted by the Nassau County Office of the Physically Challenged. | Continue to expand advocacy and education programs to individuals, schools, community groups and chambers of commerce, etc. |
| Government Assistance | OPC Website Hits | Include the number of hits to the Nassau County Office of the Physically Challenged website. | Continue upgrades to OPC website to provide the public more user friendly access to services, information, technology and programs as they apply to the disabled community. |

| Office for the Physically Challenged | | | | | |
|---|--------------------|--------------------|--------------------|-----------------------------|--------------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| HC Parking Permits-Total | 24,895 | 20,656 | 17,500 | 8,517 | 18,000 |
| HP-Volunteer Prog Tck Issd | 28 | 91 | 400 | 34 | 200 |
| OPC Advocacy & Education | 5,067 | 5,645 | 6,500 | 2,748 | 6,500 |
| OPC Website Hits | 2,526 | 2,616 | 5,500 | 2,638 | 5,500 |



| Mental Health, Chemical Dependency & Developmental Disabilities Services | | | |
|--|-------------------------------|---|--|
| Category | Performance Measures | Description | Goal Statement |
| Government Assistance | % Utilization-ACT Slots | Includes the percent utilization of ACT slots. Assertive Community Treatment (ACT) for Adults serves clients in need of intensive case management through community-based agencies that utilize a multi-disciplinary team to provide a full range of services. | Ensure that Assertive Community Treatment (ACT) services are provided to the seriously and persistently mentally ill adult client. |
| Government Assistance | % Utilization-HCBS Slots | Includes the number of HCBS slots utilized as a percent of total slots available. Home and Community Based Services (HCBS Medicaid Waiver) for Children program provides support services, skill building and linkages for children who have a severe emotional disorder. Services are delivered at home or elsewhere in the community with the goal of preventing hospitalization or residential placement. | Ensure that Home and Community Based Services (HCBS) waiver services are provided to the seriously emotionally disturbed child. |
| Government Assistance | Active AOT Orders | Includes the number of individuals currently on Court ordered Assisted Outpatient Treatment (AOT) orders. The program serves individuals with a serious and persistent mental illness and those with co-occurring disorders who have a history of multiple hospitalizations within 36 months and/or a documented act or threat of violence to self or others, resulting from non-compliance with psychotropic medication. | Assure oversight responsibility for the Assisted Outpatient Treatment (AOT) program within Nassau County, including review of eligibility for AOT, bringing forth petitions to the Court, evaluations for AOT and renewals, development and review of treatment plans, and review of case management monitoring and incident reports. |
| Government Assistance | Court Services-Persons Served | Includes the number of persons served by the Community Court, Drug Treatment Court, Family Treatment Court and STEP Program. Clinical staff from the Nassau County Department of Drug and Alcohol work together with the Judges, District Attorney's Office, and defense attorneys to engage defendants in treatment. | Assure that department direct services are provided to Nassau County residents who are in need of treatment, assessment, and referrals to appropriate levels of care. |
| Government Assistance | EAP-Persons Treated | Includes the number of persons treated by the Employee Assistance Program (EAP). EAP provides services to Nassau County employees and their families who may be having problems that interfere with daily living and functioning in the work place. | Assure that department direct services are provided to Nassau County residents who are in need of treatment, assessment, and referrals to appropriate levels of care. |
| Government Assistance | MH Court-Persons Served | Includes the number of individuals screened, assessed, and receiving active services through the Mental Health Court Program. The Program is voluntary and is a cooperative effort with the judicial system, the prosecutors office, the defense bar and the Department of Mental Health and its contract mental health agencies. | Assure that Nassau County residents with a serious and persistent mental illness or co-occurring disorder, who have committed a felony crime as a direct result of their psychiatric symptomatology, are when appropriate, diverted to the Mental Health Court. This enables the individual to receive ongoing treatment, court monitoring and case management services. |
| Government Assistance | On-site Rvw-Treat & Prev Prog | Includes the number of on-site reviews for subcontracted treatment and prevention programs. | To provide oversight and methods of accountability to ensure services are responsive to client needs and are delivered in accordance with regulations and best practice standards. |
| Government Assistance | Prog Reviews & Evaluations | Includes the number of program reviews and evaluations provided by the Division of Mental Health Department. | Provide oversight and methods of accountability to ensure services are responsive to client needs and are delivered in accordance with regulations and best practice standards. |
| Government Assistance | SAC-Persons Served | Includes the number of unique persons treated at the Substance Alternative Clinic (SAC) who receive methadone doses, nursing and counseling services, vocational and rehabilitative counseling services, medical care and psychiatric evaluation and treatment. | Assure that department direct services are provided to Nassau County residents who are in need of treatment, assessment, and referrals to appropriate levels of care. |

HUMAN SERVICES



| Mental Health, Chemical Dependency & Developmental Disabilities Services | | | | | |
|---|--------------------|--------------------|--------------------|-----------------------------|--------------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % Utilization-ACT Slots | 97.6% | 97.1% | 95.0% | 98.4% | 95.0% |
| % Utilization-HCBS Slots | 110.2% | 96.2% | 90.0% | 96.2% | 90.0% |
| Active AOT Orders | 182 | 218 | 115 | 230 | 150 |
| Court Services-Persons Served | 794 | 973 | 500 | 1,071 | 750 |
| EAP-Persons Treated | 79 | 80 | 55 | 61 | 55 |
| MH Court-Persons Served | 38 | 37 | 20 | 31 | 25 |
| On-site Rvw-Treat & Prev Prog | 208 | 201 | 79 | 116 | 79 |
| Prog Reviews & Evaluations | 93 | 82 | 65 | 18 | 65 |
| SAC-Persons Served | 579 | 550 | 575 | 535 | 540 |



VISION

The Department of Information Technology strives to be a national leader in providing our constituents with the highest quality of technology services. Information Technology will implement and support technologies that increase and improve service to constituents while maximizing investments.

MISSION

The Department of Information Technology provides high quality, department-focused information technology services and business solutions to County departments in support of their missions.



DEPARTMENT OF INFORMATION TECHNOLOGY

The Department of Information Technology (IT) strives to provide the highest level of customer service to its internal and external customers. IT serves as the central point for planning, implementing, and supporting technology initiatives and infrastructure in the County. The IT team establishes strategic directions for technology and telecommunications, encourages cross-agency collaborations that are mutually beneficial, and advocates best practices for operations and project management. The Department actively collaborates with other County departments and management to implement common technology solutions and services that enable efficient operations and delivery of County services, while maximizing the County's investment in technology.

GOALS

- Provide vision, leadership and a framework for evaluating emerging technologies and implementing proven technology solutions
- Provide citizens, the business community, and County government with access to appropriate information and technology services
- Cultivate an empowered and highly motivated workforce that is skilled in the latest technologies
- Create, develop, or purchase management software tools promote efficiencies for both departmental operations and constituent interactions
- Let business needs drive the use of technology
- Give precedence to collective priorities over those of any single department
- Use best practices to create effective solutions

OBJECTIVES

- Reduce total trouble tickets as reported to the IT Help Desk
- Reduce the number of second call incidents to the IT Help Desk
- Reduce the mean time to repair service response
- Maintain maximum uptime connectivity of the core network
- Manage projects on time and on budget
- Incorporate Geographic Information Services (GIS) functionality into common solutions for agencies
- Provide training on technology solutions to County's employees
- Increase the number of hits to the County website over the prior year's volume
- Implement cost savings initiatives across all technical platforms.



2017 BUDGET HIGHLIGHTS

The expenses in the 2017 Adopted Budget for the Department of Information Technology are \$25.6 million, a 17.9% increase from the 2016 Projection. The increase is due to the consolidation of Contractual Services related to software and programming from other county departments. Salaries, Wages & Fees are \$7.6 million, a 1.6% increase from the 2016 Projection, primarily due to the impact of current labor agreements, comparable Ordinance adjustments and four Full-time vacancies. Vacancies in the Department are offset in the Office of Management and Budget as an expected negative attrition value. The salary appropriation includes the partial suspension of \$66,484 necessary to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk.

Other Than Personal Services (OTPS) in the 2017 Adopted Budget is \$18.0 million, a 26.4% increase from the 2016 Projection, which is primarily due to the above mentioned consolidation and new Microsoft License Agreement increases in Contractual Services. Any OTPS increases were offset by an across the board suspension of expenditures to in order to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk.

The revenues in the 2017 Adopted Budget for the Department of Information Technology are \$8.8 million, relatively flat with the 2016 Projection.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--------------------------------|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 7,549,910 | 7,537,588 | 7,438,149 | 7,559,669 |
| | AB - FRINGE BENEFITS | (336,246) | 0 | 0 | 0 |
| | DD - GENERAL EXPENSES | 345,251 | 441,200 | 441,200 | 427,431 |
| | DE - CONTRACTUAL SERVICES | 9,440,218 | 10,192,315 | 10,192,315 | 13,633,987 |
| | DF - UTILITY COSTS | 3,914,444 | 3,956,210 | 3,656,210 | 4,004,170 |
| EXP Total | | 20,913,577 | 22,127,313 | 21,727,874 | 25,625,257 |
| REV | BF - RENTS & RECOVERIES | 0 | 0 | 324,172 | 0 |
| | BH - DEPT REVENUES | 49,304 | 0 | 2,466 | 0 |
| | BJ - INTERDEPT REVENUES | 6,563,788 | 8,363,595 | 8,363,595 | 8,654,207 |
| | BW - INTERFUND CHARGES REVENUE | 224,160 | 167,012 | 167,012 | 179,038 |
| | BI - CAPITAL BACKCHARGES | 289,377 | 0 | 0 | 0 |
| REV Total | | 7,126,630 | 8,530,607 | 8,857,245 | 8,833,245 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 75 | 78 | 81 |
| | ORDINANCE | 6 | 6 | 6 |
| Full-Time Total | | 81 | 84 | 87 |
| Part Time | | 3 | 1 | 1 |
| Part Time Total | | 3 | 1 | 1 |

INFORMATION TECHNOLOGY



PERFORMANCE MANAGEMENT

| Department of Information Technology | | | |
|--------------------------------------|----------------------------|--|--|
| Category | Performance Measures | Description | Goal Statement |
| Government Efficiency | # Users Trained-Technology | Includes the number of users trained in the latest technologies. | To use best practices to create effective solutions. |
| Government Efficiency | % Core Network Uptime | Represents the percentage of time the core network is up and available. The "core network" includes the following campuses - Bethpage; 1 West Street; 240 Old Country Road; 60 Charles Lindbergh Blvd. | To use best practices to create effective solutions. |

| Department of Information Technology | | | | | |
|--------------------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| # Users Trained-Technology | 662 | 329 | 600 | 252 | 600 |
| % Core Network Uptime | 99.9% | 100.0% | 99.9% | 100.0% | 99.9% |



VISION

The County Legislature ensures Nassau County remains the finest place in which to live, work, and raise a family by providing quality services in a fiscally responsible manner for the betterment of all residents.

MISSION

The County Legislature provides equal representation for every resident of Nassau County and is responsible for introducing and enacting local laws, ordinances, and resolutions affecting the health, safety, welfare, and quality of life of all Nassau County residents.



OFFICE OF THE COUNTY LEGISLATURE

The Legislature consists of 19 elected members representing the County's Legislative Districts as established by the County Charter. Additionally, the Legislature includes the independent Office of Legislative Budget Review and the Legislative Clerk's Office that provide support services.

GOAL

- To assist the residents of Nassau County by providing cost-effective, constituent services, enacting effective legislation, and providing oversight of all aspects of Nassau County Government

2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for the County Legislature is \$9.2 million, a \$150,000 or 1.6% increase from the 2016 Adopted Budget. The expenses for the County Legislature are \$636,163 or 7.4% more than the 2016 Projection. Salaries, Wages & Fees are \$6.5 million, a 10.5% increase from the 2016 Projection. The salary appropriation is net of \$475,000 reduction that was necessary in order to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk. Other Than Personal Services (OTPS) are \$2.8 million remain unchanged from the 2016 Projection.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 5,673,620 | 6,346,848 | 5,855,685 | 6,470,796 |
| | BB - EQUIPMENT | 43,421 | 55,510 | 55,510 | 66,560 |
| | DD - GENERAL EXPENSES | 2,273,892 | 1,681,866 | 1,686,866 | 1,698,022 |
| | DE - CONTRACTUAL SERVICES | 805,000 | 1,008,154 | 1,008,154 | 1,007,000 |
| EXP Total | | 8,795,933 | 9,092,378 | 8,606,215 | 9,242,378 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | ORDINANCE | 73 | 67 | 76 |
| | ELECTED | 19 | 19 | 19 |
| Full-Time Total | | 92 | 86 | 95 |
| Part Time | | 1 | 3 | 2 |
| Part Time Total | | 1 | 3 | 2 |
| Seasonal | | 24 | 34 | 26 |
| Seasonal Total | | 24 | 34 | 26 |



VISION

The Office of Labor Relations strives to provide superior labor relation services to all departments and provide these services in a value-added, best practices manner.

MISSION

The Office of Labor Relations provides a complete, full-service support resource to all Nassau County departments in all employment and/or labor union issues in a cost-effective and sensitive manner. The Office of Labor Relations represents the County and its departments in negotiations, labor proceedings, and all labor issues with employee labor unions. The Office works with all departments covered by collective bargaining agreements to ensure compliance with these agreements and assist management with employment procedures and practices.



OFFICE OF LABOR RELATIONS

The Office of Labor Relations is responsible for representing the County in all matters that involve interactions with the County's labor unions and their collective bargaining agreements (CBAs). The Office is responsible for negotiating collective bargaining and interim agreements; administering such agreements; advising departments on how to achieve their goals consistent with such agreements and laws; and assisting with labor management issues.

GOALS

- Educate management in the terms and conditions of the CBAs to eliminate wasteful and unnecessary spending, ensure proper compliance with disciplinary procedures, and help departments achieve their management goals
- Assist departments in addressing labor grievances and other complaints prior to arbitration, consistent with the needs of the departments and the County
- Act as the County Executive's representative when negotiating with County labor unions to effectuate CBAs consistent with the constraints of the budget and management needs

OBJECTIVES

- Provide high quality legal representation at arbitration to limit potential monetary exposure and avoid restrictions in managerial discretion
- Create a healthy and efficient work environment for all by promoting communication and issue resolution between management and labor unions
- Hold training seminars and meetings for department heads and supervisors to promote a better understanding of the CBAs and the correct procedures to discipline employees
- Assist departments in each step of the grievance and disciplinary processes

LABOR RELATIONS



2017 BUDGET HIGHLIGHTS

Expenses in the 2017 Adopted Budget for the Office of Labor Relations are \$737,825, a 6.1% decrease from the 2016 Projection. The 2017 Salary appropriation of \$347,222 is an 8.9% decrease from the 2016 Projections, primarily due to delayed hiring of one vacancy that was included in the 2016 Projection at full year value, the position was eliminated from the 2017 Adopted Budget. Other than Personal Services (OTPS) decreased slightly from the 2016 Projection. This appropriation includes an across the board OPTS cuts necessary in order to attain NIFA plan approval.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|----------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 356,132 | 389,696 | 381,035 | 347,222 |
| | DD - GENERAL EXPENSES | 662 | 5,100 | 5,100 | 3,963 |
| | DE - CONTRACTUAL SERVICES | 436,150 | 400,000 | 400,000 | 386,640 |
| EXP Total | | 792,944 | 794,796 | 786,135 | 737,825 |
| REV | BF - RENTS & RECOVERIES | 17,979 | 0 | 0 | 0 |
| REV Total | | 17,979 | 0 | 0 | 0 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | ORDINANCE | 5 | 4 | 4 |
| Full-Time Total | | 5 | 4 | 4 |



VISION

The Office of Minority Affairs envisions a County which embraces all people, respects their unique contributions, and provides them with opportunities to live, learn, and grow together.

MISSION

To strengthen existing minority communities through shared County services by integrating informational services that support ongoing development of these communities. The Office of Minority Affairs seeks to assure diversity and equitability in County opportunities for all residents, businesses, and members of the workforce and in service delivery. It builds awareness of available resources through promotion, outreach, and publicity.



OFFICE OF MINORITY AFFAIRS

Office of Minority Affairs (OMA) serves as a resource for various minority communities. The Office also serves as an outreach center for minority resident concerns and issues. OMA assists Nassau County in improving delivery of quality of life services. It also helps administer Nassau County's Affirmative Action Program, the County's Women and Minority Business Enterprise (MWBE) program, the Disadvantaged Business Enterprise (DBE) Program, the Service-Disabled Veteran-Owned Businesses Program (SDVOB), and the US Department of Housing and Urban Development (HUD) Section 3 Economic Opportunities Program.

OMA is a leader in developing the network of support and resources that makes community presence and participation a reality, thereby affirming its Vision that all citizens participate in the life of their community while receiving the support they need to be productive and valued community members. OMA, through its Affirmative Action Officer, is committed to a program of Affirmative Action that it conducts in accordance with Federal, State, and local laws and regulations. OMA supports efforts to employ and advance individuals according to merit and avoid underutilization of minorities and women. OMA promotes a workplace where the quality of work life is valued, and there is an environment open and accepting of individual differences.

OMA is committed to the use of all available County resources to provide for the development, advancement, and improvement of economic, employment, business, and cultural opportunities for the minority residents of the County.

GOALS

- Produce a Disparity Study on the utilization of MWBEs in County procurement
- Maintain compliance with the Disadvantaged Business Enterprise Program (DBE)
- Maintain compliance with the Service-Disabled Veteran-Owned Businesses Program (SDVOB)
- Maintain compliance with the United States Department of Housing and Urban Development (HUD) Section 3 Economic Opportunities Program.
- Achieve compliance with MWBE and Affirmative Action Programs
- Provide technical assistance and informational workshops for certified MWBEs
- Increase awareness in Affirmative Action in order to promote an accepting workplace environment throughout the County

OBJECTIVES

- Implement and begin analysis of data collection for the Disparity Study
- Help develop and qualify certified MWBE businesses to be more successful in securing contracts with the County through technical assistance training
- Continue development of an Affirmative Action Plan



- Conduct Workforce Diversity workshops with all County department heads
- Improve and increase MWBE participation in County contracts, particularly in construction
- Design and execute a Merchant's Commerce Market for all Nassau County MWBEs for them to be able to exhibit and provide an open air market of goods and services
- Monitor all applicable procurement activities regarding construction, professional services, and other goods and service contracts
- Through enforcement of the County's Disadvantaged Business Enterprise (DBE) program, establish, and monitor contracting goals for Veolia Transportation, Inc., operator of the County's bus system, in accordance with Federal law to prevent denial, recapture, and sanctioning of funding
- Monitor and assist County departments and agencies with compliance of Federal and State regulations regarding MWBE and Affirmative Action programs

2017 BUDGET HIGHLIGHTS

Expenses in the 2017 Adopted Budget for the Office of Minority Affairs are \$525,855 a 17.7% increase from the 2016 Projection. Salaries, Wages & Fees increased by 23.4% primarily due to salary adjustments in line with labor agreements and the promotion of a new Deputy Director and a Full-time Program Coordinator. Other Than Personal Services (OTPS) is \$42,000, a 23.3% decrease from the 2016 Projection, attributable to fewer contractual obligations.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|----------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 472,697 | 515,826 | 392,064 | 483,855 |
| | DD - GENERAL EXPENSES | 3,426 | 24,970 | 24,970 | 25,000 |
| | DE - CONTRACTUAL SERVICES | 0 | 29,800 | 29,800 | 17,000 |
| EXP Total | | 476,123 | 570,596 | 446,834 | 525,855 |
| REV | BF - RENTS & RECOVERIES | 354 | 0 | 0 | 0 |
| REV Total | | 354 | 0 | 0 | 0 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | ORDINANCE | 6 | 5 | 5 |
| Full-Time Total | | 6 | 5 | 5 |
| Part Time | | 2 | 0 | 3 |
| Part Time Total | | 2 | 0 | 3 |
| Seasonal | | 1 | 1 | 0 |
| Seasonal Total | | 1 | 1 | 0 |



PERFORMANCE MANAGEMENT

| Office of Minority Affairs | | | |
|----------------------------|---|---|---|
| Category | Performance Measures | Description | Goal Statement |
| Economic Growth | % Total Payments-MWBE | Includes the percent of voucher payments to all minority and women owned (MWBE) businesses (including Nassau Community College but excluding non-profits and municipalities), by the County and New York State. | To increase MWBE business activity in Nassau County. |
| Economic Growth | % Voucher Payments-DBE | Provides the percentage of voucher payments to all Disadvantaged Business Enterprises (DBE), including minority owned (MBE), women owned (WBE) and non-minority businesses (including Nassau Community College but excluding non-profits and municipalities). | To track DBE participation to assist with methodologies of establishing overall goals for DBE program. |
| Economic Growth | % Voucher Payments-SDVBE | Provides the percentage of voucher payments to all Service Disabled Veteran Business Enterprises (SDVBE), including including Nassau Community College but excluding non-profits and municipalities. | To track DBE participation to assist with methodologies of establishing overall goals for DBE program. |
| Economic Growth | % Voucher Payments-Section 3 | Provides the percentage of voucher payments to all HUD Section 3 projects. | To track HUD Section 3 projects. |
| Economic Growth | Bid Notifications to MWBE, DBE, Section 3 & SDVBE | Includes the total number of Bid Notifications sent to minority, women, veterans, section 3 and disadvantaged owned business enterprises, including Nassau Community College but excluding non-profits and municipalities, by the County. | To increase Civil Rights business activity in Nassau County. |
| Economic Growth | Cultural & Community Outreach | Includes the total number of Cultural Celebrations & Community Outreach Programs offered to the residents by the Office of Minority Affairs. | Increase awareness of Diversity and Inclusion in order to promote an accepting diverse Nassau County. |
| Economic Growth | Dvrsty Mgmt/Affirm Act Wrk Shp | Includes the total number of workforce diversity and/or affirmative action trainings workshops conducted by the Office of Minority Affairs. | Increase awareness of Diversity Management/ Affirmative Action in order to promote an accepting workplace environment. |
| Economic Growth | Goal Settings DBE | Includes the total number of Disadvantaged Business Enterprises (DBE) Goals calculated and established for NICE by the County. | To increase DBE business activity in Nassau County. |
| Economic Growth | OMA Bus Dvlop Workshops | Includes the total number of business development workshops and clinics offered to minority and women owned (MWBE) and Disadvantaged Business Enterprises (DBE) firms by the Office of Minority Affairs. | Provide technical assistance and informational workshops for certified MWBE businesses. |
| Economic Growth | OMA Total Site Visits | Includes the number of compliance related site visits by the Office of Minority Affairs to businesses, as a fraud preventative measure, including attending preconstruction/ pre-bid meetings and for compliance of Civil Rights reporting requirements. | Achieve compliance with MWBE and DBE (Disadvantaged Business Enterprise) programs by performing site visits and for compliance of Civil Rights. |
| Economic Growth | Pre Bid Conferences | Includes the total number of Pre-Bid Conferences the Office of Minority Affairs attended (including Nassau Community College but excluding non-profits and municipalities), by the County and the State. | To increase MWBE business activity in Nassau County. |
| Economic Growth | Pre Construction Conferences | Includes the total number of Pre-Construction Conferences the Office of Minority Affairs attended (including Nassau Community College but excluding non-profits and municipalities), by the County and the State. | Provide assistance to Primary Contractors in meeting and /or exceeding their MWBE goals. This insures Nassau County achieves State |
| Economic Growth | Utilization Plans | Includes the total number of Utilization Plans reviewed (including Nassau Community College but excluding non-profits and municipalities), by the County and the State. | To increase MWBE business activity in Nassau County. |

MINORITY AFFAIRS



| Office of Minority Affairs | | | | | |
|--|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % Total Payments-MWBE ¹ | 9.32% | 9.56% | 15.00% | 11.80% | 20.00% |
| % Voucher Payments-DBE | 1.37% | 1.01% | 3.00% | 1.24% | 3.00% |
| % Voucher Payments-SDVBE | -- | -- | -- | -- | 2.0% |
| % Voucher Payments-Section 3 | -- | -- | -- | -- | 2.0% |
| Bid Notifications to MWBE, DBE & SDVBE | -- | -- | 30 | 3 | 42 |
| Cultural & Community Outreach | -- | -- | 10 | 15 | 12 |
| Dvrsty Mgmt/Affrmtv Act Wrk Shp | 4 | 8 | 5 | 6 | 2 |
| Goal Settings DBE | -- | -- | 6 | 3 | 2 |
| OMA Bus Dvlop Workshops | 14 | 12 | 10 | 15 | 20 |
| OMA Total Site Visits | 16 | 12 | 40 | 10 | 24 |
| Pre Bid Conferences | -- | -- | 20 | 3 | 20 |
| Pre Construction Conferences | -- | -- | 20 | 10 | 10 |
| Utilization Plans | -- | -- | 30 | 42 | 30 |

MEDICAL EXAMINER

VISION

Nassau County Medical Examiner provides timely, thorough and accurate scientific death investigations that will assure the public and courts that all aspects of investigation are thoroughly reviewed, resulting in correct certifications to protect the public from activity, health hazards and unsafe environments.

MISSION

Nassau County Medical Examiner provides the residents of Nassau County with the highest quality and most cost effective medical investigation services into the causes and risk factors of deaths in Nassau County. Toward this end, the Medical Examiner's Office strives to advance our collaborative working relationship with Nassau County's legal and criminal justice systems, providing them with a state-of-the-art Crime Laboratory and cutting edge Toxicology and Histology lab services.

MEDICAL EXAMINER

OFFICE OF THE MEDICAL EXAMINER

The Office of the Nassau County Medical Examiner (NCME) is a multi-disciplinary institution that performs medicolegal investigation of the death of any person who dies as a result of criminal violence, neglect, casualty, suicide, suddenly when in apparent health, when unattended by a physician, in any suspicious or unusual manner, or when application is made pursuant to law for a permit to cremate the body of a deceased person. The Medical Examiner certifies cause and manner of death by performing investigations and examinations including autopsies as necessary, and uses ancillary services such as toxicology, histology, neuropathology, anthropology, bacteriology, virology, photography, radiology, DNA, latent prints, and forensic dental examinations. The following units carry out the responsibilities of the Office of the Nassau County Medical Examiner:

FORENSIC MEDICINE

The personnel in this Unit are responsible for investigating death, as mandated by law in Nassau County, and work in conjunction with the District Attorney, Police Department, and other law enforcement agencies. Under the direction of the Medical Examiner, this Unit performs scene investigations and autopsies, and the staff may testify in court on subject matter.

LABORATORIES

Forensic Toxicology Laboratory

The Forensic Toxicology Laboratory of the NCME performs chemical analyses on biological specimens collected during post mortem investigations. In addition, the lab analyzes blood and urine specimens collected from drivers suspected of driving under the influence of alcohol and/or drugs (DWI/DUID).

To assist the Chief Medical Examiner in determining cause and manner of death, the scientists in the Toxicology lab isolate drugs and other toxic substances from autopsy specimens through analysis by gas chromatography/mass spectrometry (GC/MS), liquid chromatography/mass spectrometry (LC/MS), enzyme multiplied immunoassay (EMIT), and other highly specialized techniques. As part of the DWI/DUID program, scientists conduct these same toxicological analyses on specimens collected by the Nassau County Police Department, New York State Police, and other municipal police agencies. These results determine impairment in drivers suspected of DWI/DUI.

In all cases, the laboratory findings are in Toxicological reports that the laboratory makes available to the Medical Examiner, Police Department, and District Attorney. Forensic Scientists testify in court regarding the nature, The American Board of
Forensic Toxicology (ABFT) accredits the laboratory.

MEDICAL EXAMINER

Crime Laboratory

The Division of Forensic Services, commonly known as the Crime Laboratory, is comprised of Biology, Latent Prints, and Controlled Substance/Arson sections. The County established the Office of the Medical Examiner Crime Laboratory on November 17, 2011 as the public forensic laboratory for Nassau County. The Crime Laboratory engages in independent and objective analysis to provide accurate and reliable results to the legal system of Nassau County in a timely and efficient manner. Below is a more expansive description of each laboratory and its complementary functions.

- **Latent Prints:** The Latent Print Section is responsible for the examination of latent prints recovered from crime scenes and comparing evidentiary items to known fingerprints. If no subject information is available, the Section may search for latent prints through the local Nassau County Automated Fingerprint Identification System (AFIS) and/or the State Automated Biometric System (SABIS). When requested, this section may assist in crime scene processing. The ultimate goal of friction ridge (raised portion of the epidermis) examination and comparison is to identify friction ridge impressions from the fingers, palms, and soles of the feet to locate the source that produced them. Analyzing friction ridge impressions does not lie solely in matters related to criminal investigations. The use of identifying friction ridge skin impressions also has applications in identifying missing persons; in the biometric industry for security systems; for identifying infants from the impressions recorded of their feet; and for homeland security measures.
- **Forensic Biology:** The Forensic DNA testing facility provides forensic genetic testing for the Criminal Justice system and the greater community of Nassau County. The Forensic Genetics laboratory demonstrates its technical operations and overall management system by meeting the requirements of the American Society of Crime Lab Directors (ASCLD) an international accreditation program, the FBI Quality Assurance Standards for Forensic DNA Testing Laboratories, and the National DNA Index System (NDIS). The laboratory conducts scientific analysis on biological evidence related to criminal and civil investigations. The laboratory conducts these analyses independently and objectively to provide accurate and reliable results to the criminal justice community and the civil authorities.

The following is a list of general services provided by the Biology Section:

- Crime scene reconstruction and interpretations of bloodstain patterns
- Species determination of biological fluids and tissue
- Confirmation of biological fluids (including blood, semen and saliva)
- Forensic DNA analysis, including forensic paternity testing using Short Tandem Repeat analysis
- Individualization of unknown biological fluids
- Entry and search of DNA profiles in Combined DNA Index System (CODIS)

MEDICAL EXAMINER

- Preparation of scientific reports
- Expert testimony

GOALS

- Investigate unnatural deaths and identify public health threats in a responsive, professional, and well-organized manner
- Provide timely and accurate autopsy and forensic lab services
- Perform high quality medico-legal investigations
- Remain ready to respond appropriately in the event of natural and man-made disasters
- Provide continuing professional education opportunities for staff by maximizing Federal and State grant funding
- Maintain ongoing accreditations for the Forensic Genetics (DNA), Forensic Sciences, and Toxicology laboratories meeting new criteria and standards set by State and Federal authorities and the accrediting organizations
- Accredit additional Forensic Science disciplines to expand Forensic Science services (Latent Print Processing, Chemistry/Controlled Substances, and Firearms/Toolmark Impressions)

OBJECTIVES

- Maintain a responsive Quality Assurance/Quality Control program designed to support a multi-disciplinary organization
- Improve the level of planning and response mechanisms to a variety of catastrophic events resulting in mass fatalities
- Enhance testing capability of the Toxicology Laboratory by establishing new state-of-the-art testing procedures
- Provide agencies with forensic DNA analysis by incorporating high-through-put robotic workstations and implementation of novel forensic techniques



DWI MONITORING

Offenders sentenced under the Leandra's Law-statute are required to have an ignition interlock device installed in any vehicle owned or operated by the offender. Monitoring of offenders sentenced to a Conditional Discharge is conducted by Probation Officers in Probation's Alcohol Interlock Monitoring [AIM] program. Probation Officers in the Criminal Division DWI Units conduct monitoring of offenders sentenced to Probation.

PRE-TRIAL SERVICES

New York State Division of Criminal Justice Services (DCJS) funding supports Probation's efforts to keep the percentage of pre-trial detainees as low as possible and allows the Nassau County Correctional Center to operate at a more cost-efficient classification level.

ADOLESCENT DIVERSION

Nassau County Adolescent Diversion Program (ADP), which is one of nine pilot sites statewide, has been operational since January 17, 2012. Probation risk-assesses non-violent 16 and 17 year-olds to help identify those adolescents appropriate for diversion and those requiring services to address specific needs, which left unaddressed, increase their potential for further antisocial behavior.

FAMILY DIVISION SERVICES

The Family Division consists of Intake, Investigations, and Community Supervision Services. Probation Intake is mandated to provide adjustment services to divert appropriate Juveniles from Family Court. Each case is risk assessed and individuals are referred to services that match their needs. Cases unable to be adjusted are referred to Family Court for formal court intervention. Investigation and Supervision services are court ordered and consist of matters of Child Custody, Adoptions, Child Abuse and Neglect, Juvenile Delinquency, Persons in Need of Supervision (PINS), Family Offence, Guardianship, and Consent to marry for underage persons.

JUVENILE DETENTION CENTER

Juvenile Detention Center (JDC) provides secure detention for juveniles awaiting Family or Criminal Court appearances. We strive to provide a high level of care for our juveniles while controlling fiscal costs. State reimbursement offsets 49% of the local costs and we continue to rent unused beds to other counties on a per diem, 100% reimbursement basis.



In 2013, Nassau County became one of six OCFS Juvenile Detention Alternatives Initiative (JDAI) pilot sites. JDAI is continuing to bring State and Annie E. Casey Foundation funding and technical support to the County, facilitating further local system reform and helping to establish a detention model that will affect policy and funding Statewide.

PROBATION GOALS

- Assess pre-trial defendants awaiting arraignment who are at risk of detention and provide the court with alternatives to incarceration as appropriate
- To ensure that only those juveniles for whom there is no appropriate alternative are placed in detention and, while in detention, their individual needs are assessed and addressed in a secure and safe environment
- Provide adjustment services to select juveniles and non-violent adolescents that identify and address the drivers of their risk of recidivism and divert as appropriate those youth who do not require formal and/or protracted court contact
- Prepare pre-disposition reports for the courts that inform judicial decisions and establish a rational basis for the community supervision of appropriate offenders
- Provide supervision services that produce positive supervision outcomes for the offenders while addressing the safety needs of the community
- Maintain a field presence, in cooperation with other law enforcement agencies, capable of responding to both individual offender and community issues

PROBATION OBJECTIVES

- Expand integration of available technologies and best practices including case management and actuarial risk assessment to inform case-level and system resource allocation decisions
- Improve the collection, analysis, and sharing of local justice system data to understand that which works well and that which does not work as well
- Collaborate with juvenile and criminal justice stakeholders on future local and State reform initiatives that will ensure system resources are reserved for those offenders with the greatest needs and/or presenting the greatest risks absent the availability of those resources
- Aggressively pursue State and Federal funding to maximize support for local programs and initiatives that improve system outcomes and enhance public safety

**2017 BUDGET HIGHLIGHTS**

Expenses for the Probation Department in the 2017 Adopted Budget are \$19.3 million, a 2.8% increase from the 2016 Projection. The 2017 salary appropriation of \$17.2 million is a 2.7% increase from the 2016 Projection, primarily due to the impact of current labor agreements and funded vacancies.

The 2017 Adopted Budget funds \$882,273 in Other Than Personal Services (OTPS), a 11.6% increase from the 2016 Projection primarily due to the absorption of the county's share of the expenses incurred in conjunction with the Supervision and Treatment Services for Juvenile Program(STSJP) Grant, previously funded by Human Services. This increase is net of a reduction of funding that includes an across the board OTPS cut in order to attain NIFA Plan approval to compensate for \$36 million of NIFA cited risks.

The 2017 Adopted Budget assumes Probation will realize \$6.8 million in revenue, a 12.0% decrease from the 2016 Projection, primarily due to lower collection of retribution fees and State Aid reimbursements for the Juvenile Detention Center.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 15,704,322 | 17,485,152 | 16,778,781 | 17,230,542 |
| | BB - EQUIPMENT | 29,354 | 22,250 | 12,250 | 36,041 |
| | DD - GENERAL EXPENSES | 223,732 | 309,050 | 259,050 | 288,160 |
| | DE - CONTRACTUAL SERVICES | 491,652 | 559,100 | 519,100 | 557,572 |
| | DF - UTILITY COSTS | 0 | 500 | 500 | 500 |
| | HF - INTER-DEPARTMENTAL CHARGES | 1,000,412 | 1,171,335 | 1,171,335 | 1,156,445 |
| EXP Total | | 17,449,471 | 19,547,387 | 18,741,016 | 19,269,260 |
| REV | BF - RENTS & RECOVERIES | 70,025 | 0 | 5 | 0 |
| | BH - DEPT REVENUES | 1,392,761 | 1,542,200 | 1,542,200 | 1,534,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 192,438 | 16,000 | 67,188 | 30,000 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 5,259,728 | 4,992,877 | 6,156,672 | 5,266,609 |
| REV Total | | 6,914,953 | 6,551,077 | 7,766,065 | 6,830,609 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 188 | 185 | 189 |
| | PBA | 0 | 0 | 0 |
| | ORDINANCE | 2 | 1 | 2 |
| Full-Time Total | | 190 | 186 | 191 |
| Part Time | | 11 | 10 | 12 |
| Part Time Total | | 11 | 10 | 12 |

PROBATION



PERFORMANCE MANAGEMENT

| Probation Department | | | |
|----------------------|--------------------------------|--|---|
| Category | Performance Measures | Description | Goal Statement |
| Public Safety | % Arrests per Caseload | Reflects the number of new arrests as a percentage of the total Criminal Probation caseload. | Rehabilitate offenders through the strict enforcement of the Conditions of Probation. |
| Public Safety | % Intvwd of Cs Screened | The number of pre-arraignment cases interviewed as a percentage of the number of pre-arraignment cases screened. | Goal Statement: Provide Arraignment Court with detention risk information on the greatest number of prisoners. |
| Public Safety | % Juveniles Adjusted at Intake | Represents the number of juvenile delinquents successfully diverted from formal Court contact. | Improve outcomes for juveniles while more efficiently utilizing system resources. |
| Public Safety | % Juveniles Placed | Represents the number of Juveniles placed in juvenile facilities after a Violation of Probation as a percent of total cases discharged. | Reduce placement of juveniles in costly residential programs through enhanced supervision focusing on evidence-based practices. |
| Public Safety | % Prob Comp of Tot Dischge | Represents the rate of successfully completed Family Division and Criminal Division probation cases as a percentage of total cases discharged. | Protection of the community through enforcing the conditions of probation and reducing the number of crimes committed by probationers by promoting pro-social behavior. |
| Public Safety | % Prtrl Part-Fail Return Court | Represents the number of Pretrial participants released under supervision who fail to return for a scheduled court appearance as a percentage of all Pretrial released participants. | Decrease County expenditures through efficient use of the Pre-Trial Unit. Maximize the number of defendants who return to court through Pre-Trial supervision. |
| Public Safety | Cases Adjourned Ratio | The ratio of cases adjourned due to unavailability of probation report to total caseload (investigation assigned plus carried monthly). | Provide investigation reports to courts in a timely manner to maximize the efficient disposition of cases. |
| Public Safety | DWI-#Cases per Officer | The number of Driving While Intoxicated (DWI) cases assigned per DWI Probation Officer. | Protection of the community through enforcing the conditions of probation and reducing the number of crimes committed by DWI probationers. |
| Public Safety | Fees-Collected % Billed | The dollar amount of probation fees collected as a percentage of fees billed. | Offset the costs of state mandated probation services through the collection of fees. |
| Public Safety | Reg Supvs Crim-#Cs/Ofcr | The number of Criminal Division general supervision cases assigned per Probation Officer. | Protection of the community through enforcing the conditions of probation and reducing the number of crimes committed by probationers. |

PROBATION



| Category | Performance Measures | Description | Goal Statement |
|---------------|--------------------------------|--|---|
| Public Safety | Restitution-Collected % Billed | The amount of restitution dollars collected as a percentage of restitution dollars billed. Restitution is collected and distributed to the victims of the crime committed by the offender. | Maximize the collection and distribution of restitution to crime victims. |
| Public Safety | Sex/Viol Cases per Officer | The number of Sex Offender and Domestic Violence cases assigned per Probation Officer. | Protection of the community through enforcing the conditions of probation and reducing the number of sexual offenses committed by probationers. |

| Probation Department | | | | | | |
|--------------------------------|----------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | Division | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % Arrests per Caseload | Criminal | 1.12% | 1.07% | 1.50% | 1.17% | 1.3% |
| % Intvwd of Cs Screened | Criminal | 18.8% | 17.2% | 20.0% | 22.6% | 20.0% |
| % Juveniles Adjusted Intake | Family | 51.2% | 48.6% | 40.0% | 49.8% | 45.0% |
| % Juveniles Placed | Family | 13.2% | 14.9% | 15.0% | 19.1% | 15.0% |
| % Prob Comp of Tot Dischge | Criminal | 86.0% | 85.0% | 80.0% | 86.0% | 80.0% |
| % Prob Comp of Tot Dischge | Family | 87.0% | 85.0% | 75.0% | 81.0% | 78.0% |
| % Prtrl Part-Fail Return Court | Criminal | 5.0% | 5.9% | 6.0% | 0.7% | 4.0% |
| Cases Adjourned Ratio | Criminal | 0.2% | 1.5% | 2.0% | 1.0% | 1.5% |
| DWI-#Cases per Officer | Criminal | 93 | 82 | 90 | 83 | 85 |
| Fees-Collected % Billed | Criminal | 44.8% | 48.6% | 45.0% | NA | 45.0% |
| Reg Supvs Crim-#Cs/Ofr | Criminal | 102 | 88 | 100 | 81 | 85 |
| Restitution-Collected % Billed | Criminal | 38.6% | 33.3% | 30.0% | NA | 25.0% |
| Sex/Viol Cases per Officer | Criminal | 43 | 44 | 50 | 44 | 45 |

**VISION**

The Nassau County Police Department maintains and enhances the confidence and trust of the people served; strengthens and extends partnerships with communities served; maximizes community participation in identifying and resolving problems; and establishes relevant Department priorities and policies, while protecting life and property and maintaining and enhancing the Department's tradition of excellence in police service to the community.

MISSION

The Nassau County Police Department serves and protects the people of the County and provides safety and improved quality of life in our communities through excellence in policing.



POLICE DEPARTMENT

The Nassau County Police Department provides uniformed patrol police services in six precincts, which cover approximately 85% of the geographical area of the County. Village and city police departments police the remaining areas of the County. In addition, the Department provides investigative services and certain specialized police services to all municipalities within the County in support of the local police departments. These special services include Detective Investigations, Emergency Ambulance, Highway Patrol, Special Operations, Crisis Negotiation, Police Training, Applicant Investigations, and other services.

Two separate and distinct budgets fund the Nassau County Police Department. The Police Headquarters Fund (PDH), which all County taxpayers fund, supports investigations and specialized services for all localities in Nassau County. The Police District Fund (PDD) supports the uniform patrol force for those residents residing within the six precincts.

The Commissioner of Police, who the County Executive appoints, manages and administers the Department. The Commissioner is supported by an executive staff consisting of a First Deputy Commissioner, Assistant Commissioners, a Chief of Department, and Division Chiefs. To administer the Department effectively, the Commissioner relies on administrative units such as the Legal Bureau and the Personnel and Accounting Bureau.

Operationally, the Department consists of Support Services and two Divisions, each with specific functions and responsibilities.

- **Support Services** provide a wide range of services vital to the Department's infrastructure and functionality. These include Information Technology, Fleet Service Bureau, Communications Bureau, Arrest Processing, Records Management, and Training.
- **The Detective Division** investigates reported crimes, arrests offenders, and participates in criminal prosecutions. In addition to the precinct detective squads, other squads include the Arson/Bomb, Crimes Against Property, Electronics, Homicide, Robbery, Special Services, Central Detectives, Evidence Management, Narcotics/Vice, and Special Investigations.
- **The Patrol Division** primarily provides uniformed police services through the six precincts, Highway Patrol, Marine/Aviation Bureau, Mounted Unit, Emergency Ambulance Bureau, and the Bureau of Special Operations.

Homeland Security is within the Patrol Division and is a top priority given the current state of affairs throughout the world. Since 2009, terrorists have killed 90 people in the United States. In May 2016, Federal Bureau of Investigation Director James Comey estimated that out of the more than 1,000 active homegrown terror investigations, around 80 percent are linked to Islamic State Iraq and Syria (ISIS). Since 2014, 102 individuals have been arrested by



authorities and 3 have been charged in absentia in ISIS-linked cases.¹ In response to this, the Department has built a significant intelligence function related to homeland security that includes the issuance of regular intelligence bulletins, monitoring of social media, and working with local, state, and federal partners in law enforcement to ensure that critical intelligence is shared and received in real-time.

All Department members have been trained to respond to and mitigate active shooter situations and all Police Officers receive this training annually. In addition, the Department conducts tabletop exercises, drills, and active shooter simulations on a regular basis. The Nassau County Police Department is the first major police department to equip patrol members with heavy-duty tactical vests and ballistic helmets and has begun to equip members with rifles.

The Department also recently rolled out a new Alert/Domain Awareness – the first of its kind in American law enforcement – that will be available to schools, religious institutions, and other critical infrastructure. This comprehensive program ties together camera systems, card systems, mapping, and mobile alarms.

In the event of an incident such as an active shooter, this smartphone-based application can give the user the ability to set off an alert to fire, police, or medical responders by touching an icon. The call for service is transmitted directly to the Communications Bureau, where a supervisor can automatically access any camera, card systems, mapping, and door locks to provide responding officers with real-time intelligence. The exact location of the caller, and the emergency, is determined by using the phone's GPS. This system will provide responding officers with critical information that will not only save time, but will also save lives. While the Department hopes this system will never need to be used, it is important to prepare in case a tragedy strikes in Nassau County.

In 2016, the Department acquired the ROOK, a state-of-the-art tactical vehicle utilized by officers in the Emergency Services Unit that improves the safety and security of the members of the Department and the public. The ROOK comes with multiple attachments that include an armored deployment platform, grapple claw, vehicle extraction tool, hydraulic breaching ram, and a custom-designed platform. It also comes equipped with a Level 4 armor that can withstand 30-06 caliber armor-piercing bullets, and has bulletproof glass. Police officers are now even better equipped to deal with situations like a hostage rescue, barricaded suspects, a riot scene, or a natural disaster like Hurricane Sandy with this apparatus. The ROOK was used most recently by law enforcement during the San Bernardino terrorist attacks.

The Nassau County Police Department is the first police department in New York State to own the ROOK, which was purchased with Asset Forfeiture money, and there are only 18 in the United States.

¹ Homeland Security Committee's Terror Threat Snapshot, August 2016



The Police Department takes great pride in the fact that Nassau County is among the safest communities of its size in the United States.² Taking advantage of new technologies, the Department continues to make improvements to the recently implemented radio system, which continues to increase public safety. The Department has implemented a new Smart 911 system. Smart 911 allows County residents to register and provide information about themselves, family members, homes, workplaces, medical conditions, and other critical information. This information will provide call takers, dispatchers, and first responders with additional critical caller data about subscribed callers to speed response times and improve response effectiveness. The Nassau County Police Department has supplied all of the villages with both mobile and portable radios, which will enable them to migrate onto the County's system.

Through a capital purchase and with the assistance of a \$3.0 million grant from the United States Coast Guard, the Department has received two new Bell 429 Helicopters outfitted with the latest in aviation technology. Images can now be transmitted directly to patrol cars and any Department computer, smartphone, or tablet, and the cameras can zoom in from more than 1,000 feet, giving officers a bird's eye view to things like license plates and house numbers. It is the most sophisticated aviation video system available to law enforcement in the country, making this investment a game-changer for the Department in both fighting crime and officer safety.

The Police Department will continue to reduce crime through both proven patrol and detective techniques and through STRAT-COM, short for Strategic Communication, which is a model based on predictive analysis with the goal of more efficient policing. The STRAT-COM model aims to coordinate Department resources to focus on targeted areas of concern, as well as prolific offenders that drive crime numbers.

GOALS

- Protect life and property
- Prevent crime
- Arrest offenders
- Maintain public order
- Utilize community-based Problem-Oriented Policing models to improve the quality of life for all the County's residents
- Ensure that adequate personnel and equipment are available to accomplish the Department's mission
- Strive to reduce crime in all categories

² New York State, Division of Criminal Justice Services' Uniform Crime Report



OBJECTIVES

- Ensure Nassau County residents continue to live in one of the safest counties in America of its size
- Continue to provide resources and training to not only prevent but to respond to terrorist and active shooter situations with minimal injuries and deaths
- Reduce the number of crimes that involve firearms
- Expand Intelligence-Led Policing to reduce crime in Nassau County while ensuring the safety of the County's law enforcement officers
- Reduce the use of controlled substances, specifically narcotics, through education, the apprehension of those who violate New York State criminal statutes relating to narcotics, and appropriate referrals to treatment facilities
- Increase the apprehension of suspects who have outstanding warrants
- Reduce the number of automobile accidents through targeted patrol and enforcement, based upon accident data analysis
- Monitor and reduce non-mandated overtime

2017 BUDGET HIGHLIGHTS

Police Department – Headquarters Fund and District Fund

Expenses for both Police Department funds, PDD and PDH, in the 2017 Adopted Budget are \$873.3 million, a 3.7% increase from the 2016 Projection. Salaries, Wages & Fees in the 2017 Adopted Budget are \$484.4 million. The salary increase is primarily due to the impact of current labor agreements, an increase of vacant positions for both sworn and CSEA offset by the retirement of high-ranking police officers.

The 2017 Adopted Budget increases the number of sworn officers from 2,350 to 2,500 officers which includes 360 Detective Association Inc. (DAI), 1,773 Police Benevolent Association (PBA), and 367 Superior Officers Association (SOA) members. Due to recent retirements, the Police Department added 151 new police officers in early June 2016 and anticipates an additional 78 police officers in December 2016. The 2017 Adopted Budget assumes funding of an additional 150 police officers in 2017. The classes for the new officers are intended to be delayed as a savings initiative to attain NIFA Plan approval to compensate for \$36 million of NIFA sited risk.



| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 743 | 763 | 823 |
| | DAI | 360 | 333 | 360 |
| | ORDINANCE | 11 | 11 | 12 |
| | PBA | 1,648 | 1,751 | 1,773 |
| | SOA | 342 | 367 | 367 |
| Full-Time Total | | 3,104 | 3,225 | 3,335 |
| Part Time | | 502 | 433 | 485 |
| Part Time Total | | 502 | 433 | 485 |

Salaries, Wages & Fees and Fringe Benefits represent 87.7% of total operating expenses of the Police Department's 2017 Adopted Budget. The County mid-year projection for the Departments overtime is \$65.9 million. The Department utilizes Asset Forfeiture funds and aggressively pursues grants to offset the cost of targeted policing initiatives. The County realizes these funding sources as either additional revenue to the Department or an offset against the overtime incurred. The 2017 Adopted Budget funds overtime of \$55.8 million, which represents 11.5% of the Salaries, Wages & Fees, and is \$10.1 million or 15.3% less than the 2016 Projection. The Police Department is expected to have lower overtime expenses in 2017 because of the increase in sworn officers that will impact the minimum staffing chart and mitigate the need for overtime hours. The reduction in overtime is also being facilitated by redeployments of thirty officers. This overtime savings was required to attain NIFA Plan approval to compensate for \$36 million of NIFA sited risks. The Police Department accounts for \$34.2 million of the Terminal Leave expense due to anticipated police officer separations from service. The County anticipates that 135 officers will separate from service in 2017. These contractual salary and Terminal Leave increases are partially offset by decreases in overtime and attrition savings.

The 2017 Adopted Budget funds \$14.5 million in Workers' Compensation and \$66.5 million in Inter-Departmental Charges and Debt Service Chargebacks. This includes a \$26.8 million across the board cut in OTPS in order to ensure NIFA Plan approval.

Aggregated revenue from both Police Funds in the 2017 Adopted Budget is \$873.3 million, \$38.9 million increase from the 2016 Projection and includes \$13.8 million in Inter-Departmental Revenues. The major revenue source for the Police Department is property tax levy that equates to 85.1% of the total revenue for the Department and is 91.0% of the total tax levy collected for the five Major Funds.



| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|--------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 447,562,282 | 472,782,834 | 481,704,342 | 484,413,266 |
| | AB - FRINGE BENEFITS | 242,841,577 | 259,444,255 | 259,362,556 | 281,125,501 |
| | AC - WORKERS COMPENSATION | 11,282,583 | 12,556,098 | 12,556,098 | 14,516,972 |
| | BB - EQUIPMENT | 503,684 | 749,997 | 749,997 | 856,920 |
| | DD - GENERAL EXPENSES | 7,711,336 | 8,600,000 | 8,600,000 | 8,843,367 |
| | DE - CONTRACTUAL SERVICES | 11,879,607 | 12,000,000 | 12,000,000 | 12,345,810 |
| | DF - UTILITY COSTS | 4,360,049 | 4,654,564 | 4,654,564 | 4,706,564 |
| | HD - DEBT SERVICE CHARGEBACKS | 17,711,436 | 19,817,181 | 19,817,181 | 22,690,273 |
| | HF - INTER-DEPARTMENTAL CHARGES | 42,955,549 | 42,619,174 | 42,619,174 | 43,815,328 |
| | HH - INTERFUND CHARGES | 635 | 16,985 | 16,985 | 0 |
| | LB - TRANS TO GEN FUND | 929,968 | 0 | 0 | 0 |
| | OO - OTHER EXPENSES | 891,829 | 0 | 0 | 0 |
| EXP Total | | 788,630,536 | 833,241,088 | 842,080,897 | 873,314,001 |
| REV | AA - FUND BALANCE | 22,523,472 | 0 | 0 | 0 |
| | BC - PERMITS & LICENSES | 5,497,716 | 4,628,500 | 5,328,500 | 5,700,000 |
| | BD - FINES & FORFEITS | 1,301,125 | 1,000,000 | 1,300,000 | 29,691,721 |
| | BE - INVEST INCOME | 32,121 | 32,300 | 32,300 | 32,000 |
| | BF - RENTS & RECOVERIES | 213,936 | 66,140 | 147,964 | 66,140 |
| | BH - DEPT REVENUES | 27,483,501 | 27,502,500 | 27,502,500 | 28,632,500 |
| | BJ - INTERDEPT REVENUES | 13,124,160 | 12,107,839 | 12,107,839 | 13,786,233 |
| | BO - PAYMENT IN LIEU OF TAXES | 0 | 0 | 25,695,946 | 25,695,945 |
| | BW - INTERFUND CHARGES REVENUE | 2,386,713 | 7,300 | 106,357 | 350,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 2,708,448 | 1,064,600 | 1,064,600 | 1,064,600 |
| | IF - INTERFUND TRANSFERS | 0 | 4,499,997 | 4,499,997 | 0 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 749,787 | 589,000 | 589,000 | 589,000 |
| | TL - PROPERTY TAX | 710,054,829 | 757,589,412 | 731,891,023 | 743,249,862 |
| | TX - SPECIAL TAXES | 24,182,585 | 24,153,500 | 24,153,500 | 24,456,000 |
| REV Total | | 810,258,393 | 833,241,088 | 834,419,526 | 873,314,001 |

*The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

Police Department Headquarters (PDH)

Expenses for the Police Department Headquarters Fund in the 2017 Adopted Budget are \$461.0 million, a 5.1% increase from the 2016 Projection. Salaries, Wages & Fees and Fringe Benefits are \$392.0 million, which represents 85.0% of expenses in the 2017 Adopted Budget. The overtime in the 2017 Adopted Budget is \$28.5 million, which represents 11.7% of the Salary, Wages & Fees. The 2017 Adopted Budget funds \$5.9 million in Workers' Compensation.

Police Headquarters OTPS in the 2017 Adopted Budget is \$19.2 million excluding \$44.0 million in Inter-Departmental Charges and Debt Service Chargebacks. The Department continues to work to reduce costs by leveraging external funding sources to augment its operating expenses.

PDH revenues in the 2017 Adopted Budget are \$461.0 million, which includes \$12.1 million from Inter-Departmental Revenues. The largest revenue source in the PDH Fund in the 2017 Adopted Budget is the property tax levy, which is \$359.1 million or 77.9% of the total PDH revenue. Other major revenue sources in the 2017 Adopted Budget include a new Public Safety Fee in the amount of \$55 upon each parking and traffic Notice of Liability (NOL) violations to safeguard, facilitate

POLICE



and encourage the health, safety and welfare of the residents and businesses of the County for a total of \$28.4 million in revenue. Also, included are revenues from emergency ambulance fees of \$24.7 million and Special Taxes of \$24.5 million (motor vehicle registration and emergency E911 taxes levied on landline and cellular telephone users).

| POLICE HEADQUARTERS FUND | | | | | |
|---|--|--------------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | AA - SALARIES, WAGES & FEES | 223,949,820 | 233,587,041 | 238,311,030 | 243,074,073 |
| | AB - FRINGE BENEFITS | 125,910,147 | 136,103,077 | 136,119,373 | 148,871,528 |
| | AC - WORKERS COMPENSATION | 4,083,519 | 4,840,350 | 4,840,350 | 5,884,151 |
| | BB - EQUIPMENT | 301,056 | 450,000 | 450,000 | 562,562 |
| | DD - GENERAL EXPENSES | 3,325,208 | 3,600,000 | 3,600,000 | 3,894,054 |
| | DE - CONTRACTUAL SERVICES | 11,342,479 | 11,500,000 | 11,500,000 | 11,346,082 |
| | DF - UTILITY COSTS | 3,228,048 | 3,300,000 | 3,300,000 | 3,352,000 |
| | HH - INTERFUND CHARGES | 0 | 16,985 | 16,985 | 0 |
| | LB - TRANS TO GEN FUND | 929,968 | 0 | 0 | 0 |
| | OO - OTHER EXPENSES | 96,113 | 0 | 0 | 0 |
| Expenses Excluding Interdepartmental Transfers | | 373,166,356 | 393,397,453 | 398,137,738 | 416,984,450 |
| Interdepartmental Transfers | | 37,912,500 | 40,479,109 | 40,479,109 | 44,018,312 |
| Expenses Including Interdepartmental Transfers | | 411,078,856 | 433,876,562 | 438,616,847 | 461,002,762 |
| REV | AA - FUND BALANCE | 1,737,863 | 0 | 0 | 0 |
| | BC - PERMITS & LICENSES | 634,001 | 500,000 | 500,000 | 880,000 |
| | BD - FINES & FORFEITS | 0 | 0 | 0 | 28,391,721 |
| | BE - INVEST INCOME | 11,855 | 17,300 | 17,300 | 12,000 |
| | BF - RENTS & RECOVERIES | 118,908 | 66,140 | 121,038 | 66,140 |
| | BH - DEPT REVENUES | 25,008,166 | 25,102,500 | 25,102,500 | 25,182,500 |
| | BO - PAYMENT IN LIEU OF TAXES | 0 | 0 | 8,937,884 | 8,937,883 |
| | BW - INTERFUND CHARGES REVENUE | 1,254,478 | 7,300 | 106,357 | 200,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 2,468,683 | 1,064,600 | 1,064,600 | 1,064,600 |
| | IF - INTERFUND TRANSFERS | 0 | 4,499,997 | 4,499,997 | 0 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 749,787 | 589,000 | 589,000 | 589,000 |
| | TL - PROPERTY TAX | 342,078,234 | 366,170,221 | 357,227,805 | 359,106,917 |
| | TX - SPECIAL TAXES | 24,182,585 | 24,153,500 | 24,153,500 | 24,456,000 |
| Revenues Excluding Interdepartmental Transfers | | 398,244,560 | 422,170,558 | 422,319,981 | 448,886,761 |
| Interdepartmental Transfers | | 12,834,296 | 11,706,004 | 11,706,004 | 12,116,001 |
| Revenues Including Interdepartmental Transfers | | 411,078,856 | 433,876,562 | 434,025,985 | 461,002,762 |

*The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.



| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 697 | 701 | 750 |
| | DAI | 360 | 333 | 360 |
| | ORDINANCE | 10 | 10 | 11 |
| | PBA | 257 | 352 | 332 |
| | SOA | 179 | 185 | 182 |
| Full-Time Total | | 1,503 | 1,581 | 1,635 |
| Part Time | | 52 | 49 | 51 |
| Part Time Total | | 52 | 49 | 51 |

POLICE DEPARTMENT DISTRICT (PDD)

Expenses for the Police Department District Fund in the 2017 Adopted Budget are \$412.3 million, a 2.2% increase from the 2016 Projection. Salaries, Wages & Fees and Fringe Benefits are \$373.6 million in the 2017 Adopted Budget, which represents 90.6% of operating expenses. The Overtime in the 2017 Adopted Budget is \$27.4 million, which represents 11.3% of Salaries, Wages & Fees. The 2017 Adopted Budget funds \$8.6 million in Workers' Compensation. OTPS in the 2017 Adopted Budget is \$7.6 million excluding \$22.5 million in Inter-Departmental Charges and Debt Service Chargebacks.

Revenues in the PDD Fund in the 2017 Adopted Budget are \$412.3 million, including \$1.7 from Inter-Departmental Revenues. The property tax levy in the 2017 Adopted Budget is \$384.1 million, or 93.2% of the District's revenue. The other major revenue sources include \$6.1 million in alarm permits and fines and \$3.5 million in Departmental Revenues, which includes fees associated with tow truck franchises and village policing contracts.



| POLICE DISTRICT FUND | | | | | |
|--|--|-------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | AA - SALARIES, WAGES & FEES | 223,612,462 | 239,195,793 | 243,393,312 | 241,339,193 |
| | AB - FRINGE BENEFITS | 116,931,431 | 123,341,178 | 123,243,183 | 132,253,973 |
| | AC - WORKERS COMPENSATION | 7,199,064 | 7,715,748 | 7,715,748 | 8,632,821 |
| | BB - EQUIPMENT | 202,628 | 299,997 | 299,997 | 294,358 |
| | DD - GENERAL EXPENSES | 4,386,129 | 5,000,000 | 5,000,000 | 4,949,313 |
| | DE - CONTRACTUAL SERVICES | 537,128 | 500,000 | 500,000 | 999,728 |
| | DF - UTILITY COSTS | 1,132,002 | 1,354,564 | 1,354,564 | 1,354,564 |
| | HH - INTERFUND CHARGES | 635 | 0 | 0 | 0 |
| | OO - OTHER EXPENSES | 795,716 | 0 | 0 | 0 |
| Expenses Excluding Interdepartmental Transfers | | 354,797,195 | 377,407,280 | 381,506,804 | 389,823,950 |
| | Interdepartmental Transfers | 22,754,485 | 21,957,246 | 21,957,246 | 22,487,289 |
| Expenses Including Interdepartmental Transfers | | 377,551,680 | 399,364,526 | 403,464,050 | 412,311,239 |
| REV | AA - FUND BALANCE | 20,785,609 | 0 | 0 | 0 |
| | BC - PERMITS & LICENSES | 4,863,715 | 4,128,500 | 4,828,500 | 4,820,000 |
| | BD - FINES & FORFEITS | 1,301,125 | 1,000,000 | 1,300,000 | 1,300,000 |
| | BE - INVEST INCOME | 20,266 | 15,000 | 15,000 | 20,000 |
| | BF - RENTS & RECOVERIES | 95,028 | 0 | 26,926 | 0 |
| | BH - DEPT REVENUES | 2,475,335 | 2,400,000 | 2,400,000 | 3,450,000 |
| | BO - PAYMENT IN LIEU OF TAXES | 0 | 0 | 16,758,062 | 16,758,062 |
| | BW - INTERFUND CHARGES REVENUE | 1,132,235 | 0 | 0 | 150,000 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 239,766 | 0 | 0 | 0 |
| | TL - PROPERTY TAX | 367,976,595 | 391,419,191 | 374,663,217 | 384,142,945 |
| Revenues Excluding Interdepartmental Transfers | | 398,889,673 | 398,962,691 | 399,991,705 | 410,641,007 |
| | Interdepartmental Transfers | 289,864 | 401,835 | 401,835 | 1,670,232 |
| Revenues Including Interdepartmental Transfers | | 399,179,537 | 399,364,526 | 400,393,540 | 412,311,239 |

*The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 46 | 62 | 73 |
| | ORDINANCE | 1 | 1 | 1 |
| | PBA | 1,391 | 1,399 | 1,441 |
| | SOA | 163 | 182 | 185 |
| Full-Time Total | | 1,601 | 1,644 | 1,700 |
| Part Time | | 450 | 384 | 434 |
| Part Time Total | | 450 | 384 | 434 |



PERFORMANCE MANAGEMENT

| Police Department | | | |
|--------------------------|-----------------------------|--|----------------------------|
| Category | Performance Measures | Description | Goal Statement |
| Public Safety | % 911 Calls Answ 0-10 Sec | Represents the percentage of 911 calls answered within 10 seconds by the Communications Bureau. | Protect life and property. |
| Public Safety | % Alarm Calls Answ 0-10 Sec | Represents the percentage of Alarm calls answered within 10 seconds by the Communications Bureau. | Protect life and property. |
| Public Safety | DWI Arrests | Includes the number of arrests due to the crime of operating a motor vehicle while under the influence of alcohol or drugs, including prescription drugs. Complete intoxication is not required; the level of alcohol or drugs in the driver's body must simply be enough to prevent him or her from thinking clearly or driving safely. State laws specify the levels of blood alcohol content at which a person is presumed to be under the influence. | Protect life and property. |
| Public Safety | Moving Violation Citations | Includes summons issuance activity for movers. Examples of moving violations include, but are not limited to, speeding, failures to yield right-of-way, failure to signal when turning, failure to use lights at night, passing in a no passing zone. This measure excludes DUI (Driving Under the Influence) citations. | Protect life and property. |

| Police Department | | | | | |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------------|--------------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % 911 Calls Answ 0-10 Sec | 95.4% | 94.0% | 92.0% | 96.2% | 92.0% |
| % Alarm Calls Answ 0-10 Sec | 87.2% | 87.5% | 82.0% | 90.4% | 82.0% |
| DWI Arrests | 1,630 | 1,699 | 1,675 | 810 | 1,700 |
| Moving Violation Citations | 150,771 | 175,693 | 155,000 | 91,771 | 160,000 |



VISION

The Office of Human Resources builds and maintains a healthy, proactive, and highly skilled workforce committed to excellence that reflects the diversity and talent of our community.

MISSION

The Office of Human Resources recognizes that Nassau County's greatest asset is its employees. Human Resources is dedicated to the recruitment, retention, and development of a professional workforce. The Office is committed to developing an infrastructure that recognizes individual efforts of excellence while enhancing collaborative working relationships throughout Nassau County. The Office also strives to create an environment that emphasizes respect for all employees through the application of progressive employment practices.



HUMAN RESOURCES

The Office of Human Resources is responsible for the development and administration of programs that directly affect all employees such as organizational development, compensation analysis, professional training, recruitment, benefit review and enhancement, performance analysis and management, wellness and value programs, and Human Resource Information Systems.

The Office provides strategic planning and a broad range of operational services to departments to assist in the management of employment practices. Some of these services include consultation on individual performance reviews, promotional paths, workforce planning, and organizational effectiveness and efficiency. The Office also engages in the implementation of best practices and training, development, and coordination of professional deployment both within departments and throughout the County. These services allow departments to foster a workforce that will become a model of efficient and effective government.

GOALS

- Improve staff productivity and performance and reduce instances of employment litigations
- Continue to centralize the County's Human Resources activities
- Continue to inform and educate employees about the extent and value of their fringe benefits, which are a significant part of their overall compensation
- Ensure that all staff receives appropriate training that includes wellness and professional development
- Examine flexible work shifts/hours for select employees/departments that support constituents, employees, and the environment

OBJECTIVES

- Work with departments to streamline and consolidate same or similar functions
- Provide training to develop core skills for employees throughout the County by focusing on professional development, management training, cultural sensitivity, Equal Employment Opportunity, and organizational effectiveness
- Expand supervisory skills training to all Civil Service Employees Association and Ordinance employees

HUMAN RESOURCES



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for the Department of Human Resources includes \$895,276 in expenses, a 9.9% increase from the 2016 Projection, primarily due to salary adjustments that align with the increases of the labor agreements, an increase in Terminal Leave and the addition of a Seasonal employee. Salaries, Wages & Fees includes nine Full-time, two Part-Time and two Seasonal employees. The 2017 Adopted Budget funds \$22,235 in Other Than Personal Services (OTPS), an 11.1% decrease from the 2016 Projection. This is primarily due to an across board OTPS cut in order to attain NIFA Plan approval to compensate for \$36 million of NIFA risk.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|----------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 819,493 | 822,638 | 789,419 | 873,041 |
| | DD - GENERAL EXPENSES | 6,291 | 13,000 | 13,000 | 10,636 |
| | DE - CONTRACTUAL SERVICES | 0 | 12,000 | 12,000 | 11,599 |
| EXP Total | | 825,784 | 847,638 | 814,419 | 895,276 |
| REV | BF - RENTS & RECOVERIES | 89,848 | 0 | 0 | 0 |
| REV Total | | 89,848 | 0 | 0 | 0 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | ORDINANCE | 9 | 8 | 9 |
| Full-Time Total | | 9 | 8 | 9 |
| Part Time | | 2 | 2 | 2 |
| Part Time Total | | 2 | 2 | 2 |
| Seasonal | | 1 | 1 | 2 |
| Seasonal Total | | 1 | 1 | 2 |



VISION

The Department of Parks, Recreation and Museums provides stewardship of parks and natural areas, promotes health, fitness, and well-being through superior recreational facilities and cultural programs, and provides fulfilling and memorable leisure experiences.

MISSION

The Department of Parks, Recreation and Museums works with citizens, non-profit partners, and other government agencies to provide and maintain the highest-quality parks, programs, and recreational facilities. The Department seeks to enhance the physical state of the parks through prudent and targeted capital improvements.



DEPARTMENT OF PARKS, RECREATION AND MUSEUMS

The Nassau County Department of Parks, Recreation and Museums manages more than 70 parks, preserves, museums, historic properties, and athletic facilities comprising nearly 6,000 acres. Patrons can enjoy a variety of recreational activities from traditional individual and team sports to archery and volleyball at the County's 13 "active" parks, eight golf courses, two marinas, the Mitchel Athletic Complex, and the world-class Nassau County Aquatic Center. The public can enjoy quiet walks in more than a dozen community-based smaller "passive" parks.

The Department also offers cultural, historical, and environmental conservation programs through its museums and preserves. The County operates four museums directly. Old Bethpage Village Restoration provides visitors with a unique and wonderful opportunity to step back in time and experience life in a recreated mid-19th century American village. Garvies Point Museum, located on a 62-acre preserve, includes permanent exhibits and educational programs devoted to regional geology and Native-American archaeology. The African American Museum and Center for Applied Arts offers a rotating series of exhibits displaying local and national African-American artists, as well as regular cultural programming. The Tackapausha Museum, located on the 84-acre Tackapausha Preserve, offers a window into the varied natural habitats of Long Island.

In 2010, County Executive Mangano instituted his "Take Back Our Parks" initiative, highlighted by a new Summer Recreation Program at four County parks. In 2012, the program attracted twice as many children as it did during the same period in 2010. It maintained that enrollment in 2013, 2014 and 2015, underlining the demand for affordable summer recreational programs and the wisdom of the Administration's decision to create such a program.

ADMINISTRATION

Administration provides planning, policy-making, and administrative support. In addition to the Commissioner's Office, other functional units include Personnel, Payroll, Budget and Planning, Public Information, and Special Events. These units help procure goods and services, coordinate and promote department-sponsored events, handle constituent complaints and issues, develop partnerships with community-based non-profit organizations and private businesses, and sanction group-use of parks through the issuance of permits.

RECREATION SERVICES DIVISION

Recreation Services is responsible for all park recreational programming. Staff open and operate parks, ice rinks, athletic facilities, beaches and pools, and other park facilities; offer swimming, skating, hockey and tennis lessons; and help staff special events such as the Long Island Marathon and the Long Island Fair. The Division is also responsible for the Nassau County Rifle and Pistol Range, which is the only such facility open to the public in the County.



MUSEUMS DIVISION

Museums provides cultural and educational programming at the County's museums and historic properties with a diverse range of programming with concentrations on geology, the environment and wildlife, African-American and Native-American history, and 19th century Long Island history. The County has five affiliated museums: Nassau County Museum of Fine Arts, Children's Museum, Cradle of Aviation, Holocaust Museum, and Hewlett House.

GOLF OPERATIONS DIVISION

Golf Operations is responsible for golf course maintenance, operations, and related programming. Staff manages and maintains seven golf courses (three 18-hole courses at Eisenhower Park and five nine-hole courses in four different parks), three driving ranges, and two mini-golf courses. The "Crown Jewel" of the County's golf infrastructure is the Red Course at Eisenhower Park, which has been the venue for various pro events on the PGA Champions Tour. The PGA has also utilized the White Course as a qualifier course for tournament play.

GROUNDS AND MAINTENANCE DIVISION

Grounds and Maintenance is responsible for maintaining all County parks, museums, and preserves. The Division provides basic technical support and repair services and works with Public Works staff on intensive technical support needs. Direct responsibilities include maintaining athletic fields, mowing, garbage removal, tree planting and pruning, and general outdoor maintenance of benches, marinas, mini-golf, sidewalks, bathrooms, etc.

GOALS

- Continue to develop new advertising and sponsorship agreements that will generate revenue through marketing and promotional initiatives
- Pursue partnerships to provide needed services with minimal effect on the budget
- Seek new sources of non-tax funding to expand and improve programming
- Provide clean, beautiful, and desirable parks and demonstrate exemplary stewardship
- Continue to protect our heritage by being stewards for our museum collections and enhancing museum and cultural programs
- Continue to develop public-private partnerships

OBJECTIVES

- Increase attendance at County parks, recreational facilities, museums, and historic homes by continuing to improve services, programs, activities, and facilities in collaboration with the Department of Public Works
- Research and continue implementing best practices for the administration and operation of parks and public programs
- Improve programs that lead to increased utilization of parks and park facilities

**2017 BUDGET HIGHLIGHTS**

The expenses in the 2017 Adopted Budget for the Department of Parks, Recreation & Museums are \$30.0 million, a decrease of \$724,925 or 2.4% from the 2016 Projection.

Salaries, Wages & Fees are \$21.0 million, a decrease of 3.0% compared to the 2016 Projection. The primary reasons for this decrease are less allocations for Seasonal employees and less anticipated Overtime and Terminal Leave expenses. This decrease is partially offset by the impacts of the Civil Service Employees Association (CSEA) labor agreements and salary adjustments for non-union employees that align with those agreements.

Other Than Personal Services (OTPS) are \$9.1 million, which is relatively flat compared to the 2016 Projection. Equipment expenses accounts for \$426,301, an increase of \$126,301 or 42.1% from the 2016 Projection primarily due to grounds maintenance equipment for the Golf Division. General Expenses are \$2.0 million, an increase of \$457,231 or 29.1% from the 2016 Projection primarily due to the need to purchase industrial tools, supplies and materials for the Maintenance and Golf Divisions. These increases are offset by a decrease in Contractual Services. Contractual Services accounts for \$6.6 million, a decrease of \$665,465 or 9.2% from the 2016 Projection. The OTPS increases were offset by an across the board suspension of certain expenditures in order to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk.

Revenues in the 2017 Adopted Budget for the Department of Parks, Recreation & Museums are \$27.8 million, an increase of \$1.6 million or 6.0 % from the 2016 Projection. The increase is primarily due to amendments to the fee schedules in the Recreation, Museums and Golf Divisions.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 20,652,107 | 21,297,391 | 21,589,819 | 20,946,827 |
| | BB - EQUIPMENT | 428,778 | 400,000 | 300,000 | 426,301 |
| | DD - GENERAL EXPENSES | 1,494,986 | 1,847,975 | 1,572,975 | 2,030,206 |
| | DE - CONTRACTUAL SERVICES | 6,849,670 | 7,261,600 | 7,261,600 | 6,596,135 |
| EXP Total | | 29,425,542 | 30,806,966 | 30,724,394 | 29,999,469 |
| REV | BF - RENTS & RECOVERIES | 1,574,227 | 2,164,136 | 2,191,629 | 2,207,262 |
| | BH - DEPT REVENUES | 19,438,572 | 20,815,395 | 20,815,395 | 22,929,221 |
| | BJ - INTERDEPT REVENUES | 72,940 | 0 | 0 | 0 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 1,667,707 | 0 | 23,818 | 0 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 130,322 | 42,302 | 42,302 | 100,000 |
| | TX - SPECIAL TAXES | 3,325,000 | 3,125,000 | 3,125,000 | 2,525,000 |
| REV Total | | 26,208,768 | 26,146,833 | 26,198,144 | 27,761,483 |

PARKS, RECREATION AND MUSEUMS



| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 149 | 147 | 149 |
| | ORDINANCE | 6 | 5 | 5 |
| Full-Time Total | | 155 | 152 | 154 |
| Part Time | | 204 | 128 | 203 |
| Part Time Total | | 204 | 128 | 203 |
| Seasonal | | 892 | 893 | 892 |
| Seasonal Total | | 892 | 893 | 892 |

PARKS, RECREATION AND MUSEUMS



PERFORMANCE MANAGEMENT

| Department of Parks, Recreation & Museums | | | |
|---|------------------------------|--|--|
| Category | Performance Measures | Description | Goal Statement |
| Fit Nassau | % Campsites Rented-Total | Includes the number of days all County owned campsites were reserved as a percent of days available. | Reach higher levels of usage through new programs at County campsite facilities. |
| Fit Nassau | Field Court Reservations | Includes the number of field/court (ball-field, tennis court etc.) reservations recorded at select Nassau County facilities. A fee and leisure pass is required. | Offer Parks facilities for various functions and activities increasing the public's awareness of all that is available. |
| Fit Nassau | Golf-Rounds Played | Includes the number of rounds of golf played. The Nassau County Department of Parks, Recreation and Museums provides a total of seven golf courses to accommodate players with a range of skill levels, as well as three driving ranges. In addition, there are four executive-level 9-hole golf courses. | Offer quality well maintained public golf courses at affordable prices to encourage residents to play during peak and off peak hours. |
| Fit Nassau | Leisure Passes Sold | Includes the number of Leisure Passes sold. The Nassau County Leisure Passport identifies its holder as a Nassau County resident and is required for entry into many recreational facilities such as pools, rinks, golf courses, tennis courts, beaches, marinas, cabanas, as well as most parks operated by the Nassau County Department of Parks, Recreation and Museums. In general, a Leisure Passport is required of residents 13 years of age and older. Youngsters who utilize county-operated golf courses, regardless of age, must have a Leisure Passport. | Increase the number of leisure passes sold to properly reflect the usage of County facilities, and create a comprehensive data base and mailing list to keep users informed regarding new programs and events at County parks. |
| Fit Nassau | Parks Attendance | Includes tracked attendance at Nassau County Parks including Swimming facilities, Lakeside Events, Batting Cages, Skating Rinks and Mini-Golf Courses. | Increase the attendance at the Parks, Recreation and Museums by giving the residents of Nassau County new and improved experiences. |
| Government Efficiency | Parks Revenue-Exc Rent | Includes the dollar amount resulting from all parks revenue sources including golf, museum, recreation, rentals and advertising but excluding rent collected. | Seek new and continuous sources of non-levy funding to expand and improve Park programming. |
| Fit Nassau | Rec Prog-Children Registered | Includes the number of children ages 5 to 12 who have registered to attend Nassau County's Summer Recreation program, which runs from July to August. | Bring an affordable and enjoyable camp experience to the residents of Nassau County. |

| Department of Parks, Recreation & Museums | | | | | |
|---|---------------|---------------|---------------|----------------------|---------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % Campsites Rented-Total | 34.4% | 34.2% | 37.0% | 25.2% | 35.0% |
| Field Court Reservations | 10,816 | 10,186 | 10,000 | 5,493 | 10,000 |
| Golf-Rounds Played | 237,902 | 231,230 | 240,000 | 105,941 | 240,000 |
| Leisure Passes Sold | 26,572 | 26,263 | 26,000 | 12,394 | 26,000 |
| Parks Attendance | 698,025 | 742,006 | 650,000 | 330,650 | 650,000 |
| Parks Revenue-Exc Rent | \$ 19,664,077 | \$ 20,410,713 | \$ 20,815,395 | \$ 11,043,190 | \$ 22,295,163 |
| Rec Prog-Children Registered | 888 | 999 | 1,000 | 1,130 | 1,000 |



VISION

The Department of Shared Services serves all County agencies in a team environment by delivering timely, efficient, cost-effective procurement services and achieving further improvements and savings through technological and professional sourcing and procurement techniques.

MISSION

The Department of Shared Services provides quality services to both internal and external customers through responsive action, dedicated effort, and a commitment to innovation, excellence, and equal opportunity.



DEPARTMENT OF SHARED SERVICES

The Department of Shared Services is responsible, under New York State Municipal Purchasing law, for the purchase of all materials, supplies, equipment, and services as covered by the County Charter for all County departments with the exception of the Board of Elections. The Department meets its responsibilities through applicable procurement procedures, price and vendor selections, placement of purchase orders, and procurement contract administration.

GOALS

- Meet the service level expectations of County agencies while ensuring full compliance with State and County law
- Assist in reducing inventory carrying costs by selling/auctioning County surplus equipment
- Continue to work with Information Technology in testing and implementing all new phases and functionalities of E-Procurement
- Work with Minority Affairs and Veterans Services to expand outreach efforts to Minority, Service Disabled Veterans and Women Owned Business Enterprise vendors.

OBJECTIVES

- Employ standardization in the procurement of office supplies, office equipment and related maintenance, and vehicles to produce economies of scale savings where practicable
- Work with banks, Comptroller's Office, County Attorney's Office, Compliance Office, Fleet, and the Office of Management and Budget (OMB) to expand the Just-In-Time (JIT) Procurement Account for industrial supplies
- Promote the on-line vendor database to increase vendor competition
- Continue to update the Purchasing Handbook and work with the Office of Emergency Management in maintaining emergency preparedness and procedures for the Shared Services Department
- Initiate and finalize inventory management with the assistance of OMB, Information Technology, and other agencies
- Establish a centralized, shared service purchasing model to meet the needs of the County
- Identify opportunities to create synergies and strategic sourcing approaches to procurement



- Streamline and reorganize departmental purchasing functions where appropriate to yield operating efficiencies
- Offer pre-procurement planning and workshops to maximize bidding opportunities and minimize emergency purchases
- Investigate opportunities for increased revenues via on-line and other methods of auctioning surplus equipment and vehicles
- Encourage economies of scale by cooperative purchasing with both the Long Island Purchasing Council and Nassau County BOCES/NSSBA 21st Century Demonstration Grant joint purchasing cooperatives

SHARED SERVICES



2017 BUDGET HIGHLIGHTS

The expenses in the 2017 Adopted Budget for the Office of Shared Services are \$1.2 million, an increase of \$127,930 or 12.2% from the 2016 Projection. Salaries, Wages & Fees are \$1.1 million, an increase of \$305,748 from the 2016 Projection, primarily due to the hiring of the Director of Procurement Compliance, a funded vacancy for a Deputy Director and the impact from the Civil Service Employees Association (CSEA) labor agreements. These increases are partially offset by lower Terminal Leave expenses.

Other Than Personal Services (OTPS) expenses are \$29,732, a decrease of \$177,818 or 85.7% from the 2016 Projection. The primary reason for this decrease is in Contractual Services due to the transfer of two software and systems maintenance related contracts to the Department of Information Technology in 2017 as part of the County's software and systems maintenance contract consolidation initiative. This appropriation includes an across the board OTPS reduction necessary in order to attain NIFA plan approval.

The revenues in the 2017 Adopted Budget for the Office of Shared Services are \$601,800, a decrease of \$48,700 or 7.5% from the 2016 Projection. The primary reason for this decrease is due to lower Online Vendor Registration/Subscription Fees in 2017.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|----------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 818,977 | 881,815 | 836,945 | 1,142,693 |
| | DD - GENERAL EXPENSES | 20,235 | 19,750 | 19,750 | 20,066 |
| | DE - CONTRACTUAL SERVICES | 10,795 | 187,800 | 187,800 | 9,666 |
| EXP Total | | 850,007 | 1,089,365 | 1,044,495 | 1,172,425 |
| REV | BF - RENTS & RECOVERIES | 317,380 | 350,000 | 350,000 | 350,000 |
| | BH - DEPT REVENUES | 206,784 | 300,500 | 300,500 | 251,800 |
| REV Total | | 524,164 | 650,500 | 650,500 | 601,800 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 9 | 9 | 10 |
| | ORDINANCE | 1 | 0 | 2 |
| Full-Time Total | | 10 | 9 | 12 |
| Part Time | | 1 | 1 | 1 |
| Part Time Total | | 1 | 1 | 1 |

SHARED SERVICES



PERFORMANCE MANAGEMENT

| Department of Shared Services | | | |
|-------------------------------|-------------------------------|--|---|
| Category | Performance Measures | Description | Goal Statement |
| Government Efficiency | \$ Savings-Paid/Encmbrd Price | This measure captures savings and cost avoidance by comparing actual price paid vs. the encumbered amount on the requisition or the price paid on the previous order. This measure is based on data collected on or about the 19th of every month. | Engage in an aggressive sourcing of competitive vendors to maximize savings potential. Document all savings resulting from bidding items that do not normally require bidding such as items under a certain dollar amount or items covered by NYS contract. Also, by documenting savings yielding from comparing current prices paid vs. past prices for the same items and comparing purchase order final pricing to encumbered amounts. |

| Department of Shared Services | | | | | |
|-------------------------------|--------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| \$ Savings-Paid/Encmbrd Price | \$ 1,087,521 | \$ 507,562 | \$ 500,000 | \$ 288,325 | \$ 500,000 |



VISION

The Department of Public Works serves Nassau County residents and the business community by effectively and efficiently providing improvements to the County infrastructure, protecting the environment, and ensuring a community that is a safe and enjoyable place to live and work.

MISSION

The Department of Public Works strives to achieve excellence in the delivery of essential services such as planning, designing, constructing, managing, operating, and preserving Nassau County's network of infrastructure, transportation, real estate, and environmental and natural resources.



DEPARTMENT OF PUBLIC WORKS

The Department of Public Works (DPW) has five functional areas: Administration, Engineering, Operations, Fleet, and Real Estate.

ADMINISTRATION

The Administration Division provides overall leadership and direction of the Department. It also provides administrative support, fiscal management, staff development and management of human resources, information technology, and public information. Included in the Administration Division is the Capital Program Office, which develops and manages all County capital projects within the scope of the Multi-Year Capital Plan. The General and Capital Funds support Departmental operations.

ENGINEERING

The Engineering Division administers and coordinates engineering activities related to the public infrastructure of Nassau County. Subdivisions within Engineering include the following:

- **Water/Wastewater Engineering** handles all ground and surface water interactions and investigations. This includes well sampling, salt-water intrusion investigations, and ground water contamination issues, as well as all storm water management program components including drainage, design, and construction. The wastewater group handles all design and construction related to the wastewater treatment plants and the sewer system, including all pump stations and sanitary sewer infrastructure.
- **Civil and Site Engineering** designs and constructs all buildings and structures under the control of the County.
- **Traffic Engineering** performs traffic surveys on all County roadways. They guide decision-making for signs, signals, and other devices for direction and control of traffic and improvements in street and highway safety design for all users of Nassau County's roadways including motorists, motorcyclists, bicyclists, and pedestrians.
- **Traffic Safety Division** manages the Nassau County Child Passenger Safety Program that trains parents how to restrain their children in an appropriate child safety seat. It also manages the County's STOP DWI Program that works to reduce the number of deaths or injuries in alcohol and drug-related crashes. The STOP DWI Coordinator administers the program and coordinates the efforts of law enforcement, prosecution of offenders, probation, and public information and education. Traffic Safety, working with Traffic Engineering, assists in the site selection for the Red Light Camera Program using engineering data along with safety statistics.
- **Transit Division** oversees and manages the County's bus contract with TransDev Services, Inc. and ensures compliance with all Federal Transportation Administration (FTA) requirements.



- **Construction Management** manages and supervises the construction contracts for parks, buildings, roadways, and wastewater facilities.
- **Planning** reviews and analyzes subdivision applications, County map revisions, and open space acquisitions, and development applications that appear before the Planning Commission; processes and reviews zoning referrals received from Nassau County's 69 municipalities; and makes recommendations to the Planning Commission. The Division also manages and oversees FTA earmarks/grants.

OPERATIONS

The Operations Division administers and coordinates operational activities related to the public infrastructure of Nassau County. Subdivisions within Operations include the following.

- **Facilities Management** maintains all buildings and structures under County control.
- **Road Maintenance** maintains all County-owned roads and medians.
- **Bridge Maintenance** operates and maintains the two County drawbridges.
- **Snow Operations** removes snow and ice on County roadways and bridges.
- **Drainage Maintenance** manages drainage from the flow of storm water runoff at drainage channels, streams, storm water basins, and drainage culverts.
- **Mosquito Control** protects public health through aerial and ground spraying.
- **Signs & Pavement Markings** maintains County street signs and markings.

FLEET MANAGEMENT

The Fleet Management Division administers and coordinates the County's fleet, vehicle-related equipment, machinery, and resources, e.g., fuel for all County departments except the Police.

REAL ESTATE

Real Estate administers and coordinates all real estate matters on behalf of the County. It manages the County's leased properties, 40 landmark units for the Department of Parks, Recreation and Museums, and 60 residential units in Mitchel Field. It assists with other special projects such as appraising and negotiating the purchase of "open space" and other properties necessary for County purposes. The Division also negotiates the sale of surplus County property.

CONSOLIDATION AND PUBLIC-PRIVATE PARTNERSHIPS

The County consolidated Planning and Development (2012) and the Office of Real Estate (2013) into the Department of Public Works (DPW). The merging of these three departments streamlined redundant processes and cut costs to the County. The headcount for the Department of Public Works includes positions from Real Estate and Planning.



In 2011, the Metropolitan Transportation Authority (“MTA”) demanded an additional \$26 million to operate Long Island Bus, the County-owned bus system. County Executive Mangano refused to place this additional tax burden on the homeowners and employers. Unable to reach an agreement with the MTA that would benefit Nassau residents and riders, the Administration entered into a public-private partnership in 2012 with TransDev Services, Inc. that maintained bus service while reducing taxpayer costs. Under the Management and License Agreement, TransDev operates the County’s Fixed Route Bus service (Nassau Inter-County Express NICE) and the County’s Paratransit Operation (Able-Ride).

The County entered an Operating and Maintenance agreement for the Nassau County Sewer System with SUEZ Water Long Island Inc., which the Nassau County Legislature passed on July 18, 2014. SUEZ Water Long Island Inc. is performing all operating, treatment, and maintenance for the system on behalf of the County. As part of the agreement, SUEZ Water Long Island, Inc. agreed to reimburse the County for personnel costs who are now performing their duties for SUEZ Water Long Island, Inc.

GOALS

- Utilize all available resources, working with Federal and State Agencies, to recover from Superstorm Sandy, and mitigate and harden County infrastructure for protection from future storms
- Continue to ensure the safety and well-being of the County’s residents on 2,000 lane miles of County-owned roadways, 52 fixed bridges, two drawbridges, and a traffic control network consisting of over 1,600 traffic signals
- Manage SUEZ Water Long Island, Inc. the County’s selected contractor to operate and maintain three major wastewater treatment plants and 53 pump stations
- Further improve long-term County finances and planning by improving the processes for preparing annual capital budgets and long-term capital plans, and monitoring capital spending for compliance with spending plans
- Monitor groundwater quality through a network of 500 groundwater-monitoring wells
- Coordinate the Countywide Storm Water Program to protect groundwater and surface waters in accordance with existing Federal and State regulations
- Maintain the Department’s fleet of vehicles to peak operating condition
- Continue to process and review all matters brought before the Planning Commission and make recommendations to it
- Analyze and review all subdivision proposals using uniform criteria to determine whether the subdivision complies with the County’s development goals
- Balance the County’s growth and economic development with the goal of environmental protection, and work with and advise the Planning Commission and the County Legislature in the area of environmental protection and the State Environmental Quality Review Act (SEQRA) process



- Provide the leadership and oversight for the Nassau Hub Study Alternative Analysis/Environmental Impact Study (AA/EIS) and ensure all Federal and State requirements are met
- Actively pursue grants to perform environmental studies that will better enable the County to create jobs and stimulate economic growth while reducing its carbon footprint
- Re-engineer the County's real estate portfolio to consolidate County operations
- Continue to assist the Department of Parks, Recreation and Museums with the management of landmark units
- Continue to be in accord with the purpose of the Environmental Bond Act in the implementation of acquisitions to preserve County "open space"

OBJECTIVES

- Maintain a preventative maintenance plan for all buildings and other facilities
- Improve efficiency and reduce greenhouse gas emissions by procuring more natural gas powered vehicles and reducing the number and average age of vehicles
- Expand the use of non-petroleum-based products in County buildings utilizing electrical power from renewable energy sources
- Continue to maximize the financial and service benefits to County residents through effective prioritization of capital projects
- Actively participate in various studies and other initiatives at both the local and regional levels designed to improve the quality and safety of transportation systems within the County and reduce air pollution and traffic congestion
- Pursue, secure, and administer State and Federal grants and comply with mandates of the Fixing America's Surface Transportation Act (FAST), thereby ensuring the continued flow of Federal transportation funding to Nassau County
- Continue to review all County real estate holdings to identify and quantify efficiencies resulting from possible consolidation
- Finalize an updated database that captures all County-owned properties
- Increase revenue from the rental of landmark units
- Negotiate the purchase of the maximum amount of "open space" permitted under the Environmental Bond Acts and develop a plan for its management



2017 BUDGET HIGHLIGHTS

The 2017 Adopted Budget for the Department of Public Works includes \$275.4 million in expenses. Salaries, Wages & Fees is \$35.2 million, a 0.5% increase from the 2016 Projection, primarily due to current labor agreements and a realignment of staff. The 2017 Adopted Budget accounts for a net transfer of thirteen employees to the Sewer and Storm Water Resources District Fund who perform related duties, either for the Operating and Maintenance Agreement with SUEZ Water Long Island, Inc. or storm water related functions.

Other Than Personal Services (OTPS) is \$167.0 million, which is \$1.7 million or 3.6% lower than the 2016 Projection. This OTPS appropriation level includes \$4,405,910 of reductions due to a targeted reduction of \$3.8 million in Contractual Services with Transdev as well as an across the board OTPS cuts in order to attain the NIFA plan approval to compensate for \$36 million of NIFA cited risk. Utility Costs remain flat with the 2016 Projection.

The 2017 Adopted Budget for Contractual Services of the Department of Public Works is \$130.9 million including a \$121.5 million contract to fund the Fixed Route Bus and Paratransit Operation agreement with TransDev Services Incorporated. This contractual reduction may lead to service reductions and/or fare increases. State and Federal dollars largely fund the contract; the funding includes bus service revenues, of which \$47.2 million are bus fares.

The 2017 Adopted Budget for Other Expenses sees a 20.4% decrease due to the restructure of the lease at 60 Charles Lindbergh Boulevard and a \$250,000 reduction in Variable Direct Expenses for the Long Island Regional Planning Board.

The revenues for the Department of Public Works in the 2017 Adopted Budget are \$161.5 million. State Aid and Departmental Revenue make up most of the revenues in the Department, Fare Box is included at \$47.2 million or 29.2%. The Statewide Mass Transportation Operating Assistance (STOA) grant remains the same as the 2016 Projection at \$66.6 million.

Rents and Recoveries includes \$8.3 million in rental income and \$5.0 million in the sale of County property.

PUBLIC WORKS



| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|--------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 32,306,783 | 34,978,706 | 35,042,952 | 35,223,794 |
| | AC - WORKERS COMPENSATION | 2,024,323 | 2,141,359 | 2,141,359 | 2,483,911 |
| | BB - EQUIPMENT | 64,000 | 87,168 | 87,168 | 85,127 |
| | DD - GENERAL EXPENSES | 8,144,512 | 8,651,213 | 8,076,213 | 8,037,272 |
| | DE - CONTRACTUAL SERVICES | 134,029,254 | 133,828,636 | 136,828,636 | 130,906,151 |
| | DF - UTILITY COSTS | 25,781,994 | 28,631,900 | 28,131,900 | 27,952,057 |
| | DG - VAR DIRECT EXPENSES | 0 | 250,000 | 250,000 | 0 |
| | HF - INTER-DEPARTMENTAL CHARGES | 8,597,189 | 14,384,892 | 14,384,892 | 15,669,468 |
| | HH - INTERFUND CHARGES | 0 | 1,654,476 | 1,654,476 | 0 |
| | MM - MASS TRANSPORTATION | 42,697,935 | 43,803,242 | 43,803,242 | 43,699,392 |
| | OO - OTHER EXPENSES | 13,504,757 | 14,435,564 | 14,235,564 | 11,328,441 |
| EXP Total | | 267,150,746 | 282,847,156 | 284,636,402 | 275,385,613 |
| REV | BC - PERMITS & LICENSES | 1,639,919 | 3,577,000 | 3,577,000 | 2,783,000 |
| | BD - FINES & FORFEITS | 0 | 1,000 | 1,000 | 1,000 |
| | BF - RENTS & RECOVERIES | 13,217,622 | 11,117,202 | 8,850,583 | 13,312,702 |
| | BG - REVENUE OFFSET TO EXPENSE | 286,033 | 300,000 | 300,000 | 300,000 |
| | BH - DEPT REVENUES | 50,530,634 | 53,420,367 | 49,594,367 | 49,883,869 |
| | BJ - INTERDEPT REVENUES | 14,725,097 | 18,418,904 | 18,418,904 | 14,536,457 |
| | BW - INTERFUND CHARGES REVENUE | 5,140,357 | 6,305,070 | 6,308,088 | 6,158,274 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 9,580,425 | 6,635,000 | 6,883,962 | 6,879,000 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 70,706,510 | 63,789,000 | 67,681,311 | 67,607,800 |
| REV Total | | 165,826,597 | 163,563,543 | 161,615,215 | 161,462,102 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 455 | 461 | 460 |
| | ORDINANCE | 10 | 8 | 9 |
| Full-Time Total | | 465 | 469 | 469 |
| Part Time | | 22 | 20 | 22 |
| Part Time Total | | 22 | 20 | 22 |
| Seasonal | | 38 | 43 | 38 |
| Seasonal Total | | 38 | 43 | 38 |



PERFORMANCE MANAGEMENT

| Department of Public Works | | | |
|-----------------------------------|----------------------------------|---|--|
| Category | Performance Measures | Description | Goal Statement |
| Government Efficiency | # of Fleet Vehicles | Represents the actual number of motorized and non-motorized vehicles in the County fleet, excluding Police vehicles. | Reduce the County's operating costs. |
| Government Efficiency | % Capital Projects on Budget | Includes the percentage of Capital Projects meeting their cost projections. | To improve the accuracy of engineer's estimates associated with the advancement of County capital projects. |
| Government Efficiency | % Capital Projects on Time | Includes the percentage of Capital projects finishing within a 30 day window of scheduled days to completion phase. | To improve the timeliness of the advancement of the County's Capital Projects. |
| Government Efficiency | Facilities Work Orders Completed | Includes the number of corrective work orders that were completed by Facilities Management in a reporting calendar month. | Complete corrective work orders to ensure the safety of the public and County employees and to increase efficiencies for County workers at County owned facilities. This will reduce law suits against the county and increase productivity of County employees. |
| Government Efficiency | Facility W/O Response Time | Represents the average operational down time per facilities work orders. | Improve the level of service that the Department provides to occupants and users of County facilities. |
| Government Efficiency | Fleet Vehicles-Yearly Avg Age | Represents the average age in years of all motorized and non-motorized vehicles in the County fleet, excluding Police vehicles. | To reduce the County's operating costs by reducing the average age of fleet vehicles to reduce maintenance costs. |
| Government Efficiency | Mosquito Cmplnts Cmpl-Avg Days | Includes the average days it takes to respond to a mosquito complaint. | To ensure the health and safety to all by inspecting sites and treating them if the sites test positive for mosquitoes. |
| Government Efficiency | Potholes Filled Per Hour | Includes the average number of potholes filled in one working hour. | To increase efficiencies within the Department to ensure that potholes get filled at a faster rate. This will cut down on lawsuits. |
| Government Efficiency | Road Mntn Work Orders Cmpl | Includes the number of corrective work orders that were completed by Road Maintenance in a reporting calendar month. | Complete corrective work orders to ensure the safety for all citizens who travel Nassau County owned roads and to reduce the amount of law suits against the County. |

PUBLIC WORKS



| Category | Performance Measures | Description | Goal Statement |
|-----------------------|---------------------------|---|--|
| Government Efficiency | Road Opening Permits Cmpl | Includes the number of Road Opening permits that were completed in a reporting calendar month | Ensure that all road openings on Nassau County roadways are performed in compliance to Nassau County Specifications and that the traffic flow during this procedure is properly planed for. Each road opening permit that is issued generates revenue for Nassau County. |
| Government Efficiency | Sewer Permits Completed | Includes the number of sewer permits that were completed in a reporting calendar month | Ensure that all sewer connections to county sewers are done in compliance to Nassau County specifications. This reduces the amount of sewer malfunctions and also generates revenue for each permit issued. |
| Government Efficiency | Sump Basin Cleanings | Includes the number of routine service cleanings, including vegetation control and debris removal, of County owned recharge basins. | Protect ground water and surface waters in accordance with existing Federal and State regulations. |

| Department of Public Works | | | | | |
|----------------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| # of Fleet Vehicles | 1,450 | 1,537 | 1,200 | 1,531 | 1,581 |
| % Capital Projects on Budget | 91.7% | 91.3% | 75.0% | 91.1% | 81.0% |
| % Capital Projects on Time | 79.5% | 77.1% | 70.0% | 77.1% | 71.0% |
| Facilities Work Orders Completed | -- | 4,047 | 5,000 | 4,049 | 5,500 |
| Facility W/O Response Time | 242.4 Days | 68.3 Days | 60.0 Days | 65.3 Days | 60.0 Days |
| Fleet Vehicles-Yearly Avg Age | 9.9 Yrs | 10.0 Yrs | 10.0 Yrs | 10.2 Yrs | 10.0 Yrs |
| Mosquito Cmplnts Cmpl-Avg Days | -- | 13.4 Days | 4.0 Days | 6.7 Days | 4.0 Days |
| Potholes Filled Per Hour | -- | 4.03 | 1.30 | 4.84 | 5.50 |
| Road Mntn Work Orders Cmpl | -- | 10,559 | 12,500 | 7,423 | 13,000 |
| Road Opening Permits Completed | -- | 382 | 250 | 682 | 300 |
| Sewer Permits Completed | -- | 2,254 | 2,000 | 878 | 2,200 |
| Sump Basin Cleanings | 1,147 | 287 | 1,500 | 430 | 1,500 |



VISION

Under the direction of the Nassau County Clerk, the Vision of the Office of Records Management is to manage, store, access, and protect archival Court and County records, along with other vital information in a secure, environmentally controlled Records Center maintained in accordance with guidelines promulgated by the New York State Office of Court Administration and the New York State Archives and Record Administration.

MISSION

The Mission of the Office of Records Management is to ensure that the records of the Courts and County departments are maintained in accordance with New York State Archives standards, enhance controls, reduce costs, improve service, and support compliance requirements. The Division of Micrographics reduces the volume of permanent paper documents by converting them to microfilm.



RECORDS MANAGEMENT

The Office of Records Management, administered through the Office of the Nassau County Clerk, maintains records for the courts and numerous County departments through archival and micrographic services in accordance with New York State Archives and Record Administration guidelines. The County Clerk serves as the Records Management Officer for the County. Records Management serves County departments in the following areas.

- Stores records properly submitted and inventoried by the originating departments in a secure and controlled environment
- Makes records available upon department requests
- Microfilms paper documents
- Assists departments with document destruction in accordance with New York State Records Retention guidelines

GOALS

- Ensure the records of County departments are protected, filed, and made accessible when individual departments request retrieval
- Improve document archival to meet New York State Archives Standards

OBJECTIVES

- Efficient productivity in processing and maintenance of archive documents by maintaining adequate resources
- Install high-density shelving to accommodate the continually increasing number of documents stored in the County's Records Center in accordance with State retention schedules
- Maintain proper HVAC (heating, ventilation, and air conditioning) and humidity control, as well as water and fire detection systems, in accordance with New York State requirements for archiving, storing, and protecting documents
- Enhance electronic inventory management to provide services more efficiently

**2017 BUDGET HIGHLIGHTS**

The 2017 Adopted Budget for the Office of Records Management is \$1.3 million. This includes \$972,098 in Salaries, Wages, & Fees, an increase of \$137,746 or 16.5% from the 2016 Projection mainly due to the impact of current labor agreements and vacant Part-time positions funded at the 2016 budgeted level. Other Than Personal Services (OTPS) is \$290,500, consistent with the 2016 Projections.

Budgets for the Office of Records Management have remained relatively constant over the past few years while providing Nassau County residents with real-time services and improved access to official records.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|----------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 712,849 | 933,480 | 834,352 | 972,098 |
| | BB - EQUIPMENT | 0 | 5,000 | 5,000 | 5,000 |
| | DD - GENERAL EXPENSES | 148,141 | 160,500 | 160,500 | 160,500 |
| | DE - CONTRACTUAL SERVICES | 120,233 | 125,000 | 125,000 | 125,000 |
| EXP Total | | 981,224 | 1,223,980 | 1,124,852 | 1,262,598 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 12 | 11 | 12 |
| Full-Time Total | | 12 | 11 | 12 |
| Part Time | | 13 | 4 | 13 |
| Part Time Total | | 13 | 4 | 13 |
| Seasonal | | 8 | 0 | 8 |
| Seasonal Total | | 8 | 0 | 8 |



VISION

Coordinate services for the Latino community that help educate, empower, and integrate individuals to be self-sufficient participants in American civic life

MISSION

Serve as a resource and referral agency that contributes to the education and welfare of Latino Americans; refer its clients to national, State, and County resources; and act as a liaison between Nassau County departments and the Latino community, businesses, and civic organizations



COORDINATING AGENCY FOR SPANISH AMERICANS

The Coordinating Agency for Spanish Americans' (CASA) vision is to coordinate services for the Latino community that help educate, empower, and integrate individuals to be self-sufficient participants in social, economic, and civic life. The Agency establishes relevant links for the Latino community and community-based business organizations with County departments including Parks, Recreation and Museums, Emergency Management, Social Services, Human Services, etc. CASA also makes informed, appropriate, and culturally competent recommendations for policies and services to the County Executive, County departments, and service agencies receiving County funding. The Agency helps determine the effectiveness and adequacy of services provided by departments, coordinates these services, and identifies emerging needs in the Latino community. CASA also facilitates partnerships, training, and support services for County departments to help ensure understanding and cooperation between the County and the Latino community.

GOALS

- Provide a means of communication and dissemination of vital information to the Latino community
- Provide summary translation services for County departments on key public information documents
- Provide training and support for Nassau County departments in cultural competency

OBJECTIVES

- Support departments in creating and implementing outreach plans (e.g., bilingual staffing, culturally-competent initiatives, community service, etc.) for limited English speaking residents based on departmental responsibilities, mandates, and expertise
- Expand service hours to improve the provision of services and information to the Latino community
- Increase the number of citizenship applications in Nassau County
- Increase the accessibility of bilingual emergency preparedness materials at more locations in the County
- Provide effective adult education classes that will serve to integrate new immigrants by giving them vital linguistic and computer skills necessary to be productive members of society
- Support and help monitor appropriate practices to ensure culturally-competent provision of services by departments to the growing Latino community, the largest minority group and fastest growing segment of the County's population
- Identify resources in the Latino community for partnership on Countywide initiatives
- Conduct limited direct service programs as deemed needed and/or appropriate

COORDINATING AGENCY FOR SPANISH AMERICANS



2017 BUDGET HIGHLIGHTS

The expenses in the 2017 Adopted Budget for the Coordinating Agency for Spanish Americans are \$287,208, an 8.2% increase from the 2016 Projection. Salaries, Wages & Fees are \$271,266, an 8.8% increase from the 2016 Projection, primarily due to salary adjustments that align with increases reflected in the labor agreements and the hiring of one Part-time employee. Other Than Personal Services (OTPS) expenses remain flat at \$15,942.

The revenues in the 2017 Adopted Budget for the Coordinating Agency for Spanish Americans are \$55,000, a 129.2% increase from the 2016 Projection. The increase is primarily due to an anticipated Grant Fund reimbursement of salary expense for Spanish speaking advocacy services provided to the Nassau County Crime Victims Program.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--------------------------------|----------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 255,434 | 258,508 | 249,429 | 271,266 |
| | DD - GENERAL EXPENSES | 1,432 | 3,442 | 3,442 | 3,442 |
| | DE - CONTRACTUAL SERVICES | 5,440 | 12,500 | 12,500 | 12,500 |
| EXP Total | | 262,306 | 274,450 | 265,371 | 287,208 |
| REV | BH - DEPT REVENUES | 29,523 | 24,000 | 24,000 | 25,000 |
| | BW - INTERFUND CHARGES REVENUE | 0 | 0 | 0 | 30,000 |
| REV Total | | 29,523 | 24,000 | 24,000 | 55,000 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | ORDINANCE | 4 | 4 | 4 |
| Full-Time Total | | 4 | 4 | 4 |
| Part Time | | 0 | 0 | 1 |
| Part Time Total | | 0 | 0 | 1 |



VISION

Positively affect the health, safety, and well-being of individuals and families by offering comprehensive support services through effective, efficient, and respectful service delivery, as well as enhanced communication and collaboration with other government agencies, schools, hospitals, and community-based organizations

MISSION

Provide financial assistance and support services to residents of Nassau County in accordance with Federal, State, and local regulations and laws as well as protect children, adults, and families by enforcing all State mandates by establishing, maintaining, and enforcing child support orders



DEPARTMENT OF SOCIAL SERVICES

The Department of Social Services (DSS) comprises a group of integrated program areas staffed with highly trained personnel who offer support services and financial assistance to eligible individuals and families in Nassau County in compliance with Federal and State mandates. DSS works toward and accomplishes its mission by offering comprehensive services that address the financial, health, social, employment, childcare, and safety issues that may affect an individual or family.

Through the leadership of the DSS Commissioner, who is Chairperson of the County Executive's Task Force on Family Violence, the Department continues to educate the community regarding family violence. The Department has taken an active role by participating in an annual professional conference, holding a poster contest for college students to promote community awareness, and creating a directory of available resources.

DSS is responsible for:

- Providing temporary financial aid to eligible recipients through programs such as the Family Assistance, Safety Net Assistance (SNA), Food Stamp, Supplemental Nutrition Assistance Program (SNAP) (formerly Food Stamps), Emergency Assistance to Families (EAF), Emergency Assistance to Adults (EAA), Employment, Medicaid, and Home Energy Assistance Programs (HEAP)
- Establishing, through its Child Support Enforcement program, an initial child support obligation of a legally responsible individual as designated by Family Court, collecting support payments, and enforcing and modifying existing support orders
- Providing employment and placement services to prepare public assistance recipients for long-term employment
- Protecting individuals, such as children through Children Services (foster care), Preventive and Child Protective Services (CPS), and adults and families through Adult Protective Services (APS), by enforcing the child and adult abuse mandates of New York State Social Services Law

GOALS

- Offer the highest quality, efficient, and respectful services while minimizing processing times, number of appointments, and delays through the continuing assessment and refinement of the "Single Point of Access" philosophy
- Provide employment services to eligible and employable Temporary Assistance for Needy Families (TANF) clients
- Collaborate with the Nassau County Office of Housing and Community Development to assist clients in finding permanent housing
- Continue to recruit and secure resource homes for children in foster care
- Continue to evaluate and refine performance measurement systems throughout the Department and with contract agencies through its quality management initiatives



- Assess clients in need of additional services such as drug and alcohol and/or mental health treatment and make appropriate referrals in the community
- Provide childcare subsidies through the Day Care program, enabling income eligible families to offset the cost of childcare, as well as receive specialized training and employment services
- Provide Adult Protective Services' clients with enhanced senior programs
- Continue to improve public awareness of existing services through enhanced marketing and public relations efforts
- Continue to provide staff development and training, and maintain compliance with State and Federal regulations

OBJECTIVES

- Work with employers in the County to engage the unemployed in job training and education programs
- Provide community guardianships to assist eligible adults who have no one to serve as a guardian and who lack sufficient assets for a court appointed guardian
- Expand the CPS Multi-Disciplinary Team comprised of DSS (CPS), Nassau County Police Department, Nassau County District Attorney, Nassau University Medical Center, and the Coalition Against Child Abuse and Neglect (CCAN) for cases with allegations of serious physical child abuse and corresponding support services
- Continue to encourage diversity and participation by inviting representatives from communities to participate in the Advisory Council, to which the Commissioner appoints members including recipients of assistance, providers of services, and representatives from the general public, with its purpose being to act in an advisory capacity only and make recommendations regarding program planning and policy development and identify community concerns
- Establish objective standards with accurate data analysis to improve productivity and client outcomes
- Continue to work with State agencies to enhance service delivery to Nassau County residents, including but not limited to CPS's Family Assessment Response (FAR)
- Produce and distribute informative materials and conduct regularly scheduled public presentations to provide information to the community
- Continue aggressive recruitment initiatives to increase the number and diversity of available foster care and adoptive families
- Conduct timely annual re-certifications of all Medicaid and TANF cases
- Maintain the rate at which paternity and support orders are established and the percentage of support dollars collected
- Continue maximizing Federal and State reimbursement by referring clients to other County programs where appropriate
- Maintain the Customer Service units which respond to general questions and case-specific inquiries to provide up-to-the minute information



2017 BUDGET HIGHLIGHTS

Expenses

DSS expenses for the 2017 Adopted Budget are \$485.7 million, which is flat compared to the 2016 Projections. Expenses in Salaries, Wages & Fees is \$49.2 million, a 5.3% increase from the 2016 Projection primarily due to the impact of current labor agreements and the inclusion of vacancies due to the delayed implementation of the new foster care preventive division.

Contractual Services

The Department's 2017 Adopted Budget for Contractual Services is \$7.3 million, a 4.3% decrease compared to the 2016 Projection due to savings in the miscellaneous contractual services. This reduction of funding includes an across the board OTPS cut in order to attain NIFA Plan approval to compensate for \$36 million of NIFA sited risk.

Recipient Grants

DSS's 2017 Adopted Budget for Recipient Grants is \$59.9 million, which is flat compared to the 2016 Projection. Over 88% of Recipient Grant funding is composed of payments made to clients eligible for TANF and the SNA programs. In mid-year 2016, Public Assistance caseloads were 5,785 compared to a 2015 caseload average of 7,070, a decrease of 18.2%. This is primarily due to a 21% decrease in TANF Assistance cases and a 17% decrease in the SNA cases. The SNA portion of Public Assistance now accounts for 62% of all Public Assistance cases.

Purchased Services

DSS's 2017 Adopted Budget for Purchased Services is \$67.6 million. This is flat compared to the 2016 Projection primarily due to the caseload recertification of the family income level from 275% down to 200% of the poverty level. Purchased Services represent payments made to independent agencies that provide DSS clients with a variety of services such as Day Care, Adult and Child Protective Services, Foster Care, and Preventive Services.

Emergency Vendor Payments

The Department's 2017 Adopted Budget for Emergency Vendor Payments is \$48.3 million, a decrease of 1.4% compared to the 2016 Projection primarily due to lower anticipated caseloads. Emergency Vendor Payments are payments made directly to vendors who provide services to eligible DSS clients. These services vary widely and include providing shelter, paying utilities, and maintaining and providing institutional care to a foster child or a child with special needs.

Medicaid

The Department's 2017 Adopted Budget for Medicaid is \$236.6 million, a 1.5% decrease compared to the 2016 Projection as a result of the continued New York State Mandate Relief

SOCIAL SERVICES



Program that the State enacted as part of the its 2013-2014 budget effective April 1, 2013, whereby the State lowered the counties' weekly Medicaid payments. In 2016, the State re-enacted the Medicaid Mandate Relief Program as part of the 2016-2017 budget effective April 1, 2016.

Revenues

DSS's 2017 Adopted Budget for Revenues is \$185.5 million. The Rents and Recoveries Revenues in the 2017 Adopted Budget are \$800,000, a 61.6% decrease from the 2016 Projection due to lower available prior year encumbrances in Foster Care and Juvenile Delinquency. The Federal Aid reimbursement in the 2017 Adopted Budget is \$113.7 million, which is flat from the 2016 Projection. State Aid reimbursement and Department Revenues in the 2017 Adopted Budget are \$54.3 million and \$16.6 million respectively. The \$829,594 decrease in State Aid results primarily from the decrease in the SNA program. The Department Revenue in the 2017 Adopted Budget is flat compared to the 2016 Projection. State Aid also includes reimbursement for the Department's Interdepartmental Service Agreements (ISAs) for departments both within and outside the health and human services departments. DSS is eligible to purchase and fund the information and referral functions provided by these departments as well as claim State Aid Revenue for them.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|--------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 44,932,753 | 48,080,855 | 46,707,405 | 49,188,278 |
| | BB - EQUIPMENT | 22,136 | 24,000 | 24,000 | 20,298 |
| | DD - GENERAL EXPENSES | 761,145 | 772,829 | 772,829 | 728,875 |
| | DE - CONTRACTUAL SERVICES | 7,269,700 | 7,631,404 | 7,631,404 | 7,307,221 |
| | HF - INTER-DEPARTMENTAL CHARGES | 14,952,930 | 16,683,623 | 16,683,623 | 16,166,384 |
| | SS - RECIPIENT GRANTS | 60,096,445 | 62,000,000 | 60,000,000 | 59,900,000 |
| | TT - PURCHASED SERVICES | 68,351,269 | 65,851,121 | 67,951,121 | 67,583,171 |
| | WW - EMERGENCY VENDOR PAYMENTS | 47,326,708 | 50,980,000 | 48,980,000 | 48,275,000 |
| | XX - MEDICAID | 235,725,135 | 240,233,215 | 240,233,215 | 236,570,744 |
| EXP Total | | 479,438,219 | 492,257,047 | 488,983,597 | 485,739,971 |
| REV | BF - RENTS & RECOVERIES | 1,554,267 | 500,000 | 2,085,447 | 800,000 |
| | BH - DEPT REVENUES | 15,892,516 | 16,583,040 | 16,583,040 | 16,583,180 |
| | BJ - INTERDEPT REVENUES | 188,051 | 203,157 | 203,157 | 203,374 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 110,947,240 | 111,359,009 | 113,693,499 | 113,652,074 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 52,236,953 | 54,781,867 | 55,136,177 | 54,306,583 |
| REV Total | | 180,819,027 | 183,427,073 | 187,701,320 | 185,545,211 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 605 | 591 | 610 |
| | ORDINANCE | 11 | 10 | 10 |
| Full-Time Total | | 616 | 601 | 620 |
| Part Time | | 85 | 70 | 81 |
| Part Time Total | | 85 | 70 | 81 |



PERFORMANCE MANAGEMENT

| Department of Social Services | | | |
|-------------------------------|-------------------------------|--|--|
| Category | Performance Measures | Description | Goal Statement |
| Government Assistance | % 7 Day Safety Assess Overdue | Includes the percentage of safety assessments of Child Abuse that are more than 7 days overdue at the end of the month for all non-FAR units. Does not include safety assessments already completed that may have been approved after 7 days. Child Abuse consists of any act of commission or omission that endangers or impairs a child's physical or emotional health or development. | Child Protective Services reports will be investigated and assessed in a timely manner. |
| Government Assistance | % Invest Overdue +60 Day | Includes the percentage of investigation conclusions of Child Abuse that are more than 60 days overdue at the end of the month for all non-FAR units. Child Abuse consists of any act of commission or omission that endangers or impairs a child's physical or emotional health or development. | Child Protective Services reports will be investigated and assessed in a timely manner. |
| Government Assistance | % Current Payment Level | Includes the amount of child support dollars distributed as a percentage of total dollars due. | The County will establish paternity and financial responsibility as well as track payment performance regarding child support. |
| Government Assistance | % Paternity Established | Includes the percentage of safety assessments of Child Abuse that are more than 7 days overdue at the end of the month for all non-FAR units. Does not include safety assessments already completed that may have been approved after 7 days. Child Abuse consists of any act of commission or omission that endangers or impairs a child's physical or emotional health or development. | Child Protective Services reports will be investigated and assessed in a timely manner. |
| Government Assistance | % Support Order Estb | Includes the percentage of Child Support cases open at the end of the month for which support orders have been established. | The County will establish paternity and financial responsibility as well as track payment performance regarding child support. |
| Government Assistance | All App: Registered to Disp | Includes the average number of days between the Application Registration date and the date of final disposition (Application Disposition Date) for all temporary assistance, day care and medical assistance applications. | Applications for assistance will be disposed of in a timely manner. |
| Government Assistance | % Homeless Cases-Motels | Includes the percentage of eligible homeless cases housed with the Department of Social Services on an emergency, temporary basis in Motels to help them meet their emergency. | The County will provide housing to no more than 30% of the eligible families requiring temporary or emergency housing in Hotels/Motels. |
| Government Assistance | % Homeless Housed-Motels | Includes the percentage of eligible homeless individuals (adults and children) who were housed with the Department of Social Services on an emergency, temporary basis in motels to help them meet their emergency. | The County will provide housing to no more than 30% of the eligible families requiring temporary or emergency housing in Hotels/Motels. |
| Government Assistance | % TANF & SN MOE Employment | Includes the percentage of non-exempt TANF individuals (Temporary Assistance for Needy Families) and SN MOE individuals (Safety Net Maintenance of Effort) who participate in employment services provided by the County. | The County will provide accessible employment services to the eligible (Employable) Temporary Assistance and Safety Net Assistance population. |

SOCIAL SERVICES



| Department of Social Services | | | | | | |
|-------------------------------|--------------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | Division | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % 7 Day Safety Assess Overdue | Child Protective Services | 9.1% | 9.6% | 9.0% | 6.8% | 9.0% |
| % Invest Overdue +60 Day | Child Protective Services | 22.9% | 17.6% | 18.0% | 17.6% | 18.0% |
| % Current Payment Level | Child Support Enforce Programs | 75.4% | 70.4% | 80.0% | 68.9% | 80.0% |
| % Paternity Established | Child Support Enforce Programs | 86.0% | 86.4% | 80.0% | 86.8% | 80.0% |
| % Support Order Estblished | Child Support Enforce Programs | 82.6% | 82.3% | 80.0% | 82.6% | 80.0% |
| All App: Registered to Disp | Day Care | 15 Days | 18 Days | 30 Days | 18 Days | 25 Days |
| % Homeless Cases-Motels | Housing Shelter & Homeless | 21.3% | 28.2% | 30.0% | 30.0% | 30.0% |
| % Homeless Housed-Motels | Housing Shelter & Homeless | 31.8% | 36.8% | 30.0% | 41.7% | 30.0% |
| All App: Registered to Disp | Medicaid | 13 Days | 14 Days | 45 Days | 16 Days | 20 Days |
| % TANF & SN MOE Employment | Public Assistance | 29.7% | 27.6% | 28.0% | 27.4% | 28.0% |
| All App: Registered to Disp | Public Assistance | 11 Days | 8 Days | 30 Days | 9 Days | 20 Days |



VISION

In partnership with local and regional licensing jurisdictions, the Taxi & Limousine Commission seeks to protect the riding public from unlicensed taxi and limousine drivers operating unregistered, uninsured, and potentially unsafe vehicles.

MISSION

The Taxi & Limousine Commission protects the riding public by registering every taxi operating within Nassau County. The Commission also registers every limousine operating within Nassau County that does not fall under the jurisdiction of the New York State Department of Transportation. By enforcing its rules and regulations, the Taxi & Limousine Commission ensures that for-hire vehicles and their drivers are a safe mode of transportation for the residents of, and visitors to, Nassau County.



TAXI & LIMOUSINE COMMISSION

The Nassau County Taxi & Limousine Commission regulates the registration and operation of for-hire vehicles in Nassau County. The Commission conducts enforcement and compliance operations with the various licensing jurisdictions and police departments throughout the County.

The Commission is responsible for licensing drivers who operate from Nassau County into New York City, Westchester County, and Suffolk County. Nassau County licensed drivers are drug-tested annually, fingerprinted through the New York State Division of Criminal Justice Services, and required to take a defensive driving course.

GOALS

- 100% up-to-date registration on all for-hire vehicles operating within Nassau County
- Full compliance with the rules and regulations by all registered for-hire vehicles in Nassau County
- Eliminating the unregistered “bandit cab” industry in Nassau County

OBJECTIVES

- Increase the number of registered for-hire vehicles year-over-year
- Increase the number of violations issued against the rules and regulations year-over-year
- Participate in twelve community meetings to increase public education and awareness of the danger presented by the “bandit cab” industry in Nassau County
- Work cooperatively with local licensing jurisdictions to ensure Nassau County-registered for-hire vehicles are operating in accordance with all applicable local laws, ordinances, and rules & regulations through joint enforcement operations
- Work cooperatively with the New York State Office of Medicaid Inspector General to ensure that Medicaid-enrolled transportation providers are conducting licensed trips as required under state law through joint enforcement operations

TAXI & LIMOUSINE COMMISSION



2017 BUDGET HIGHLIGHTS

The expenses for the Taxi & Limousine Commission in the 2017 Adopted Budget are \$489,242, a 23.1% increase from the 2016 Projection. Salaries, Wages & Fees is \$480,543, a \$107,022 or 28.7% increase primarily due to salary adjustments that align with increases of labor agreements, overtime, and shift differential. Other Than Personal Services (OTPS) expense is \$9,000, a 63.8% decrease from the 2016 Projection due to a decrease in General Expenses. This appropriation includes an across the board suspension of expenditures in order to attain NIFA Plan approval to compensate for \$36.0 million of NIFA cited risk

The revenues in the 2017 Adopted Budget for the Taxi & Limousine Commission are \$726,435, a 7.7% increase from the 2016 Projection. This increase is due an expected increase in incoming fees.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|----------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 104,531 | 397,524 | 373,521 | 480,543 |
| | BB - EQUIPMENT | 0 | 4,000 | 4,000 | 3,866 |
| | DD - GENERAL EXPENSES | 696 | 20,000 | 20,000 | 4,833 |
| EXP Total | | 105,227 | 421,524 | 397,521 | 489,242 |
| REV | BC - PERMITS & LICENSES | 0 | 361,500 | 389,325 | 376,435 |
| | BD - FINES & FORFEITS | 0 | 285,000 | 285,000 | 350,000 |
| REV Total | | 0 | 646,500 | 674,325 | 726,435 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 7 | 7 | 8 |
| | ORDINANCE | 2 | 2 | 2 |
| Full-Time Total | | 9 | 9 | 10 |

TAXI & LIMOUSINE COMMISSION



PERFORMANCE MANAGEMENT

| Taxi and Limousine Commission | | | |
|-------------------------------|-----------------------------------|---|---|
| Category | Performance Measures | Description | Goal Statement |
| Public Safety | For-Hire Driver's Licenses Issued | Includes the number of for-hire vehicle driver's licenses issued and renewed by the County. County for-hire vehicle driver's licenses are required for Nassau-based drivers to operate one-point trips in other licensing jurisdictions such as New York City and Suffolk County. | Increase the number of for-hire vehicle driver's licenses issued by Nassau County. |
| Public Safety | Joint Enforce Act- Municipalities | Includes regularly scheduled joint enforcement actions by the Nassau County Taxi & Limousine Commission (NCTLC) with local municipalities to ensure that both county-wide and local taxi rules and regulations are being followed. | Reduce and impair the unregistered "Bandit Cab" industry in Nassau County. |
| Public Safety | Joint Enforce Act- DOT | Includes regularly scheduled joint enforcement actions by the Nassau County Taxi & Limousine Commission (NCTLC) with the New York State Department of Transportation (NYS DOT) to ensure that both county-wide and state-wide laws/rules and regulations are being followed. NYS DOT is responsible for large limousines and passenger vans seating more than eleven individuals. | Reduce and impair the unregistered "Bandit Cab" industry in Nassau County. |
| Public Safety | Registered For-hire Vehicles | Includes the number of for-hire vehicles registered within Nassau County by the Taxi and Limousine Commission. | Increase the number of registered for-hire vehicles operating year over year, until 100% registration is achieved. |
| Public Safety | Taxi & Limo Violations Issued | Includes the total number of violations issued against the Rules and Regulations by the Taxi and Limousine Commissions. | Insure full compliance with the Rules and Regulations by all registered for-hire vehicles in Nassau County. |
| Public Safety | T&L Community Meetings | Includes the number of community meetings held to increase public education and awareness of the danger presented by the "Bandit Cab" industry. Community meetings also include informational sessions ahead of prom season to help parents make better choices when selecting limousines for their children. | Reduce and impair the unregistered "Bandit Cab" industry in Nassau County. Ensure parents are hiring properly registered, licensed, and insured limousines for their children during prom season. |

| Taxi and Limousine Commission | | | | | |
|------------------------------------|-------------|-------------|-------------|----------------------|-------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| For-Hire Vehicle Driver's Licenses | 569 | 787 | 1,300 | 323 | 1,300 |
| Joint Enforce Act- DOT | -- | 2 | 4 | -- | 4 |
| Joint Enforce Act- Municipalities | -- | 5 | 8 | 1 | 8 |
| Registered For-hire Vehicles | 2,468 | 3,417 | 2,500 | 618 | 2,500 |
| T&L Community Meetings | -- | 5 | 12 | 2 | 12 |
| Taxi & Limo Violations Issued | 328 | 332 | 600 | 1,332 | 1,500 |

**VISION**

The Office of the Treasurer strives to improve its services and processes while balancing the need for efficiency and cost-effectiveness with required strong controls necessary to mitigate risk.

MISSION

The Office of the Treasurer efficiently manages County funds and provides excellent customer and public information services, while actively safeguarding County funds.



OFFICE OF THE TREASURER

In accordance with the County Law of New York State, the Nassau County Charter mandates the Office of the Treasurer. Under the Charter, the Treasurer is the County's Chief Fiscal Officer. The Treasurer acts as custodian of all funds belonging to the County or in which the County has an interest. The Office is responsible for the issuance of all County debt and invests all County funds. The Treasurer consists of the following divisions.

DEBT AND INVESTMENT DIVISION

The Debt and Investment Division issues all County debt, invests County funds on a daily basis, tracks the use of bond and note proceeds, invests unexpended proceeds, and maintains banking relationships.

TAX DIVISION

The Tax Division maintains County tax records, collects delinquent property taxes, and processes property tax refunds. This Division also conducts an annual tax lien sale and responds to Freedom of Information Law (FOIL) requests from the public and public tax information requests.

ACCOUNTING DIVISION

The Accounting Division processes the County payroll and vendor payments, receives Payment In Lieu of Taxes (PILOT) payments, verifies and approves all cash receipts, reconciles the County's bank accounts on a monthly basis, maintains records of all County debt (including Nassau County Interim Finance Authority (NIFA) issued debt), processes debt service payments, acts as custodian for court and trust funds, and issues all County checks.

The Accounting Division also issues certificates of residency and collects special taxes, including the County's share of Belmont Park Admission fees, Entertainment Ticket surcharge, and Hotel/Motel taxes.

GOALS

- Document and update policies and procedures for the Treasurer's Office
- Streamline processes, automate functions, and maximize resources
- Review and reengineer redundant, outdated, and manual processes
- Maximize investment income by reviewing banking relationships
- Transition check payments to an Automated Clearing House (ACH), Payment Cards, and Direct Deposits
- Convert paper-based payroll notification to electronic notification
- Place the yearly tax lien sale auction online
- Manage certificates for FIT and community colleges

**OBJECTIVES**

- Monitor and determine optimum cash levels by projecting cash flow and other cash requirements
- Process tax certiorari refunds (judgments, petitions, and small claims) as efficiently as possible
- Post tax delinquent payments in a quick and efficient manner
- Automate bank reconciliations
- Monitor progress and accomplishments by establishing metrics
- Review bank accounts profile, usage, transactions, fee structures, and centralize the countywide user administration
- Analyze fees and interest income
- Recommend opening and closing of bank accounts and consolidate common accounts
- Review vendor payments and payroll disbursement paid by checks
- Set-up vendor enrollment process through ACH
- Initiate conversion of paper-based check payments to ACH, Payment Cards, and Direct Deposits, and monitor progress and effectiveness through on-time payment cycles and late payment fines and penalties
- Identify potential savings and opportunities



2017 BUDGET HIGHLIGHTS

Expenses for the Office of the County Treasurer in the 2017 Adopted Budget are \$77.9 million, an increase of \$5.1 million from the 2016 Projection. This is primarily due to the Administration's commitment to increase payments of Tax Certiorari refunds from operating funds by an additional \$5.0 million to comply with the transitional borrowing plan agreed upon by NIFA. Salaries, Wages & Fees in the 2017 Adopted Budget are \$2.2 million, a 2.9% increase from the 2016 Projection primarily due to the impact of current labor agreements.

The 2017 Adopted Budget funds \$647,274 in Other Than Personal Services (OTPS), excluding the Other Expense category which is a slight decrease of 1.6% mainly due to Tax Lien Sale Advertising and Miscellaneous Supplies compared to the 2016 Projection. This appropriation includes OTPS necessary in order to attain NIFA Plan approval to compensate for \$36 million of NIFA sited risk

The Office of the County Treasurer revenue for the 2017 Adopted Budget is \$100.7 million, an increase of \$5.1 million including the Tax Certiorari payments funded through bond proceeds of \$60.0 million, consistent with the transitional borrowing plan agreed upon by NIFA. Other revenue will increase in 2017 by 5.3% from 2016 Projection, mainly due to an increase of fees related to penalties on delinquent taxes partially offset by lower Investment Income.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|---------------------------------|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 2,027,411 | 2,170,443 | 2,133,929 | 2,196,192 |
| | BB - EQUIPMENT | 0 | 2,000 | 2,000 | 1,933 |
| | DD - GENERAL EXPENSES | 361,426 | 415,600 | 415,600 | 398,375 |
| | DE - CONTRACTUAL SERVICES | 157,512 | 240,400 | 240,400 | 246,966 |
| | OO - OTHER EXPENSES | 3,322,078 | 70,000,000 | 70,000,000 | 75,000,000 |
| EXP Total | | 5,868,427 | 72,828,443 | 72,791,929 | 77,843,466 |
| REV | BA - INT PENALTY ON TAX | 32,660,615 | 31,900,000 | 31,900,000 | 35,200,000 |
| | BD - FINES & FORFEITS | 7,754 | 10,000 | 19,094 | 20,000 |
| | BE - INVEST INCOME | 1,970,382 | 947,000 | 1,031,434 | 947,000 |
| | BF - RENTS & RECOVERIES | 76,817 | 0 | 208,522 | 0 |
| | BH - DEPT REVENUES | 456,532 | 626,620 | 431,639 | 1,819,797 |
| | BQ - CAPITAL RESOURCES FOR DEBT | 0 | 60,000,000 | 60,000,000 | 60,000,000 |
| | TX - SPECIAL TAXES | 3,014,238 | 1,890,000 | 1,969,226 | 2,659,000 |
| REV Total | | 38,186,338 | 95,373,620 | 95,559,915 | 100,645,797 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 24 | 23 | 24 |
| | ORDINANCE | 3 | 3 | 3 |
| Full-Time Total | | 27 | 26 | 27 |
| Part Time | | 2 | 2 | 2 |
| Part Time Total | | 2 | 2 | 2 |
| Seasonal | | 1 | 0 | 2 |
| Seasonal Total | | 1 | 0 | 2 |



PERFORMANCE MANAGEMENT

| Office of the Treasurer | | | |
|--------------------------------|-----------------------------|--|---|
| Category | Performance Measures | Description | Goal Statement |
| Government Efficiency | # of Bank Accounts | Includes the number of active managed bank accounts where Nassau County monies are deposited. | Improve timeliness of account reconciliation. |
| Government Efficiency | % Bank Accounts Reconciled | Includes the number of actively managed bank accounts reconciled within 30 days of receipt of bank statement as a percent of the total number of bank accounts where Nassau County monies are deposited. | Improve timeliness of account reconciliation. |
| Government Efficiency | % Direct Payroll Deposits | Includes the number of Direct Payroll Deposit as a percentage of total Payroll. | Increase efficiency through automation. |
| Government Efficiency | % Paperless Payroll Advice | Includes the number of Paperless Payroll Advice as a percentage of total Direct Deposits. | Increase efficiency through automation. |
| Government Efficiency | % Tax Pay Received Online | Includes the actual dollar value of delinquent property taxes received via online payment as a percentage of total payments received. | Increase efficiency through automation. |
| Government Efficiency | Investment Balance Rate | Represents the interest rate earned on Investment balances. | Maximize investment income, while providing sufficient liquidity and minimizing risk. |

| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------------|--------------------|
| # of Bank Accounts | 110 | 99 | 105 | 101 | 105 |
| % Bank Accounts Reconciled | 99.1% | 98.0% | 95.0% | 100.0% | 98.0% |
| % Direct Payroll Deposits | 73.4% | 80.9% | 80.0% | 83.1% | 82.0% |
| % Paperless Payroll Advice | -- | 2.8 | 10.0% | 3.6% | 10.0% |
| % Tax Pay Received Online | 4.7% | 4.3% | 3.0% | 0.5% | 3.0% |
| Investment Balance Rate | 0.17% | 0.17% | 0.20% | 0.18% | 0.25% |



VISION

To provide optimum customer service in a prompt and courteous manner and enhance public safety through education and enforcement

MISSION

To enhance pedestrian and vehicular safety through education and timely adjudication of all traffic, parking, and photo enforcement related offenses



NASSAU COUNTY DISTRICT COURT / TRAFFIC AND PARKING VIOLATIONS AGENCY

The Nassau County Traffic and Parking Violations Agency (NCTPVA), as an arm of the Nassau County District Court, administers and adjudicates traffic and parking tickets for Nassau County and other municipalities as well as Photo Enforcement Notices of Liability (NOL).

NCTPVA utilizes both in-house resources and outside collection vendors, including default judgments and “boot and tow”, to recoup outstanding revenue owed.

NCTPVA works in conjunction with the New York State Department of Motor Vehicles (NYSDMV) to suspend the license and/or driving privilege of motorists who fail to respond to violations or pay post disposition fines and fees.

Also, in conjunction with the NYSDMV, parking ticket and NOL violators who fail to respond to and/or pay for post disposition violations, may be reported as “scofflaws” to the NYSDMV, which has the power to deny renewal of and/or cause immediate suspension of all current registrations and deny future registrations to the violator.

GOALS

- Offer a timely conference and/or trial for traffic and parking tickets and NOLs
- Actively pursue the collection of overdue fines and penalties
- Forward delinquent accounts to contract vendors for collection
- Leverage new and existing technologies to serve the public more efficiently and effectively
- Operate Photo Enforcement Program efficiently and effectively to meet the goals of education and public safety
- Enhance and influence pedestrian and motor vehicle safety by increasing public awareness through education and enforcement

OBJECTIVES

- Maintain conference scheduling of a “not-guilty” plea in a timely manner
- Offer trials as soon as practicable based on the issuing officer’s availability
- Attempt to adjudicate violations by first appearance date
- Continue sending scofflaw and suspension information to the NYSDMV
- Maintain the boot and tow program to immobilize scofflaws
- Aggressively send billing notices on traffic, parking violations, and Photo Enforcement NOLs
- Expand the default judgment process to all violations



- Implement default convictions for failure-to-appear (FTA) at traffic, parking, and NOL trials and hearings
- Plan for an upgraded computer system that leverages and interfaces with other County and State software applications to serve the needs of the Agency and its clientele effectively and efficiently
- Arrange for the ability to review all outstanding violations and NOL's in one system
- Arrange for self-service via online access to review scheduled court dates, submit requests for new/modified court dates, and submit pleas on-line
- Operate the Photo Enforcement Program in an effective and efficient manner by screening alleged offenses prior to the issuance of a NOL and providing timely hearing dates
- Implement a Distracted Driver Safety Program in an effort to reduce crashes caused by drivers using mobile devices while vehicle is in motion.

TRAFFIC AND PARKING VIOLATIONS AGENCY



2017 BUDGET HIGHLIGHTS

The expenses for the Traffic and Parking Violation Agency in the 2017 Adopted Budget are \$14.4 million, a decrease of 4.7% from the 2016 Projection. Expenses include Salaries, Wages & Fees of \$4.1 million, an increase of 13.2% from the 2016 Projection, primarily due to the impact of current labor agreements and the need for additional Traffic Prosecutors. Other Than Personal Services (OTPS) expenses are \$10.3 million, a 10.3% decrease from the 2016 Projection, primarily attributable to Contractual Services. American Traffic Solutions is paid 35% of \$50 dollar fine and penalty fees collected on Red Light Camera Notice of Liability(NOLs), down from 38% in Fiscal Year 2015 but the same amount in Fiscal Year 2016. In addition to the decrease in contract pricing, the Adopted 2017 Budget includes a 16% decrease in the number of Red Light Camera tickets issued. This OTPS appropriation includes an across the board OTPS cut necessary in order to attain NIFA Plan approval to compensate for \$36 million of NIFA sited risk.

The revenues for the Traffic and Parking Violation Agency for the 2017 Adopted Budget are \$64.0 million, a 3.2% decrease from the 2016 Projection due to the reduction of NOLs issued related to driver behavior modification.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|-----------------------------|-------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 3,210,368 | 3,928,770 | 3,611,927 | 4,089,440 |
| | BB - EQUIPMENT | 5,822 | 9,700 | 9,700 | 9,376 |
| | DD - GENERAL EXPENSES | 189,765 | 220,020 | 220,020 | 212,669 |
| | DE - CONTRACTUAL SERVICES | 11,756,837 | 9,961,140 | 11,299,433 | 10,118,696 |
| EXP Total | | 15,162,791 | 14,119,630 | 15,141,080 | 14,430,181 |
| REV | BD - FINES & FORFEITS | 59,227,711 | 61,849,031 | 66,032,918 | 63,945,315 |
| | BF - RENTS & RECOVERIES | 344,406 | 35,000 | 35,000 | 35,000 |
| REV Total | | 59,572,117 | 61,884,031 | 66,067,918 | 63,980,315 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 41 | 40 | 40 |
| | ORDINANCE | 6 | 6 | 6 |
| Full-Time Total | | 47 | 46 | 46 |
| Part Time | | 40 | 45 | 47 |
| Part Time Total | | 40 | 45 | 47 |

TRAFFIC AND PARKING VIOLATIONS AGENCY



PERFORMANCE MANAGEMENT

| Traffic & Parking Violations Agency | | | |
|-------------------------------------|------------------------|--|--|
| Category | Performance Measures | Description | Goal Statement |
| Government Efficiency | Boots Applied | Includes the number of boots applied under the Nassau County Boot and/or Tow Program. Beginning in March 2012, vehicles found parked within the public right-of-way may have their wheels locked with a boot. A vehicle is eligible if a registrant has received two or more parking or Red Light Safety Camera Notices of Liability. Vehicles are identified for booting by vehicles equipped with "license plate recognition" (LPR) technology. LPR systems are able to "read" up to 10,000 plates per day on vehicles parked on city streets and can identify, within a fraction of a second, if the license plate is in eligible status. | Increase compliance by using an additional enforcement tool. |
| Government Efficiency | Boot Vehicles Towed | Includes the number of vehicles towed under the Nassau County Boot and/or Tow Program. Beginning in March 2012, vehicles found parked within the public right-of-way may have their wheels locked with a boot. If the past-due amounts and \$166 booting fee are not paid within 48 hours (excluding weekends) the vehicle may be towed. | Increase compliance by using an additional enforcement tool. |
| Government Efficiency | Boot & Tow-Net Payment | Includes the net payment to Nassau County of all parking fines and late fees associated with the Boot and Tow Program (excluding Boot and Tow fees). Beginning in March 2012, scofflaw vehicles found parked within the public right-of-way may have their wheels locked with a boot. If the past-due amounts and \$166 booting fee are not paid within 48 hours (excluding weekends) the vehicle may be towed. Generally, the vehicle will be released from boot or impound upon payment of all parking fines, late fees, and booting and/or tow fees associated with the vehicle. | Increase compliance by using an additional enforcement tool. |
| Government Efficiency | 1st Billing Notices | Represents the number of days after due date for TPVA to send the 1st billing notice for tickets issued within the past year. | TRAFFIC - Increase TPVA Traffic Collections. Increase billing Traffic violations not requiring appearances. Issue the 1st billing notice on the 7th day from the due date. PARKING - Increase TPVA Parking Collections. Issue billing notice for billable Parking Violations on the 7th from return date. |
| Government Efficiency | 2nd Billing Notices | Represents the number of days after due date for TPVA to send the 2nd billing notice for tickets issued within the past year. | TRAFFIC - Increase TPVA Traffic Collections. Institute a second billing letter with stronger language to ensure timely payment. PARKING - Increase TPVA Parking Collections. Continue multiple Parking billing notices to decrease use of outside vendor. |

TRAFFIC AND PARKING VIOLATIONS AGENCY



| Category | Performance Measures | Description | Goal Statement |
|-----------------------|---|--|--|
| Government Efficiency | Conference Scheduling Days | Includes the number of days the conference date is scheduled after not guilty plea entry. | Continue to schedule Traffic and Parking Conferences within a reasonable time frame. Maintain standard of scheduling conference within 75 days of Not guilty plea entry. |
| Government Efficiency | Parking and Traffic Fines and Late Fees | Includes total gross monies reduced by distribution monies. For traffic includes total monies Nassau County can book due to issuance of Traffic Violations (includes agency fee, fines, penalties and certain surcharges). For parking includes total monies Nassau County can book due to issuance of Parking Violations (includes agency fee, fines, penalties and collection fees). | The goal of TPVA is to process tickets efficiently and expeditiously utilizing TPVA resources. The efficient disposition of tickets will generate targeted revenues set for TPVA. |
| Public Safety | Red Light Camera Violations | Includes the number of notices of liability issued to red light camera violators. There are various ways to receive a Notice of Liability due to a Red Light Camera Violation: Left Turn while Traffic Signal is Red, Going Straight through on a Red Light Signal, Making a right on Red but failing to make a complete stop, Blatant disregard for a red light. | Ensure the issuance of red light camera violations is consistent among locations and periods for the Public Safety betterment. |
| Public Safety | RLC Revenue | Includes total collected revenue from Red Light Camera violations. | Ensure the issuance of red light camera violations is consistent among locations and periods for the Public Safety betterment. |
| Government Efficiency | Susp-Aft NON Appear Cnfrnce Dt | Includes the number of days for TPVA to notify DMV to suspend driving privileges after conference NON appearance date. | Continue to increase TPVA notification of pending Traffic suspensions to DMV. Notify DMV to suspend for NON appearance for Conference date. Continue to notify DMV to suspend driving privileges 60 days after NON appearance dates. |
| Government Efficiency | Susp-Aft NON Appear Trial Date | Includes the number of days for TPVA to notify DMV to suspend driving privileges after trial NON appearance date. | Continue to increase TPVA notification of pending Traffic suspensions to DMV. Notify DMV to suspend NON Appearance on trial date. Continue to notify DMV to suspend driving privileges 60 days after NON appearance date. |
| Government Efficiency | Suspend-After Pay Due Date | Includes the number of days for TPVA to notify DMV to suspend driving privileges after "suspend deferred payment" due date. | Continue to increase TPVA notification of pending Traffic suspensions to DMV. Suspend Deferred payments not received. Continue to notify DMV to suspend driving privileges 60 days after payment due date. |
| Government Efficiency | TPVA Phone Payments | Includes the amount of TPVA revenue collected over the phone. This measure is a subset of TPVA County Revenue. | Improve phone payment service. |
| Government Efficiency | TPVA Trials Pending-Overall | Includes the number of pending traffic trials waiting to be scheduled by all jurisdictions. | Reduce traffic trial inventory. Continue working with various jurisdictions to increase the number of traffic trials scheduled. |

TRAFFIC AND PARKING VIOLATIONS AGENCY



| Traffic & Parking Violations Agency | | | | | | |
|---|----------|--------------|--------------|--------------|----------------------|---------------|
| Performance Measures | Division | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| Boots Applied | TPVA | 3,094 | 3,538 | 2,500 | 2,830 | 2,500 |
| Boot Vehicles Towed | TPVA | 67 | 30 | 50 | 77 | 50 |
| Boot & Tow-Net Payment | TPVA | \$ 1,499,397 | \$ 1,742,680 | \$ 1,500,000 | \$ 1,454,063 | \$ 1,500,000 |
| 1st Billing Notices | Parking | 7.9 Days | 9.7 Days | 9.0 Days | 9.7 Days | 9.0 Days |
| 2nd Billing Notices | Parking | 29.8 Days | 30.5 Days | 31.0 Days | 30.7 Days | 31.0 Days |
| Conference Scheduling Days | Parking | 63.3 Days | 62.3 Days | 66.0 Days | 63.5 Days | 66.0 Days |
| 1st Billing Notices | Traffic | 7.0 Days | 7.1 Days | 8.5 Days | 6.7 Days | 8.5 Days |
| 2nd Billing Notices | Traffic | 37.9 Days | 38.0 Days | 39.0 Days | 37.9 Days | 39.0 Days |
| Conference Scheduling Days | Traffic | 63.5 Days | 63.6 Days | 61.0 Days | 63.7 Days | 61.0 Days |
| Parking and Traffic Fines and Late Fees | TPVA | \$20,135,047 | \$21,239,889 | \$15,500,000 | \$ 11,597,325 | \$ 15,500,000 |
| Red Light Camera Violations | RLC | 414,001 | 484,750 | 289,110 | 254,485 | 289,110 |
| RLC Revenue | RLC | \$33,927,225 | \$33,441,071 | \$20,695,500 | \$ 23,756,685 | \$ 20,695,500 |
| Susp-Aft NON Appear Cnfrnce Dt | Traffic | 62 Days | 62 Days | 75 Days | 62 Days | 75 Days |
| Susp-Aft NON Appear Trial Date | Traffic | 66 Days | 65 Days | 75 Days | 95 Days | 75 Days |
| Suspend-After Pay Due Date | Traffic | 76 Days | 79 Days | 75 Days | 85 Days | 75 Days |
| TPVA Phone Payments | TPVA | \$ 2,148,337 | \$ 1,558,242 | \$ 1,600,000 | \$ 711,280 | \$ 1,600,000 |
| TPVA Trials Pending-Overall | Traffic | 4,753 | 5,281 | 4,600 | 5,364 | 4,600 |



VISION

The Nassau County Veterans Service Agency, in partnership with the United States Veterans Administration, other Federal agencies, New York State, and other County agencies and departments, ensures that all eligible veterans and their families receive the benefits to which they are entitled.

MISSION

The Nassau County Veterans Service Agency advocates for Nassau County veterans and their families with the United States Veterans Administration, New York State, and Nassau County agencies by educating them and ensuring receipt of all benefits; assisting with their financial and economic issues; expanding public awareness of veteran issues; and enhancing the quality of life for veterans in Nassau County.



VETERANS SERVICE AGENCY

The Veterans Service Agency (VSA) advocates on behalf of veterans and their dependents in the areas of compensation, pension, education, vocational rehabilitation, burial, hospital care, blind annuity, tax exemptions, and discharge upgrading. The Agency provides free transportation for veterans to the Veterans Administration (VA) Hospital in Northport, the VA Health Clinic in East Meadow, the VA Valley Stream Clinic, and the Nassau Veterans Center in Hicksville. The program consists of 50 volunteer drivers.

VSA accomplishes its Mission by:

- Guiding veterans through the process from the application for benefits to the adjudication and, if necessary, any appeal
- Providing advocacy services for veterans, their spouses, and dependents, thereby making it easier for claims and earned benefits to be administered and received by deserving and rightful recipients
- Conducting two Veteran Stand Down's annually that provide assistance to veterans in securing entitled benefits, job counseling, legal advice, food, clothing, medical screening, dental care and free meal
- Overseeing the Vet-Mart that provides Veterans with weekly rations of toiletries and canned food

GOALS

- Educate veterans and their families about their benefits
- File claims for veterans and/or their families properly and in a timely manner to ensure the best possible outcome and maximize the dollar amount received
- Allow veterans, who are currently receiving Department of Social Services benefits, to change to VA benefits

OBJECTIVES

- Streamline and improve the processing of claims and administration of benefits to ensure proper compliance
- Improve public awareness of veteran benefits and entitlements, thereby increasing the number of veterans filing for benefits
- Educate Post Commanders, Post Presidents, and Service Officers about veterans' benefits and new VA laws and regulations, thereby increasing the filing of new claims for benefits

**2017 BUDGET HIGHLIGHTS**

Expenses for the Veterans Service Agency in the 2017 Adopted Budget are \$502,254, a 10.6% increase from the 2016 Projection. Salaries, Wages & Fees are \$485,054 or 11.0% higher, primarily due to Terminal Leave and the impact of current labor agreements. Other Than Personal Services (OTPS) expense is \$17,200, a 1.8% increase that can be attributed to uniform rental expense and office supplies and copy paper.

Revenues for the Veterans Service Agency in the 2017 Adopted Budget are \$59,703, flat with the 2016 Projection.

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|----------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 427,060 | 455,847 | 437,142 | 485,054 |
| | DD - GENERAL EXPENSES | 9,278 | 16,200 | 16,200 | 15,200 |
| | DE - CONTRACTUAL SERVICES | 0 | 700 | 700 | 2,000 |
| EXP Total | | 436,338 | 472,747 | 454,042 | 502,254 |
| REV | BF - RENTS & RECOVERIES | 190 | 0 | 0 | 0 |
| | SA - STATE AID - REIMBURSEMENT OF EXPENSES | 59,703 | 59,703 | 59,703 | 59,703 |
| REV Total | | 59,893 | 59,703 | 59,703 | 59,703 |

| Head Count | Union | 2016 Adopted Budget | On Board HC 9/1/2016 | 2017 Adopted Budget |
|------------------------|-----------|---------------------|----------------------|---------------------|
| Full-Time | CSEA | 5 | 5 | 5 |
| | ORDINANCE | 2 | 2 | 2 |
| Full-Time Total | | 7 | 7 | 7 |

VETERANS SERVICE AGENCY



PERFORMANCE MANAGEMENT

| Veterans Service Agency | | | |
|-------------------------|-----------------------------|---|---|
| Category | Performance Measures | Description | Goal Statement |
| Government Assistance | % Vet Counselors Using VIMS | Represents the percentage of Veteran Service Agency Counselors using the VIMS (Veterans Information Management) System. | All VSA Counselors to use the efficient and paperless VIMS (Veterans Information Management) system to store Veterans information. |
| Government Assistance | Veteran Cash Awards | Represents the total cash awards received by Veterans from the U.S. Department of Veteran Affairs. | To file claims for the Veteran and/or family and to increase the dollar amount received by Nassau County Veterans. |
| Government Assistance | Veteran Claims Opened | Represents the number of Veteran claims opened, including compensation, pension, tax exemption, and medical claims. | Guide Veterans through the claims process from the application to adjudication and if necessary, the appeal process. |
| Government Assistance | Veteran Stand Downs | The Bi-annual Stand Down provides veterans with assistance in securing entitled benefits, job counseling, legal advice, clothing, free dental cleaning, haircuts, canned food, medical screening, day of event meal and enrollment in the VA health care system, which helps veterans integrate back into the work force and our community. | Help the County's homeless veterans by providing access to the community resources needed to begin addressing their individual problems and rebuilding their lives. |

| Veterans Service Agency | | | | | |
|-----------------------------|--------------|--------------|--------------|----------------------|--------------|
| Performance Measures | 2014 Actual | 2015 Actual | 2016 Target | 2016 June YTD Actual | 2017 Target |
| % Vet Counselors Using VIMS | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Veteran Cash Awards | \$ 7,046,924 | \$ 5,604,533 | \$ 5,000,000 | \$ 1,861,068 | \$ 4,000,000 |
| Veteran Claims Opened | 1,112 | 2,057 | 500 | 931 | 1,200 |
| Veteran Stand Downs | -- | 2 | 2 | 1 | 2 |

FUNDS



CAPITAL FUND

The County Executive submitted the 2016 Capital Budget and Four-Year Capital Plan in October 2015, and the County Legislature adopted them in February 2016 and last amended in December 2016. A summary of the Adopted 2016 Capital Budget and Four-Year Capital Plan with the December 2016 amendments are included below.

The 2016 Capital Budget and 2016-2019 Capital Plan for Nassau County include the planned capital investment of \$732.7 million through 2019 to renew and enhance the County's extensive infrastructure and public facilities.

Between 2016 and 2019, Nassau County anticipates spending \$526.6 million on General Capital Projects. The other major category of capital expenditures is improvements to the Sewer and Storm Water Resources District. Funding for all approved projects in the Capital Plan is in the following table.

Nassau County Capital Plan: 2016-2019

| | 2016 | 2017 | 2018 | 2019 | Total FY2016 - 19 |
|---|---------------|---------------|---------------|--------------|----------------------|
| General Capital | \$236,132,144 | \$114,932,272 | \$91,850,478 | \$83,688,000 | \$526,602,894 |
| Building Consolidation Program | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sewer and Storm Water Resources District | \$90,317,836 | \$88,300,000 | \$13,750,000 | \$13,750,000 | \$206,117,836 |
| Environmental Bond Act | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total | \$326,449,980 | \$203,232,272 | \$105,600,478 | \$97,438,000 | \$732,720,730 |

The Capital Plan advances projects to improve the health, safety, and quality of life of County residents and makes government more efficient and responsive to the needs of residents. Projects include enhancements to County facilities, rehabilitation of roadways, drainage improvements, and the construction and redevelopment of park facilities.

In 2016, the Capital Plan continues to focus on completing projects already underway and does not anticipate commencing new projects.

CAPITAL FUND



RECURRING CAPITAL PROJECTS

The County categorizes capital projects as either recurring or non-recurring. A project that the County has identified to be recurring is one that it expects to be included in the majority of annual capital budgets and tends to have regular replacement cycles.

General Capital and Building Consolidation Programs, 2016-2019

| | 2016 | 2017 | 2018 | 2019 | Total FY2016-19 |
|---------------|---------------|--------------|--------------|--------------|--------------------|
| Recurring | \$115,223,907 | \$67,950,000 | \$63,200,000 | \$63,225,000 | \$309,598,907 |
| Non-Recurring | \$120,908,237 | \$46,982,272 | \$28,650,478 | \$20,463,000 | \$217,003,987 |

Sewer and Storm Water Resources District, 2016-2019

| | 2016 | 2017 | 2018 | 2019 | Total FY2016-19 |
|---------------|--------------|--------------|--------------|--------------|--------------------|
| Recurring | \$43,437,000 | \$70,800,000 | \$12,500,000 | \$12,500,000 | \$139,237,000 |
| Non-Recurring | \$46,880,836 | \$17,500,000 | \$1,250,000 | \$1,250,000 | \$66,880,836 |

FUNDING SOURCES

Funding for capital projects comes from a variety of sources. In the 2016 Budget and Plan, a majority of funding will come from the issuance of long-term debt. The following tables indicate the funding sources for the Capital Plan.

Funding Sources for the Capital Plan, 2016-2019 - Total

| | 2016 | 2017 | 2018 | 2019 | Total FY2016 - 19 |
|---------------------------|----------------------|----------------------|----------------------|---------------------|----------------------|
| County Debt | \$240,712,255 | \$190,544,272 | \$92,912,478 | \$84,750,000 | \$608,919,005 |
| Non County (Grants, etc.) | \$85,737,725 | \$12,688,000 | \$12,688,000 | \$12,688,000 | \$123,801,725 |
| Total | \$326,449,980 | \$203,232,272 | \$105,600,478 | \$97,438,000 | \$732,720,730 |



Funding Sources for the 2016-2019 - General Capital Plan

| | 2016 | 2017 | 2018 | 2019 | Total FY2016 - 19 |
|---------------------------|----------------------|----------------------|---------------------|---------------------|----------------------|
| County Debt | \$155,394,419 | \$102,244,272 | \$79,162,478 | \$71,000,000 | \$407,801,169 |
| Non County (Grants, etc.) | \$80,737,725 | \$12,688,000 | \$12,688,000 | \$12,688,000 | \$118,801,725 |
| Total | \$236,132,144 | \$114,932,272 | \$91,850,478 | \$83,688,000 | \$526,602,894 |

Sources of funding consist of the following:

- General Obligation Bonds (G.O. Bonds) – The capital program is primarily funded through the issuance of long-term debt. All of the taxable real property within the County is subject to the levy of ad valorem taxes, subject to applicable statutory limitations, to pay both the principal of and interest on long-term debt.
- Non-County Funding (State and Federal Grants) – Other government entities provide grants for the construction and reconstruction of physical assets as well as the purchase of capital equipment.

2016 FUNDING BY PROJECT CATEGORY

The County makes capital funding available for the following project types.

General Capital - The General Capital Program includes projects that will make improvements to County infrastructure. Projects fall into one of the following categories.

2016 General Capital County Debt by Project Category

| | |
|----------------|---------------|
| Buildings | \$ 13,204,482 |
| Equipment | \$ 6,800,000 |
| Infrastructure | \$ 43,629,937 |
| Parks | \$ 10,750,000 |
| Property | \$ - |
| Public Safety | \$ 26,200,000 |
| Roads | \$ 33,420,000 |
| Technology | \$ 12,250,000 |
| Traffic | \$ 6,440,000 |
| Transportation | \$ 2,700,000 |



- **Buildings:** Improvements to County buildings, including rehabilitations and electrical upgrades
- **Equipment:** Purchase of vehicles and other equipment
- **Infrastructure:** Major infrastructure improvements including new facilities at Nassau Community College
- **Parks:** Construction and rehabilitation of parks and park facilities
- **Property:** Property acquisition and use studies
- **Public Safety:** Improvements to the Nassau County Correctional Center, Police Department facilities, and Fire Service Academy
- **Roads:** Improvements to County roads
- **Technology:** Improvements to the County's technology infrastructure and the purchase of new software applications and computer and network equipment
- **Traffic:** Improvements to signals, traffic computers, and other traffic-related systems
- **Transportation:** Purchase of new buses and overall planning initiatives related to the Nassau HUB

Sewer and Storm Water Resources District - The District finances its capital needs through debt issued by the County, the New York State Environmental Facilities Corporation and/or the Sewer and Storm Water Finance Authority.

Environmental Bond Act - Funds expended to purchase and preserve open space through a special assessment approved by County voters.

IMPACT OF CAPITAL PROGRAMS ON THE OPERATING BUDGET

The majority of capital improvement projects generate either future Operating Budget costs or savings in the following ways: increasing annual debt service cost, and that generates savings the Operating Budget from the new, renovated facilities or purchased equipment that decrease operating costs.

Debt Service

- The County budgets all debt service (interest, principal, and set-aside payments) out of the Debt Service Fund, with the exception of certain sewer debt. The County then charges these expenses to the appropriate funds on a project-by-project basis.
- Fiscal Year 2016 tax supported debt service, as displayed later in the Debt Service Fund section, is approximately \$356.1 million. The 2017 Adopted Budget includes \$376.4 million of debt service.

Operating Budget Impacts

- To record the true cost of a capital project, County departments will charge the associated capital project for both direct and indirect operating costs related to the capital project planning and execution.
- Once a project is complete, it may continue to affect the Operating Budget for the life of the asset. For instance, the construction of government buildings and facilities may



result in new annual costs for maintenance, utilities, and additional staffing required for facility management and operation. However, new or renovated buildings and equipment may also result in savings in the Operating Budget.

- The County requires all new buildings to meet at least Certified Leadership in Energy and Environmental Design (LEED) requirements, which the County expects to result in maintenance and utility efficiencies and savings.
- The Capital Plan includes analysis of the Operating Budget impact as it aids in the review and decision making on the timing of public facility renovations or replacement. This includes an analysis of what the ongoing cost of a new building or road will be in addition to its construction costs and any required debt service.

IMPACT OF SIGNIFICANT NON-RECURRING CAPITAL PROJECTS ON THE OPERATING BUDGET

The County's 2016-2019 Capital Plan includes approximately \$229.2 million of non-recurring capital expenditures. Non-recurring capital expenditures or projects are typically not included in every budget and do not have a regular replacement cycle.

- The most significant non-recurring General Capital projects include:
 - The Family & Matrimonial Court Phase I building renovation is a total planned investment of \$59.0 million. The County does not anticipate that the facility will significantly increase personnel or utility costs, as it represents the renovation of a current County facility. However, there is the potential for lower maintenance costs reflective of a newer facility.
 - The County anticipates a total investment of \$39 million for the Nassau County Crime Lab Project and does not anticipate that the facility will significantly increase personnel or utility costs, as it represents the replacement of a current County facility. However, there is the potential for lower maintenance costs reflective of a newer facility.
- Excluding the reconstruction of the Bay Park Sewage Treatment Plant, which the County anticipates will be completed with Federal funding, the most significant non-recurring Sewer and Storm Water Resources District projects include:
 - The Bay Park Outfall District Structure Pipeline Rehabilitation Study is a total investment of \$52 million. The County is currently investigating the viability of transporting effluent from Bay Park to the Cedar Creek Water Pollution Control Plant outfall using 10 miles of existing viaduct along Sunrise Highway.
 - Pump Station Rehabilitation is a total investment of \$101.5 million. The County does not expect this rehabilitation to result in any additional staffing. However, the County expects maintenance and utility costs to decline, as the facilities will be newer and more efficient.
 - Horse Brook Drainage Improvements are a total investment of \$22.0 million. The drainage improvements are not expected to affect the Operating Budget.



COMMUNITY COLLEGE FUND

Nassau Community College (NCC), a constituent member of the State University of New York (SUNY) system, is a comprehensive, full-opportunity institution of higher education. All who can benefit from its resources have the opportunity to expand their knowledge and skills and to pursue the goal of lifelong learning. The College is dedicated to high quality, low-cost education, and career preparation to meet the needs and interests of the communities it serves. It is committed to academic excellence and the dignity and worth of the individual. To these ends, NCC offers Associate in Arts, Associate in Science, and Associate in Applied Science degrees, as well as certificates and continuing education programs. Its curricula span the liberal arts and sciences and pre-professional and professional areas for the benefit of a diverse population. The College places a high priority on small classes in various fields, taught by qualified, experienced faculty, to provide an optimal educational environment.

The NCC Board of Trustees adopted the Fiscal Year 2017 (September 1, 2016 – August 31, 2017) on May 10, 2016, and the Nassau County Legislature adopted it on June 20, 2016. The Fiscal Year 2017 NCC Budget is \$211.7 million, a decrease of \$2.0 million or 0.94% compared to the Fiscal Year 2016 Budget. The Fiscal Year 2017 Budget represents the second consecutive budget with a decrease in expenses. The decrease is primarily due to budgeted Salary decreases as a result of retirement incentives as well as decreases in discretionary spending in Contractual Expenses and Utility costs. The budget consists of three primary revenue sources: tuition, State Aid and local sponsor share (Nassau County Property Taxes). The budget contains no increases in taxes. The Fiscal Year 2017 full-time student tuition rate increased \$334, or 7.4% from \$4,534 to \$4,868. There is also a \$60 increase in the Technology Fee. State Aid has increased \$100 or 3.9%, per full-time equivalent student (FTE) from \$2,597 to \$2,697. The projected unreserved, unrestricted fund balance at the end of Fiscal Year 2016 is below the fund balance minimum set forth by the College Board of Trustees. NCC has decided not to include Fund Balance as a revenue source in Fiscal Year 2017.



DEBT SERVICE FUND

The County budgets all debt service (interest, principal, and set-aside payments) out of the Debt Service Fund, with the exception of certain sewer debt. The County then charges these expenses to the appropriate funds on a project-by-project basis.

Prior to 2000, the County issued debt on its own. Beginning in 2000, the Nassau County Interim Finance Authority (NIFA) began to issue debt to fund the County's short-term and long-term financing needs, pursuant to NIFA's authority under State law enacted in 2000. The County re-entered the short-term market in late 2003. NIFA's statutory authority to borrow on behalf of the County effectively ended at the end of 2005. The County then resumed long-term borrowing on its own. Therefore, the County's outstanding debt consists of both County bonds and NIFA bonds. To understand the County's total debt profile, one must consider both the County's debt service and NIFA's debt service (reflected in the Other Expense Code), which is funded through NIFA's set-asides of County sales tax revenue.

Interest Expense and Principal Expense contain appropriations for scheduled interest and principal payments on outstanding and future General Obligation debt issued for projects in the General, Fire Prevention, Police Headquarters, Police District, Community College, and Environmental Bond Funds, and certain sewer debt. Interest Expense also contains appropriations for interest payments on bond anticipation notes and cash flow notes. Other Expenses contain appropriations for NIFA's set-asides of County sales tax revenue to fund debt service on NIFA debt and cost-of-issuance expense.

Capital Resources for Debt Service includes the projected premium from the issuance of debt. A bond or note issue generates premium when the coupon is higher than the corresponding yield. Debt Service Chargeback Revenue is revenue for charges associated with debt service paid from the Debt Service Fund and charged to the General, Fire Prevention, Police Headquarters, and Police District Funds. Interfund Charges Revenue is payment for the debt service that the County pays from the Debt Service Fund and charges to the Environmental Bond Fund and Sewer and Storm Water Resources District Fund. Federal Aid Reimbursement of expenses is a direct payment subsidy the County receives from the Federal Government for a portion of its borrowing costs on Build America Bonds that the County issued in 2009 and 2010. Build America Bonds are federally taxable, as opposed to most of the County's General Obligation Debt, which is tax-exempt.

DEBT SERVICE FUND



| DEBT SERVICE FUND | | | | | |
|-------------------|--|-------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | FF - INTEREST | 93,713,118 | 110,343,258 | 104,780,571 | 116,812,519 |
| | GG - PRINCIPAL | 70,445,000 | 78,420,000 | 78,420,000 | 94,230,001 |
| | L3 - TRANS TO LITIGATION FUND | 20,200,000 | 0 | 0 | 0 |
| | OO - OTHER EXPENSES | 182,095,505 | 175,416,831 | 175,416,831 | 165,348,437 |
| EXP Total | | 366,453,622 | 364,180,089 | 358,617,402 | 376,390,957 |
| REV | BQ - CAPITAL RESOURCES FOR DEBT | 36,446,575 | 4,483,620 | 24,483,620 | 3,450,000 |
| | BV - DEBT SERVICE CHARGEBACK REVENUE | 298,840,915 | 326,791,985 | 304,838,337 | 337,018,413 |
| | BW - INTERFUND CHARGES REVENUE | 26,248,824 | 28,092,282 | 28,092,282 | 31,110,342 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 4,795,942 | 4,812,202 | 4,812,202 | 4,812,202 |
| | IF - INTERFUND TRANSFERS | 121,367 | 0 | 0 | 0 |
| REV Total | | 366,453,622 | 364,180,089 | 362,226,441 | 376,390,957 |

ENVIRONMENTAL BOND FUND



ENVIRONMENTAL BOND FUND

The Environmental Bond Fund, established by Local Law No. 14 of 2004 and Local Law No. 10 of 2006, contains resources and appropriations to cover the cost of purchasing and preserving open space and for other purposes in accordance with the County's environmental programs established by such local laws. These local laws have authorized \$150 million (\$50 million in 2004 and \$100 million in 2006) in environmental program funding. To date the County had issued bonds generating \$144.2 million of proceeds.

| ENVIRONMENTAL FUND | | | | | |
|--------------------|------------------------|------------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | HH - INTERFUND CHARGES | 9,595,406 | 9,540,730 | 9,540,730 | 9,186,404 |
| EXP Total | | 9,595,406 | 9,540,730 | 9,540,730 | 9,186,404 |
| REV | AA - FUND BALANCE | 0 | 9,540,730 | 9,540,730 | 9,186,404 |
| | BE - INVEST INCOME | 4,683 | 0 | 5,665 | 0 |
| | TL - PROPERTY TAX | 9,601,959 | 0 | 0 | 0 |
| REV Total | | 9,606,642 | 9,540,730 | 9,546,395 | 9,186,404 |



GRANT FUND

The County receives outside funding from grants, primarily from the New York State and Federal governments that reimburse the cost of certain programs. While most of these programs are in the health and human services area, the County also receives a sizeable number of grants to enhance law enforcement and public safety.

Grant funds, in most cases, cannot supplant funds in the Operating Budget. The County can use them to enhance existing services, provide new services, act as seed money for new service programs, partially or fully cover the costs of services mandated by the State or Federal government, and pay overtime for special public safety programs among other things.

In each case, when the cost of a County employee or non-personnel related services is reimbursed by an outside entity, that expense (and associated revenue) is charged to the Grant Fund. Because County policy precludes the County from assuming grant revenues in the Adopted Budget before receipt is certain, the County recognizes outside reimbursements and expenses in the Grant Fund by Supplemental Appropriation after the grantor assures the County of the amount and receipt of the funds.

Grants typically cover a non-calendar year, and grantors may allow the County to carry over unspent funds to future grant periods. These characteristics distinguish the funding from the State and Federal Aid that the County budgets in the Operating Fund.

The Office of Management and Budget(OMB) has divide the 2017 Grants Plan into three sections, Public Safety, Social Services and Public Works. OMB will be working on maximizing its grant, continue explore new grant opportunities and provide financial analysis for grants.

The 2017 Grants Plan total approximately \$106.7 million that is subject to change depending on the new grant opportunities from Federal and New York State Agencies. Social Services Programs budget is \$92.8 million, Public Safety budget totals \$8.9 million, and Public Works is \$5.0 million. The anticipated Federal funding for 2017 is \$59.9 million and \$46.8 million from in New York State funding.

A new grant document is being developed in 2017 to better analyze grants and provide financial analysis and explore more grant opportunities.



**Appropriations in the Grant Fund
as of December 31, 2016**

GRANT FUND



| PUBLIC SAFETY | | |
|----------------------------|---------------------------|------------------|
| DEPARTMENT | OBJECT | 2017 GRANTS PLAN |
| DISTRICT ATTORNEY | AA-SALARIES, WAGES & FEES | 784,077 |
| | AB-FRINGER BENEFITS | 211,975 |
| | DD-GENERAL EXPENSES | 3,100 |
| | DE-CONTRACTUAL SERVICES | 94,270 |
| TOTAL EXPENSES | | 1,093,422 |
| SA-STATE AID | | 1,093,422 |
| TOTAL REVENUE | | 1,093,422 |
| EMERGENCY MANAGEMENT | AA-SALARIES, WAGES & FEES | 1,169,588 |
| | AB-FRINGER BENEFITS | 603,263 |
| | BB-EQUIPMENT | 1,209,925 |
| | DD-GENERAL EXPENSES | 1,239,271 |
| | DE-CONTRACTUAL SERVICES | 395,000 |
| TOTAL EXPENSES | | 4,617,047 |
| FA-FEDERAL AID | | 4,617,047 |
| TOTAL REVENUE | | 4,617,047 |
| FIRE COMMISSION | AA-SALARIES, WAGES & FEES | 2,100 |
| | AB-FRINGER BENEFITS | 100 |
| | BB-EQUIPMENT | 66,500 |
| | DD-GENERAL EXPENSES | 25,300 |
| TOTAL EXPENSES | | 94,000 |
| FA-FEDERAL AID | | 94,000 |
| TOTAL REVENUE | | 94,000 |
| POLICE DEPARTMENT | AA-SALARIES, WAGES & FEES | 926,408 |
| | AB-FRINGER BENEFITS | 159,529 |
| | BB-EQUIPMENT | 708,680 |
| | DD-GENERAL EXPENSES | 11,000 |
| TOTAL EXPENSES | | 1,805,617 |
| FA-FEDERAL AID | | 1,274,617 |
| SA-STATE AID | | 531,000 |
| TOTAL REVENUE | | 1,805,617 |
| PROBATION | AA-SALARIES, WAGES & FEES | 840,770 |
| | AB-FRINGER BENEFITS | 208,716 |
| | BB-EQUIPMENT | 1,400 |
| | DD-GENERAL EXPENSES | 10,400 |
| | DE-CONTRACTUAL SERVICES | 191,542 |
| TOTAL EXPENSES | | 1,252,828 |
| FA-FEDERAL AID | | 285,595 |
| SA-STATE AID | | 967,233 |
| TOTAL REVENUE | | 1,252,828 |
| TOTAL PUBLIC SAFETY GRANTS | | 8,862,914 |

GRANT FUND



| PUBLIC WORKS | | |
|----------------|---------------------------|------------------|
| DEPARTMENT | OBJECT | 2017 GRANTS PLAN |
| PUBLIC WORKS | AA-SALARIES, WAGES & FEES | 593,670 |
| | AB-FRINGE BENEFITS | 314,649 |
| | BB-EQUIPMENT | 43,767 |
| | DD-GENERAL EXPENSES | 262,533 |
| | DE-CONTRACTUAL SERVICES | 2,682,120 |
| | HH-INTERFUND CHARGES | 1,133,851 |
| TOTAL EXPENSES | | 5,030,590 |
| | FA-FEDERAL AID | 3,610,590 |
| | SA-STATE AID | 1,420,000 |
| TOTAL REVENUE | | 5,030,590 |

GRANT FUND

| SOCIAL SERVICE PROGRAMS | | |
|-----------------------------------|---------------------------|------------------|
| DEPARTMENT | OBJECT | 2017 GRANTS PLAN |
| HEALTH AND HUMAN SERVICES | AA-SALARIES, WAGES & FEES | 4,654,563 |
| | AB-FRINGE BENEFITS | 1,511,366 |
| | BB-EQUIPMENT | 35,000 |
| | DD-GENERAL EXPENSES | 865,000 |
| | DE-CONTRACTUAL SERVICES | 37,356,659 |
| | HH-INTERFUND CHARGES | 625,000 |
| TOTAL EXPENSES | | 45,047,588 |
| | FA-FEDERAL AID | 12,090,482 |
| | SA-STATE AID | 32,957,106 |
| TOTAL REVENUE | | 45,047,588 |
| HEALTH DEPARTMENT | AA-SALARIES, WAGES & FEES | 3,750,358 |
| | AB-FRINGE BENEFITS | 1,665,439 |
| | DD-GENERAL EXPENSES | 146,358 |
| | DE-CONTRACTUAL SERVICES | 5,744,429 |
| | HH-INTERFUND CHARGES | 48,406 |
| TOTAL EXPENSES | | 11,354,990 |
| | FA-FEDERAL AID | 9,725,882 |
| | SA-STATE AID | 1,629,108 |
| TOTAL REVENUE | | 11,354,990 |
| HOUSING AND COMMUNITY DEVELOPMENT | AA-SALARIES, WAGES & FEES | 2,430,000 |
| | AB-FRINGE BENEFITS | 1,173,000 |
| | BB-EQUIPMENT | 2,000 |
| | DD-GENERAL EXPENSES | 141,000 |
| | DE-CONTRACTUAL SERVICES | 14,099,000 |
| | HH-INTERFUND CHARGES | 450,000 |
| TOTAL EXPENSES | | 18,295,000 |
| TOTAL REVENUE | | 18,295,000 |
| SOCIAL SERVICES | AA-SALARIES, WAGES & FEES | 11,651,920 |
| | AB-FRINGE BENEFITS | 5,803,967 |
| | DD-GENERAL EXPENSES | 5,400 |
| | DE-CONTRACTUAL SERVICES | 616,700 |
| | HH-INTERFUND CHARGES | 5,000 |
| TOTAL EXPENSES | | 18,082,987 |
| | FA-FEDERAL AID | 9,933,085 |
| | SA-STATE AID | 8,149,902 |
| TOTAL REVENUE | | 18,082,987 |
| TOTAL SOCIAL SERVICE GRANTS | | 92,780,565 |



2017 Budget Highlights

The 2017 Grant Plan anticipates appropriations of approximately \$106.7 million. The amounts may vary based State and Federal funding awards. The 2017 Grants Plan includes approximately \$38.4 million in Salaries, Wages, Fees and Fringe Benefits or 36% of total appropriations. Other Than Personnel Services (OTPS) is \$68.2 million or 64% of the total plan. The plan also anticipates \$2.2 million in inter-fund charges for services provide from County Agencies to support the award grants.

The 2017 Grants Plan includes \$59.8 in Federal Aid or 56.2% of the total plan and the balance of \$46.7 million from New York State aid or 43.8%.



LITIGATION FUND

The County established the Litigation Fund in 2015, which contains resources and appropriations to cover the cost of judgments and settlements. Operating surplus generated from both the General and Debt Service Funds each year will fund the Litigation Fund. The County established the Litigation Fund in accordance with the transitional borrowing plan approved by the Nassau County Interim Finance Authority (NIFA) to ensure that the County no longer borrows for judgments and settlements.

| LITIGATION FUND | | | | | |
|-----------------|--------------------------|-------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | OO - OTHER EXPENSES | 0 | 20,200,000 | 20,200,000 | 37,613,678 |
| EXP Total | | 0 | 20,200,000 | 20,200,000 | 37,613,678 |
| REV | AA - FUND BALANCE | 0 | 20,200,000 | 20,200,000 | 37,613,678 |
| | IF - INTERFUND TRANSFERS | 20,200,000 | 0 | 0 | 0 |
| REV Total | | 20,200,000 | 20,200,000 | 20,200,000 | 37,613,678 |

NEW YORK STATE PROPERTY TAX REFUND FUND



NEW YORK STATE PROPERTY TAX REFUND FUND

The **Property Tax Refund Fund (TXF)** established for 2017 will contain funds for the payment of commercial and residential property tax refunds that the County pays for itself and on behalf of the towns, special districts and all but one of the school districts in the County. The amount budgeted in this fund will be the amount of refunds paid by the County in the current and/or previous year(s).

| NEW YORK STATE PROPERTY TAX REFUND | | | | | |
|------------------------------------|---------------------|-------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | OO - OTHER EXPENSES | 0 | 0 | 0 | 0 |
| EXP Total | | 0 | 0 | 0 | 0 |
| REV | TL - PROPERTY TAX | 0 | 0 | 0 | 0 |
| REV Total | | 0 | 0 | 0 | 0 |



OPEN SPACE FUND

The Open Space Fund, established by Local Law 7 of 2003 and modified by Local Law 21 of 2010, contains resources generated from the proceeds of County real estate sales as well as private gifts and grants to preserve undeveloped land in the County. The law requires the deposit of 5% of the proceeds from the sale of real property owned by the County into an account established for the acquisition, rehabilitation, and maintenance of property for open space purposes.

The value of the Open Space Fund as of December 2016 was approximately \$1.4 million. The County can only utilize these funds upon receipt of an approved appropriation request from the County Legislature.

RETIREMENT CONTRIBUTION RESERVE FUND



RETIREMENT CONTRIBUTION RESERVE FUND

Established in 2004, the Retirement Contribution Reserve Fund contains appropriations to provide a partial payment of the annual contribution the County makes to the New York State Retirement System. The County will be appropriating \$8.0 million from prior year operating surplus to cover a portion of pension expense for 2017.

| RETIREMENT CONTRIBUTION RESERVE FUND | | | | | |
|--------------------------------------|-----------------------------|-------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | LF - TRANSFER FROM FCF FUND | 0 | 0 | 0 | 8,000,000 |
| EXP Total | | 0 | 0 | 0 | 8,000,000 |
| REV | AA - FUND BALANCE | 0 | 0 | 0 | 8,000,000 |
| REV Total | | 0 | 0 | 0 | 8,000,000 |



SEWER AND STORM WATER RESOURCES DISTRICT FUND

In 2003, State legislation created the Nassau County Sewer and Storm Water Finance Authority (the “Authority”) and the Nassau County Sewer and Storm Water Resources District (the “District”).

NASSAU COUNTY SEWER AND STORM WATER FINANCE AUTHORITY

The Authority is solely a finance authority, empowered to finance or refinance County sewer and storm water projects within a \$350 million statutory cap.

The Authority has, upon the request of the County, restructured a portion of the County’s sewer and storm water debt. As the County takes on new sewer or storm water capital projects, the Authority may issue debt to the extent permitted under the cap.

NASSAU COUNTY SEWER AND STORM WATER RESOURCES DISTRICT

The 2003 legislation abolished the then-existing patchwork of 27 sewage collection and three sewage disposal districts. In their place, the legislation created the District with responsibility for the cost of the County’s sewer and storm water resources services.

The County Department of Public Works ensures the maintenance and operation of the County’s sewage collection and wastewater treatment facilities. The Bay Park Sewage Treatment Plant (“Bay Park”) in East Rockaway, the Cedar Creek Water Pollution Control Plant (“Cedar Creek”) in Wantagh and the Glen Cove Water Pollution Control Plant in Glen Cove treat most sewage collected in the County’s sewer system. The City of Long Beach Sewage Treatment Plant processes sewage collected in the area of Lido Beach. The Cedarhurst and Lawrence Sewage Treatment Plants no longer treat sewage but transfer their flow to the Bay Park Sewage Treatment Plant as of the 3rd quarter of 2015. In October 2012, the wastewater facilities were severely damaged by the storm surge associated with Superstorm Sandy. The Department of Public Works with funding provided by Federal and State agencies continues to repair these facilities, as well as mitigate and harden them from future events.

Through a twenty-year agreement for the operation and maintenance of the County’s sewer system, effective January 2, 2015, SUEZ Water Long Island Inc. (formerly known as United Water) became responsible for the daily operation of the system. This agreement will reduce the cost of sewer operations and generate additional savings throughout the term of the contract. Immediate savings are based on the contractual commitment of SUEZ Water Long Island Inc. to reduce County staffing costs by a minimum of \$10 million annually. The 2017 Operating Budget segregates leased County employees to SUEZ Water Long Island Inc. in a separate responsibility center to perform sewer work. In addition, critical capital investments in the system will enhance both the efficiency of operations and the reliability and quality of sewage treatment throughout the County.



Six villages in the County (Freeport, Garden City, Hempstead, Mineola, Rockville Centre, and Roslyn) own and operate their own sewage collection systems that discharge sewage to the County's disposal system. Sewage collected by these systems is processed at either the Bay Park or Cedar Creek plants. Properties within these areas only pay for County sewage disposal services.

ZONES OF ASSESSMENT CONSOLIDATION

The 2003 law required the County to transition to three zones of assessment by the end of 2013: sewage collection and disposal services, sewage disposal services, and storm water resources services. The three zones of assessment went into effect in 2014.

DISTRICT REVENUES

The County imposes District assessments, which the receivers of taxes of the cities and towns collect. Pursuant to a Financing Agreement dated as of October 1, 2014 between the County and the Authority Financing Agreement, the County has directed the receivers to continue to send assessments to the Authority's trustee to ensure payment of Authority bonds and other costs. The remaining funds are remitted to the District.

The County has enacted an ordinance imposing charges for sewer services in the District upon certain users of the system who are exempt from the payment of ad valorem assessments or who place a disproportionate burden on the sewer system. Various school districts and others in the County have brought lawsuits against the County in Nassau Supreme Court challenging the validity of its enactment of the ordinance. In connection with these lawsuits, the County has been preliminarily enjoined from implementing the ordinance.

DEBT REFINANCING

In November 2014, the Authority issued bonds to refinance all outstanding 2004B Bonds and 2008A Bonds, and finance certain capital improvements to the County sewer system. As part of the transaction, the Authority and the County entered into the new Financing Agreement providing for the transfer of ownership of the sewer and storm water resources facilities from the Authority to the County. The Authority's ownership of the sewer and storm water resources facilities resulted in administrative and accounting complexity, costs, and burdens without offsetting benefits. The transfer of ownership to the County eliminated such administrative and accounting complexity, costs, and burdens. In addition, the operating and maintenance reserve fund required under the previous agreement was eliminated.

SEWER AND STORM WATER RESOURCES DISTRICT FUND



SEWER AND STORM WATER FINANCE AUTHORITY FUND

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|--------------------|---------------------|--------------------------|---------------------|
| EXP | DE - CONTRACTUAL SERVICES | 35,050 | 900,000 | 900,000 | 900,000 |
| | FF - INTEREST | 6,703,499 | 7,651,295 | 7,651,295 | 7,202,750 |
| | GG - PRINCIPAL | 2,940,000 | 10,205,000 | 10,205,000 | 10,345,000 |
| | LS - TRANS OUT TO SSW | 109,929,480 | 0 | 0 | 0 |
| | LU - TRANS TO DEBT SERVICE FUND | 9,643,499 | 0 | 0 | 0 |
| | LZ - TRANS OUT TO SSW FOR DEBT SERVICE | 0 | 104,110,150 | 104,110,150 | 104,431,695 |
| EXP Total | | 129,251,529 | 122,866,445 | 122,866,445 | 122,879,445 |
| REV | BE - INVEST INCOME | 2,513 | 2,000 | 2,000 | 15,000 |
| | BO - PAYMENT IN LIEU OF TAXES | 0 | 0 | 0 | 7,852,738 |
| | IF - INTERFUND TRANSFERS | 9,643,499 | 0 | 0 | 0 |
| | TL - PROPERTY TAX | 123,313,570 | 122,864,445 | 122,864,445 | 115,011,707 |
| REV Total | | 132,959,582 | 122,866,445 | 122,866,445 | 122,879,445 |

The 2016 Property Tax Warrant varies from the 2016 Adopted Property Tax Levy due to a transfer of LIPA parcels from Property Tax Levy to Payments In Lieu of Taxes (PILOTS) in order to adhere to a state statute to cap these parcels at 2% for levy purposes.

SEWER AND STORM WATER RESOURCES DISTRICT FUND

| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
|------------------|--|--------------------|---------------------|--------------------------|---------------------|
| EXP | AA - SALARIES, WAGES & FEES | 14,322,045 | 10,145,863 | 9,860,364 | 10,544,507 |
| | AB - FRINGE BENEFITS | 10,891,809 | 9,032,561 | 8,869,655 | 9,039,199 |
| | BB - EQUIPMENT | 0 | 36,761 | 36,761 | 36,761 |
| | DD - GENERAL EXPENSES | 170,602 | 767,741 | 767,741 | 122,671 |
| | DE - CONTRACTUAL SERVICES | 59,927,425 | 60,638,000 | 60,638,000 | 64,213,265 |
| | DF - UTILITY COSTS | 7,623,260 | 7,700,000 | 7,550,000 | 8,775,000 |
| | FF - INTEREST | 3,932,529 | 6,332,938 | 6,332,938 | 5,833,172 |
| | GG - PRINCIPAL | 13,043,714 | 10,363,806 | 10,363,806 | 9,529,367 |
| | HH - INTERFUND CHARGES | 33,056,018 | 29,900,624 | 29,900,624 | 32,481,615 |
| | OO - OTHER EXPENSES | 40,000 | 538,500 | 574,516 | 538,500 |
| EXP Total | | 143,007,403 | 135,456,794 | 134,894,405 | 141,114,057 |
| REV | AA - FUND BALANCE | 42,305,544 | 1,708,168 | 19,450,224 | 23,240,362 |
| | BC - PERMITS & LICENSES | 1,190,805 | 1,150,000 | 1,150,000 | 1,500,000 |
| | BE - INVEST INCOME | 139,641 | 32,000 | 32,000 | 100,000 |
| | BF - RENTS & RECOVERIES | 25,489,087 | 10,725,000 | 10,725,000 | 10,060,000 |
| | BG - REVENUE OFFSET TO EXPENSE | 0 | 0 | 0 | 0 |
| | BH - DEPT REVENUES | 1,332,032 | 14,277,000 | 1,677,000 | 1,482,000 |
| | BQ - CAPITAL RESOURCES FOR DEBT | 1,789,469 | 300,000 | 300,000 | 300,000 |
| | BR - DUE FROM OTHER GOVTS | 0 | 1,500,000 | (4,442,647) | 0 |
| | BW - INTERFUND CHARGES REVENUE | 4,831,411 | 1,654,476 | 1,654,476 | 0 |
| | FA - FEDERAL AID - REIMBURSEMENT OF EXPENSES | 419,083 | 0 | 238,202 | 0 |
| | IF - INTERFUND TRANSFERS | 109,929,480 | 104,110,150 | 104,110,150 | 104,431,695 |
| REV Total | | 187,426,551 | 135,456,794 | 134,894,405 | 141,114,057 |



TECHNOLOGY FUND

The Technology Fund, established by Ordinance No. 220 in 2001, contains resources and appropriations to cover the cost of technological related expenditures of the County. The ordinance requires the fund to be restricted to the payment of technology and related expenditures, including but not limited to the purchases of equipment and software, and the retention of consultants.

| TECHNOLOGY FUND | | | | | |
|------------------|---------------------------|------------------|---------------------|--------------------------|---------------------|
| E/R | Object Name | 2015 Actual | 2016 Adopted Budget | Mid-Year 2016 Projection | 2017 Adopted Budget |
| EXP | DE - CONTRACTUAL SERVICES | 1,798,474 | 0 | 0 | 0 |
| EXP Total | | 1,798,474 | 0 | 0 | 0 |
| REV | AA - FUND BALANCE | 1,871,096 | 0 | 0 | 0 |
| | BE - INVEST INCOME | 3,646 | 0 | 0 | 0 |
| REV Total | | 1,874,742 | 0 | 0 | 0 |

The fund will not be budgeted in 2017.

APPENDICES



APPENDIX A

ECONOMIC AND DEMOGRAPHIC PROFILE

OVERVIEW

Established in 1899, Nassau County (the “County”) is the site of some of New York State’s (the “State”) earliest colonial settlements, many of which date to the 1640s. With a total land area of 287 square miles and a population of over 1.3 million, the County borders the New York City borough of Queens to the west, Suffolk County to the east, Long Island Sound to the north, and the Atlantic Ocean to the south. Together, the northern and southern boundaries of the County comprise nearly 188 miles of scenic coastline. The County includes three towns, two cities, 64 incorporated villages, 56 school districts, and various special districts that provide fire protection, water supply, and other services. Land uses within the County are predominantly single-family residential, commercial, and industrial.

POPULATION

Table 1 shows the County’s population from 1970 to 2010. The County’s population reached a peak of 1,428,080 residents in 1970. Between 1970 and 1990, the County’s population decreased 9.9% to 1,287,348 residents. By 2010, the U.S. Census Bureau estimated the County’s population had increased by 4.1% (from 1990) to 1,339,532 residents.

TABLE 1

COUNTY POPULATION

| | |
|------|-----------|
| 2010 | 1,339,532 |
| 2000 | 1,336,073 |
| 1990 | 1,287,348 |
| 1980 | 1,321,582 |
| 1970 | 1,428,080 |

SOURCE: U.S. Census Decennial



ECONOMIC INDICATORS

Median Household Income

As shown in Table 2, the County's estimated median household income for 2015 was \$101,830 up from \$99,035 in 2014, and significantly higher than that of the State (\$60,850) and the United States (\$55,775) medians. Moreover, the County has a smaller percentage of families below the poverty level (4.1%) than the State (11.6%) and the United States (10.6%).

TABLE 2
MEDIAN HOUSEHOLD INCOME IN THE COUNTY
IN COMPARISON TO THE STATE AND THE U.S., 2014 AND 2013

| Area | 2015 | | 2014 | |
|---------------|--------------------------------|-----------------------------------|--------------------------------|-----------------------------------|
| | Median Household Income | Families Below Poverty (%) | Median Household Income | Families Below Poverty (%) |
| County | \$101,830 | 4.1 | \$99,035 | 4.7 |
| State | \$60,850 | 11.6 | \$58,878 | 12.2 |
| United States | \$55,775 | 10.6 | \$53,657 | 11.3 |

U.S. Census, 2014 and 2015 American Community Survey, 1-Year Estimates



Consumer Price Index

The Consumer Price Index (CPI) represents changes in prices of a typical market basket of goods and services that households purchase over time, which analysts use to gauge the level of inflation. The CPI includes user fees such as for water and sewer services and sales and excise taxes paid by consumers, but does not include income taxes and investments such as stocks, bonds, and life insurance. Table 3 shows annual totals and increases in the CPI for both the New York-Northern New Jersey-Long Island, NY-NJ-CT-PA Consolidated Metropolitan Statistical Area (CMSA) and U.S. cities between the years 2005 and 2015.

In 2015, the CPI in the CMSA rose by 0.15%, which was greater than the 2015 U.S. city average CPI increase of 0.13%. Both the U.S. city average CPI and the CPI in the CMSA rose less in 2015 than in 2014.

TABLE 3
CONSUMER PRICE INDEX

| Year | U.S. City Average (1,000s) | Percentage Change | NY-NJ-CT-PA CMSA (1,000s) | Percentage Change |
|------|-------------------------------|----------------------|------------------------------|----------------------|
| 2015 | 237.0 | 0.13% | 260.6 | 0.15% |
| 2014 | 236.7 | 1.60 | 260.2 | 1.30 |
| 2013 | 233.0 | 1.50 | 256.8 | 1.70 |
| 2012 | 229.6 | 2.09 | 252.6 | 1.98 |
| 2011 | 224.9 | 3.12 | 247.7 | 2.82 |
| 2010 | 218.1 | 1.68 | 240.9 | 1.73 |
| 2009 | 214.5 | -0.37 | 236.8 | 0.41 |
| 2008 | 215.3 | 3.86 | 235.8 | 3.94 |
| 2007 | 207.3 | 2.83 | 226.9 | 2.81 |
| 2006 | 201.6 | 3.23 | 220.7 | 3.76 |

SOURCE: U.S. Department of Labor, Bureau of Labor Statistics

RETAIL SALES AND BUSINESS ACTIVITY

Six major regional shopping centers serve the County. The newest center, the Gallery at Westbury Plaza, is a 330,000 square foot, LEED-certified (Leadership in Energy and Environmental Design) open-air shopping center located on the grounds of the former Avis corporate headquarters. The other major retail centers are the Broadway Mall in Hicksville, Roosevelt Field in Garden City, Green Acres Mall in Valley Stream, Americana Manhasset in Manhasset and Sunrise Mall in Massapequa. According to the International Council of Shopping Centers, a global trade association of the shopping center industry, these regional malls have approximately of 7 million square feet of gross leasable area.



The County boasts a wide range of nationally recognized retailers that provide goods and services, including home furnishing stores, supermarkets, gourmet food markets, electronic stores, and bookstores. Major retailers in the County include Wal-Mart, Saks Fifth Avenue, Bloomingdales, Lord & Taylor, Nordstrom's, Macy's, Sears, JC Penney, Marshalls, Old Navy, Kohl's, and Target. Commercial outlet stores in the County include, but are not limited to, Costco, Bed, Bath & Beyond, B.J.'s, and Best Buy. In addition, there are designer boutique shops and specialty department stores such as Brooks Brothers, Giorgio Armani, Ralph Lauren, Prada, and Neiman Marcus at Roosevelt Field Mall, and jewelers such as Tiffany & Co., Cartier, and Van Cleef & Arpels.

Based on a report released by the New York State Department of Taxation and Finance, the County ranked third in the State with taxable sales and purchases totaling approximately \$25 billion for the most recent reporting period (2015/2016), an increase of 0.95% from the prior reporting period (2014/2015).

TABLE 4

**RETAIL SALES ACTIVITY RANKED BY COUNTY IN THE STATE
(in thousands)**

| <u>County</u> | <u>Rank (2014/2015)</u> | <u>Taxable Sales (2014/2015)</u> | <u>Rank (2015/2016)</u> | <u>Taxable Sales (2015/2016)</u> | <u>Change</u> |
|----------------|-----------------------------|--------------------------------------|-----------------------------|--------------------------------------|---------------|
| New York City* | 1 | \$145,650,806 | 1 | \$149,554,958 | 2.68% |
| Suffolk | 2 | 30,958,710 | 2 | 30,912,062 | -0.15% |
| Nassau | 3 | 25,402,450 | 3 | 25,642,564 | 0.95% |
| Westchester | 4 | 19,438,471 | 4 | 19,453,550 | 0.08% |
| Erie | 5 | 15,174,549 | 5 | 15,331,331 | 1.03% |
| Monroe | 6 | 11,172,579 | 6 | 11,411,734 | 2.14% |
| Onondaga | 7 | 8,325,221 | 7 | 8,268,129 | -0.69% |
| Orange | 8 | 6,820,775 | 8 | 6,792,085 | -0.42% |
| Albany | 9 | 6,259,013 | 9 | 6,321,231 | 0.99% |
| Rockland | 10 | 4,677,181 | 10 | 4,783,936 | 2.28% |

SOURCE: New York State Website DATA.NY.GOV (<https://data.ny.gov/Government-Finance/Taxable-Sales-And-Purchases-Quarterly-Data-Beginni/ny73-2j3u>). Represents sales reported from March through February.

* Includes the five counties of the Bronx, Kings (Brooklyn), New York (Manhattan), Queens, and Richmond (Staten Island)



EMPLOYMENT

Table 5 compares employment totals and unemployment rates in the County to adjoining municipalities, the State, and the United States. The County had an employed labor force of approximately 665,800 in 2015. The unemployment rate in the County decreased from 4.8% in 2014 to 4.3% in 2015. Nassau County's unemployment rate continues to be less than that of Suffolk County, New York City, the State, and the United States.

TABLE 5
ANNUAL AVERAGE
EMPLOYMENT (in thousands)
AND UNEMPLOYMENT RATE (%)

| Year | Nassau County | | Suffolk County | | New York City | | New York State | | United States | |
|------|-----------------|-----------------------|-----------------|------------------------|-----------------|------------------------|-----------------|------------------------|-----------------|------------------------|
| | Employ- ment | Unemployment- Rate | Employ- ment | Unemploy- ment Rate | Employ- ment | Unemploy- ment Rate | Employ- ment | Unemploy- ment Rate | Employ- ment | Unemploy- ment Rate |
| 2015 | 665.8 | 4.3% | 739.1 | 4.8% | 3,960 | 5.7% | 9,166 | 5.3% | 148,834 | 5.3% |
| 2014 | 652.2 | 4.8 | 725.9 | 5.3 | 3,826 | 7.2 | 8,964 | 6.3 | 146,305 | 6.2 |
| 2013 | 655.2 | 5.9 | 792.8 | 6.4 | 3,702 | 8.7 | 8,898 | 7.7 | 143,929 | 7.4 |
| 2012 | 642.5 | 7.1 | 728.8 | 7.6 | 3,632 | 9.2 | 8,773 | 8.5 | 142,469 | 8.1 |
| 2011 | 635.9 | 6.7 | 721.3 | 7.4 | 3,592 | 9.0 | 8,683 | 8.2 | 139,869 | 8.9 |
| 2010 | 638.4 | 7.1 | 726.7 | 7.6 | 3,625 | 9.3 | 8,553 | 8.6 | 148,250 | 9.6 |
| 2009 | 642.4 | 7.1 | 731.2 | 7.4 | 3,633 | 9.5 | 8,556 | 8.4 | 139,877 | 9.3 |
| 2008 | 665.7 | 4.7 | 757.9 | 5.0 | 3,719 | 5.4 | 8,793 | 5.3 | 145,362 | 5.8 |
| 2007 | 670.0 | 3.7 | 758.2 | 3.9 | 3,684 | 4.9 | 8,734 | 4.5 | 146,047 | 4.6 |
| 2006 | 668.3 | 3.8 | 753.9 | 4.0 | 3,630 | 5.0 | 8,618 | 4.6 | 144,427 | 4.6 |

SOURCES: Compiled by the County from New York State Department of Labor and U.S. Department of Labor, Bureau of Labor Statistics. These sources may revise the employment data later. The table above reflects the figures as of the date of original publication.



KEY EMPLOYMENT TRENDS

Table 6 shows the annual average employment in non-farm jobs by industry for the years 2006 to 2015 in the Nassau-Suffolk Primary Metropolitan Statistical Area (PMSA).

TABLE 6
ANNUAL AVERAGE
NASSAU-SUFFOLK EMPLOYMENT,
NON-FARM, BY BUSINESS SECTOR
(in thousands)

| Business Sector/ Industry | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Goods Producing | | | | | | | | | | |
| Natural Resources, Construction & Mining | 69.8 | 72.0 | 73.1 | 65.0 | 60.8 | 60.3 | 61.4 | 67.0 | 70.5 | 73.5 |
| Manufacturing | <u>85.9</u> | <u>83.8</u> | <u>81.3</u> | <u>75.1</u> | <u>73.0</u> | <u>72.8</u> | <u>74.0</u> | <u>73.8</u> | <u>71.9</u> | <u>71.7</u> |
| Total – Goods Producing | 155.7 | 155.8 | 154.4 | 140.1 | 133.8 | 133.1 | 135.4 | 140.8 | 142.3 | 145.2 |
| Trade, Transportation & Utilities | 270.7 | 273.7 | 272.4 | 257.2 | 256.2 | 258.7 | 264.0 | 267.0 | 272.4 | 273.6 |
| Service Producing Providers | | | | | | | | | | |
| Financial Activities | 80.4 | 79.2 | 75.0 | 70.8 | 69.8 | 70.5 | 72.4 | 72.6 | 72.6 | 73.5 |
| Information | 29.2 | 27.9 | 27.1 | 27.3 | 25.4 | 24.3 | 24.0 | 23.9 | 22.0 | 20.4 |
| Educational & Health Services | 206.2 | 210.8 | 215.7 | 220.6 | 225.8 | 230.8 | 237.1 | 238.4 | 241.7 | 248.5 |
| Leisure & Hospitality | 97.5 | 99.2 | 99.4 | 98.4 | 100.9 | 102.9 | 110.6 | 115.3 | 118.5 | 121.0 |
| Other Services | 51.9 | 52.7 | 53.6 | 52.7 | 52.9 | 54.4 | 54.9 | 56.0 | 57.6 | 57.9 |
| Professional & Business Services | 158.6 | 164.2 | 163.1 | 153.6 | 152.8 | 159.3 | 163.3 | 167.4 | 169.0 | 171.9 |
| Government | <u>198.7</u> | <u>202.1</u> | <u>203.2</u> | <u>206.7</u> | <u>208.9</u> | <u>205.3</u> | <u>199.9</u> | <u>195.1</u> | <u>193.7</u> | <u>194.5</u> |
| Total - Service Providing | 1,093.2 | 1,109.6 | 1,109.5 | 1,087.2 | 1,092.6 | 1,106.2 | 1,126.1 | 1,135.7 | 1,147.4 | 1,161.2 |
| Total Non-Farm | 1,248.9 | 1,256.6 | 1,264.0 | 1,227.4 | 1,226.5 | 1,239.3 | 1,261.5 | 1,276.5 | 1,289.8 | 1,306.4 |

SOURCE: New York State Department of Labor

Note: Totals may not equal the sum of the entries due to rounding.



Table 7 compares the employment shares by business sector and industry in the PMSA to the United States. The percentage of jobs within each category is consistent with national figures.

TABLE 7
PERCENTAGE OF NON-FARM EMPLOYMENT
BY BUSINESS SECTOR, 2015

| BUSINESS SECTOR | Nassau-Suffolk PMSA (%) | United States (%) |
|--|------------------------------------|------------------------------|
| GOODS PRODUCING | | |
| Natural Resources, Construction & Mining | 6 | 5 |
| Manufacturing | <u>5</u> | <u>9</u> |
| Total Goods Producing | 11 | 14 |
| SERVICE PROVIDING⁽¹⁾ OR SERVICE PRODUCING⁽²⁾ | | |
| Trade, Transportation & Utilities | 21 | 19 |
| Financial Activities ⁽¹⁾ or Finance, Insurance & Real Estate ⁽²⁾ | 6 | 6 |
| Assorted Services | 47 | 40 |
| Government | <u>15</u> | <u>16</u> |
| Total Service Providing / Producing | 89 | 81 |

Note: Totals may not equal 100% due to rounding

SOURCES: Compiled by the County from New York State Department of Labor (Nassau-Suffolk PMSA) and the U.S. Department of Labor, Bureau of Labor Statistics (United States)

⁽¹⁾ PMSA

⁽²⁾ United States

**MAJOR COUNTY EMPLOYERS**

Table 8 shows a sampling of the major commercial and industrial employers headquartered in the County.

TABLE 8**MAJOR COUNTY COMMERCIAL AND INDUSTRIAL EMPLOYERS, 2013**

| Company | Type of Business | Employees |
|---|-------------------------------------|------------------|
| Northwell Health (formerly North Shore – LIJ Health System) | Health care | 61,000* |
| Cablevision Systems Corp. | Cable and pay television | 18,899 |
| Pall Corporation | Industrial equipment | 10,800 |
| Broadridge Financial Solutions | Data processing | 6,200 |
| Winthrop Healthcare Systems | Health care | 5,959 |
| Griffon Corp. | Specialty building products | 5,400 |
| Systemax, Inc. | Computers & related products | 5,300 |
| Alcott Group | Professional employers organization | 4,800 |

SOURCES: Compiled by the County from Crain's Book of Lists, 2014. Selected data updated using Hoovers.com.

*Northwell Health Fact Sheet, <https://www.northwell.edu/about/reports-fact-sheets>. Accessed on May 5, 2016 (note: not all employees of Northwell Health work in Nassau County).

**CONSTRUCTION ACTIVITY**

Table 9 is a list of construction activity in the County for residential buildings for the years 2006 through 2015. Overall construction activity has varied considerably over the last decade. During the 2006-2015 period, residential construction (Single-Family and Other Units) activity reached its high point in 2008 with 1,868 permits, and fell to its lowest point the following year (2009) with 378 permits. During 2015, permits for Single-Family Dwellings remained nearly steady from 2014; however, Other Housing Units increased significantly over 2014. The increase in Single-Family Dwelling permits from 2012 to 2014 may be due to homeowners filing for building permits to rebuild Superstorm Sandy-damaged properties as there have been no large single-family residential subdivisions created over the past few years.

TABLE 9
COUNTY RESIDENTIAL CONSTRUCTION ACTIVITY

| Year | Single Family Dwellings | Other Housing Units* | Total |
|-------------|--|---------------------------------|--------------|
| 2015 | 608 | 478 | 1,086 |
| 2014 | 640 | 265 | 905 |
| 2013 | 630 | 164 | 794 |
| 2012 | 375 | 276 | 651 |
| 2011 | 311 | 542 | 853 |
| 2010 | 400 | 123 | 523 |
| 2009 | 365 | 13 | 378 |
| 2008 | 822 | 1,046 | 1,868 |
| 2007 | 737 | 85 | 822 |
| 2006 | 1,291 | 161 | 1,452 |

SOURCES: 2006-2015 U.S. Bureau of the Census, Privately-owned Building Permit Estimates; 2006–2008 Nassau County Planning Commission Building Permits Reports.

*Other Housing Units includes two-family dwelling units, multi-family dwelling units, and conversions.



Table 10 shows the number of building permits with an estimated dollar value equal to or greater than \$1,000,000 that were issued for Class 4 properties in the County for the years 2006 through 2015. Class 4 property includes commercial, industrial and institutional buildings, and vacant land. Table 10 indicates that in 2015 municipalities issued 70 building permits for Class 4 properties with an aggregate value of \$431,153,868.

TABLE 10

HIGH VALUE BUILDING PERMITS* FOR COUNTY CLASS 4 PROPERTIES

| <u>Year</u> | <u>Number of Permits</u> | <u>Value of Permits</u> |
|-------------|--------------------------|-------------------------|
| 2015 | 70 | \$431,153,868 |
| 2014 | 39 | 246,233,991 |
| 2013 | 19 | 119,347,464 |
| 2012 | 56 | 154,210,056 |
| 2011 | 88 | 262,515,969 |
| 2010 | 57 | 211,534,203 |
| 2009 | 38 | 151,318,375 |
| 2008 | 39 | 91,992,908 |
| 2007 | 47 | 134,548,252 |
| 2006 | 47 | 161,235,223 |

SOURCE: Nassau County Department of Assessment

*Includes only those permits for work with an estimated value equal to or greater than \$1 million.

**HOUSING**

As shown in Table 11, the value of new residential construction activity in the County declined between 2008 and 2010, consistent with the national economic downturn. However, activity reported from 2011 through 2015 indicates a steady increase in new construction value from the recent low in 2010.

TABLE 11
COUNTY NEW RESIDENTIAL CONSTRUCTION ACTIVITY

| Year | Value of New Residential Construction (in thousands) | No. of New Dwelling Units By Building Permit |
|-------------|---|---|
| 2015 | \$393,115 | 1,086 |
| 2014 | 333,008 | 905 |
| 2013 | 291,260 | 794 |
| 2012 | 222,851 | 651 |
| 2011 | 207,482 | 853 |
| 2010 | 169,369 | 523 |
| 2009 | 178,307 | 378 |
| 2008 | 374,000 | 1,868 |
| 2007 | 284,404 | 822 |
| 2006 | 368,875 | 1,452 |

SOURCE: 2006 – 2015 U.S. Census Bureau, Construction Statistics Division-Building Permit Branch based on estimate and imputation



Table 12 shows the breakdown of new housing units by type and size.

TABLE 12

**NUMBER OF COUNTY NEW RESIDENTIAL HOUSING UNITS
AUTHORIZED BY BUILDING PERMIT BY SIZE CATEGORY**

| Year | 1 Family | 2 Family | 3-4 Family | 5 or more Family | Total |
|-------------|-----------------|-----------------|-------------------|-----------------------------|--------------|
| 2015 | 608 | 4 | 0 | 474 | 1,086 |
| 2014 | 640 | 4 | 4 | 257 | 905 |
| 2013 | 630 | 10 | 0 | 154 | 794 |
| 2012 | 375 | 2 | 0 | 274 | 651 |
| 2011 | 281 | 2 | 0 | 540 | 823 |
| 2010 | 357 | 28 | 63 | 32 | 480 |
| 2009 | 334 | 8 | 3 | 0 | 345 |
| 2008 | 801 | 6 | 0 | 1,040 | 1,847 |
| 2007 | 692 | 10 | 4 | 63 | 769 |
| 2006 | 1,259 | 18 | 4 | 114 | 1,395 |

SOURCE: 2006 – 2015 U.S. Census Bureau New Privately-Owned Building Permits – reported units only

Table 13 shows County existing home sales. In 2015, the median sales price rose 1.1% from 2014; however, the number of homes sold decreased by 31%.

TABLE 13

COUNTY EXISTING HOME SALES

| Year | Median Sales Price | No. of Homes Sold |
|-------------|---------------------------|--------------------------|
| 2015 | \$445,000 | 4,509 |
| 2014 | 440,000 | 6,549 |
| 2013 | 420,000 | 7,341 |
| 2012 | 415,000 | 7,472 |
| 2011 | 432,250 | 7,262 |
| 2010 | 445,000 | 7,626 |
| 2009 | 435,000 | 7,472 |
| 2008 | 455,000 | 7,410 |
| 2007 | 490,000 | 8,778 |
| 2006 | 490,000 | 9,435 |

SOURCES: Compiled by the County from New York State Association of Realtors, 2006-2008; New York State Department of Taxation and Finance, 2009-2015



TRANSPORTATION

The Nassau Inter-County Express (NICE) Bus provides bus service in the County as the operator of the County-owned bus system. NICE, a subsidiary of Transdev Services, Inc. (formerly Veolia Transportation Services, Inc.), represents the County's first transit public-private partnership. NICE is the third largest suburban bus system in the United States. Operating a network of 49 routes as well as para-transit service, NICE provides surface transit service for most of the County as well as parts of eastern Queens and western Suffolk County. This includes service across the Queens-Nassau border to subway and bus stations in Flushing, Far Rockaway, and Jamaica. The density of the NICE route network conforms to the development pattern of the County. It operates and maintains a fleet of fixed route buses and para-transit vehicles. NICE serves numerous communities and Long Island Rail Road (LIRR) stations, most area colleges and universities, as well as employment centers, shopping malls, and County government offices, including the Department of Social Services.

The LIRR, the second largest commuter railroad in the United States, carried approximately 85.9 million passengers in 2014. On an average weekday, the LIRR carries about 301,000 passengers.

The LIRR provides train service for the entire County on 11 branch lines. These branches provide service through the County to eastern destinations in Suffolk County and western destinations of Penn Station in Manhattan, Flatbush Avenue in Brooklyn, as well as Jamaica and Hunters Point/Long Island City in Queens. Completion of the East Side Access project, which began tunneling work in 2007, will add a new hub in Grand Central Terminal, bringing LIRR customers directly to Manhattan's East Side. On weekdays, about 80% of the system's passenger trips occur during peak morning and evening travel periods.

The Jamaica LIRR station (Queens) provides access to the subway and the AirTrain, a light-rail system, to John F. Kennedy International Airport (JFK).

The Mineola Intermodal Center provides easy access to parking and seamless transfers to seven NICE bus lines. It has more than 700 parking spaces in a four-level garage, two elevators that connect to the Mineola LIRR station platforms and a pedestrian overpass that connects the north and south sides of the station.

The LIRR maintains tracks, ties, and switches and renovates its facilities as needed on an ongoing basis. The LIRR also is currently installing a fiber-optic communications system for greater safety and is consolidating antiquated control towers into one modern center at Jamaica Station. Traditionally serving a Manhattan-bound market, the LIRR has undertaken extensive efforts to augment its reverse-commute and off-peak service to meet the needs of businesses in Nassau and Suffolk Counties.

The County highway system consists of over 4,000 miles of paved roads that include parkways, highways, major arteries, collector streets, and local streets. Different levels of government operate



and maintain these routes. The eight major east-west roadways that provide direct through service to New York City and Suffolk County are Northern Boulevard, Long Island Expressway, Northern State Parkway, Jericho Turnpike, Hempstead Turnpike, Southern State Parkway, Sunrise Highway, and Merrick Road.

The County is located in close proximity to JFK and LaGuardia Airports, both located in Queens County, and to Islip Long Island MacArthur Airport (Islip MacArthur), located in Suffolk County. JFK and LaGuardia are easily accessible to County residents by all major east-west roadways as well as airport shuttle service. Islip MacArthur is accessible by the Long Island Expressway and Sunrise Highway, as well as the LIRR.

To help eliminate delays, congestion, and trouble spots on its highway network, the County receives Federal and State funding through the Federal Transportation Improvement Program (TIP), and is a voting member of the Nassau-Suffolk Transportation Coordinating Committee. The TIP is a compilation of transportation improvement projects, such as preserving and upgrading bridges and highways and making system-wide capacity and safety improvements scheduled to take place during a five-year period.

UTILITY SERVICES

The Long Island Power Authority (“LIPA”) is the primary electric delivery service provider in the County. PSEG Long Island, a wholly-owned subsidiary of Public Service Enterprise Group, manages LIPA’s electric transmission and distribution system, which serves 1.1 million customers in the service area. National Grid, which is the largest distributor of natural gas in the northeast United States, provides gas distribution in the County. The villages of Freeport and Rockville Centre manage and operate their own electric generation plants and transmission and distribution systems. Numerous private companies in the County provide telephone service.

HEALTH AND HOSPITAL FACILITIES

Rated among the best health and hospital facilities in the country, twelve hospitals are located in the County. Northwell Health (formerly the North Shore-LIJ Health System) is the County’s largest health care and overall employer (approximately 61,000 employees). The North Shore University Hospital is the recipient of the Joint Commission on Accreditation of Healthcare Organizations Codman Award, the first health system to attain this distinction. The Codman Award recognizes excellence in performance measurement.

Other hospitals of note in the County include the Nassau University Medical Center in East Meadow, the County’s public hospital, St. Francis Hospital in Roslyn, Winthrop-University Hospital in Mineola, Mercy Medical Center in Rockville Centre, and South Nassau Communities Hospital in Oceanside.



In December, 2016, the County completed the sale of approximately five acres of land on the southwest portion of Nassau Veterans Memorial Coliseum property to Memorial Hospital for Cancer and Allied Diseases, an affiliate of Memorial Sloan Kettering Cancer Center (Memorial Sloan Kettering). The transaction will keep Memorial Sloan Kettering's world-renowned cancer treatment facility in Nassau County. Memorial Sloan Kettering's plans include constructing a state-of-the-art regional ambulatory care and cancer treatment and cancer research facility containing approximately 105,000 square feet of building floor area, which may later be expanded to approximately 140,000 square-feet of building floor area, as well as an adjacent 450-space parking garage. Upon completion, Memorial Sloan Kettering is projected to employ approximately 250 clinical and administrative positions with an average annual salary and benefits package projected to total \$150,000. Private investment of \$140 million is anticipated.

MEDIA

The daily newspaper Newsday circulates in Nassau, Suffolk, and Queens Counties. Dozens of weekly newspapers cover news and events in the County. Some focus on events in specific towns, villages, and communities, and others focus on niche industries, such as Long Island Business News, a publication that covers both Nassau and Suffolk Counties.

The County is home to two broadcast television stations, Channels 21 and 57, and receives nine additional VHF and UHF stations. Cable programming is available throughout the County via Cablevision Systems Corp., which includes access to channels with a local focus. Satellite programming and service from Verizon and DISH Network are also available in the County. In addition, Cablevision's News 12 provides local news coverage on cable, as does Verizon's FiOS1.

Film, television and commercial production continues to be a major part of the County's economic development, driven in part by its close proximity to New York City. An independent report released in March 2015 by Camoin Associates estimated that the County received more than \$530 million in economic benefits from the film industry in 2013 and 2014 with 1,700 total jobs.

The County benefits from being the home to Gold Coast Studios and Grumman Studios. Film crews have used numerous other outdoor and indoor filming locations, including the Nassau County Correctional Center, Belmont Racetrack, the Garden City Hotel, and Old Bethpage Village Restoration. Feature films filmed in the County include "The Amazing Spiderman 2," "Salt," "Morning Glory," "Man on a Ledge," "Win Win," "Henry's Crime," "Something Borrowed," "Sisters" and "Dark Horse." "Boardwalk Empire," "The Good Wife," "Rescue Me," "Royal Pains," "30 Rock," "Mildred Pierce," "Gossip Girl" and "Kevin Can Wait" are just a few of the television series that have been regularly filmed in the County.

The primetime production of "The Wiz Live!" was taped live from Grumman Studios in December 2015. The 500,000 square-foot Grumman Studios, which received support from the Nassau County Industrial Development Agency for upgrades, also hosted NBC's live production of "The Sound of Music" in 2013 and "Peter Pan Live" in 2014.



EDUCATIONAL FACILITIES

There are 56 public school districts in the County with a 2015-2016 enrollment (PreK-Grade 12) of approximately 201,970 students according to the State Education Department (SED). Individual school boards and the Board of Cooperative Educational Services (BOCES) are the primary managers of these school districts and provide services such as career training for high-school students and adults, special education, alternative schools, technology education, and teacher training. Various public and private organizations manage the County's other educational facilities. The County's non-public schools provide education in the State Regents program as well as in special and technical programs. Many County public schools have received State and national recognition.

The County is home to many colleges and universities, some of which are highly specialized with programs that receive nationwide attention. These institutions include Long Island University/LIU Post College, Adelphi University, Hofstra University, New York Institute of Technology, U.S. Merchant Marine Academy, Nassau Community College, Webb Institute, Molloy College, and the State University of New York/Old Westbury. In June 2014, Money Magazine ranked the Webb Institute as the second best four-year college or university "for your money" in the United States.

Colleges and universities in the County promote cross-disciplinary research, technology development, and integrated curricula to prepare students for the growing bioscience industry. Undergraduate and graduate level programs available throughout the County's institutions of higher learning are in fields such as law, biology, chemistry, biochemistry, engineering, and physical sciences in courses such as bioengineering, biotechnology, and pharmacology. Hofstra, in partnership with Northwell Health, operates the Hofstra Northwell School of Medicine.

RECREATIONAL AND CULTURAL FACILITIES

The County has numerous recreational and cultural facilities. One of the most popular destinations among the County's parks and beaches is 2,413-acre Jones Beach State Park in Wantagh. With approximately three million visitors annually, Jones Beach State Park features a six-mile ocean beachfront, a two-mile boardwalk, and the 11,200-seat Jones Beach Theater performing arts center, which attracts world-class musical acts. In March 2014, the State announced a five-year \$65 million project to restore the 85-year old facility to its original grandeur in one of the largest State park rehabilitation projects in the system's history. There are dozens of other public beaches located along both the Atlantic Ocean and the Long Island Sound shorelines. In addition, the County is home to the County-owned 930-acre Eisenhower Park in the Town of Hempstead, Bethpage State Park in Farmingdale, and numerous County and other municipal small local parks and campgrounds that offer a broad spectrum of recreational opportunities.

On a national level, the County is home to many high profile professional sporting events and teams. The Bethpage Black Golf Course, located in Bethpage State Park, hosted the U.S. Open in



2002 and 2009 and the Barclay's Tournament in 2012 in 2016. In 2013, the PGA of America announced that the Black Course will also host 101st PGA Championship and the 45th Ryder Cup, in 2019 and 2024, respectively. Belmont Racetrack, located in Elmont, is home to the Belmont Stakes, the third race in horse racing's prestigious Triple Crown. Eisenhower Park's 80,000 square foot Aquatic Center is one of the largest pools in the Northern Hemisphere. In 2013, the County entered into a long-term lease with Nassau Events Center, to renovate and operate the Nassau Veterans Memorial Coliseum (the Coliseum) in Uniondale as a state-of-the-art destination for sports and entertainment. The Coliseum was home to the four-time Stanley Cup Champion New York Islanders of the National Hockey League. Although the team no longer plays its regular home games in the Coliseum following the expiration of its lease in July 2015, the County expects the team to play a limited number of games at the renovated facility each season. Finally, the legendary soccer franchise, the New York Cosmos, returned to Nassau County in 2013 and captured two North American Soccer League Championships in 2013 and 2015. The Cosmos are currently playing home games at Hofstra University's Shuart Stadium, but continue to pursue their bid to construct a world class 25,000-seat professional soccer stadium on vacant land at Belmont Park.

In terms of cultural and historic resources, the County boasts numerous museums, some of which are County-owned or operated, including the County-owned Cradle of Aviation Museum and the Long Island Children's Museum both in Garden City. Historical sites include two County-owned facilities, Old Bethpage Village Restoration, a recreated mid-19th-century American village, and Cedarmere, home of 19th-century poet, newspaper editor, abolitionist, and civic leader William Cullen Bryant, and a designated part of the New York State Underground Railroad Heritage Trail. The County is also the home of Theodore Roosevelt's estate in Cove Neck, Sagamore Hill, which is a National Historic Site operated by the National Park Service.

With a focus on preserving open space and natural and scenic resources for current and future generations of Nassau residents, voters overwhelmingly approved two Environmental Bond Acts (collectively known as the EBA) in 2004 and 2006. The EBA committed \$150 million for the preservation of open space, the improvement of existing parkland and water quality, and the provision of matching funds for brownfield remediation projects. In addition to the EBA, 5% of the proceeds from County land sales is set aside for the purpose of open space land acquisition and other environmental quality improvement projects.

SEWER SERVICE AND WATER SERVICE

The County's Department of Public Works oversees the operation of the County's sewerage and storm water resources facilities.

Most sewage collected in the County's sewer system is treated at either the Bay Park Sewage Treatment Plant (Bay Park) in East Rockaway or the Cedar Creek Water Pollution Control Plant (Cedar Creek) located in Wantagh. The City of Long Beach's sewage treatment plant processes



sewage collected within the area corresponding to the former County sewage collection district of Lido Beach. Bay Park and the City of Long Beach's sewage treatment plants each sustained substantial damage from Superstorm Sandy on October 29, 2012.

Effective January 1, 2015, the County entered into a 20-year agreement with SUEZ Water Long Island, Inc. (formerly known as United Water Long Island, Inc.) for the operation and management of the County's sewer system, including the sewage collection system and three treatment plants: Bay Park that serves 532,000 residents; Cedar Creek that serves 600,000 residents; and Glen Cove that serves 27,000 residents. Nassau County maintains ownership of the facilities. The County is exploring the possibility of entering into a public-private partnership transaction involving its sewer system. The transaction may consist of a concession, lease, or other similar arrangement.

Six villages in the County (Freeport, Garden City, Hempstead, Mineola, Rockville Centre, and Roslyn) own and operate their own sewage collection systems, which discharge sewage to the County's disposal system. One of the County-operated sewage treatment plants, either Bay Park or Cedar Creek, processes the sewage collected by these systems. The City of Long Beach owns and operates its own sewage collection system and treatment plant. In addition, there are several sewage collection systems and treatment plants within the County, operated by other governmental agencies or special districts.

Forty-eight public water suppliers in the County provide water service to nearly 100% of the County's residents. Public water supply wells pump all water from the County's groundwater system. A small number of residents in the less densely populated northern sections of the County obtain their water from private wells.

The groundwater system comprises three major aquifers that overlay bedrock: the Upper Glacial, Magothy, and Lloyd aquifers. Precipitation continuously recharges these aquifers, which are part of the County's subsurface geology.

The County's population increased by approximately 4% from 1990 to 2010. This increase in population has had a negligible effect on water demand in the County. However, annual water demand has shown an upward trend over these years and has exhibited sizable seasonal fluctuations, both of which the County attributes to increased water use during the peak demand months (April through October) that generally are subject to hot and dry weather patterns.

Since 2000, public water demand during the base demand months (November through March) remained rather consistent at approximately 140 million gallons per day (mgd). During peak demand months, pumping can increase considerably (to well over 250 mgd) and is quite variable in response to weather conditions. Annual water demand since 2000 has fluctuated between 184 mgd to 204 mgd.



Recharge to the groundwater system normally amounts to approximately half of the precipitation falling upon the County's land surface. This equates to 332 million gallons of recharge to the groundwater system each day. The amount has increased slightly to 341 mgd because of the effectiveness of the County's recharge basins in capturing additional storm water runoff for aquifer recharge.

Since the amount of recharge to the groundwater system exceeds the amount of water withdrawn from the system, the quantity of groundwater available for public water supply is more than adequate, both presently and into the future. Furthermore, any new developments within the County are required to retain all storm water on site. This requirement will ensure that storm water runoff emanating from such developments will go into the groundwater system as recharge.



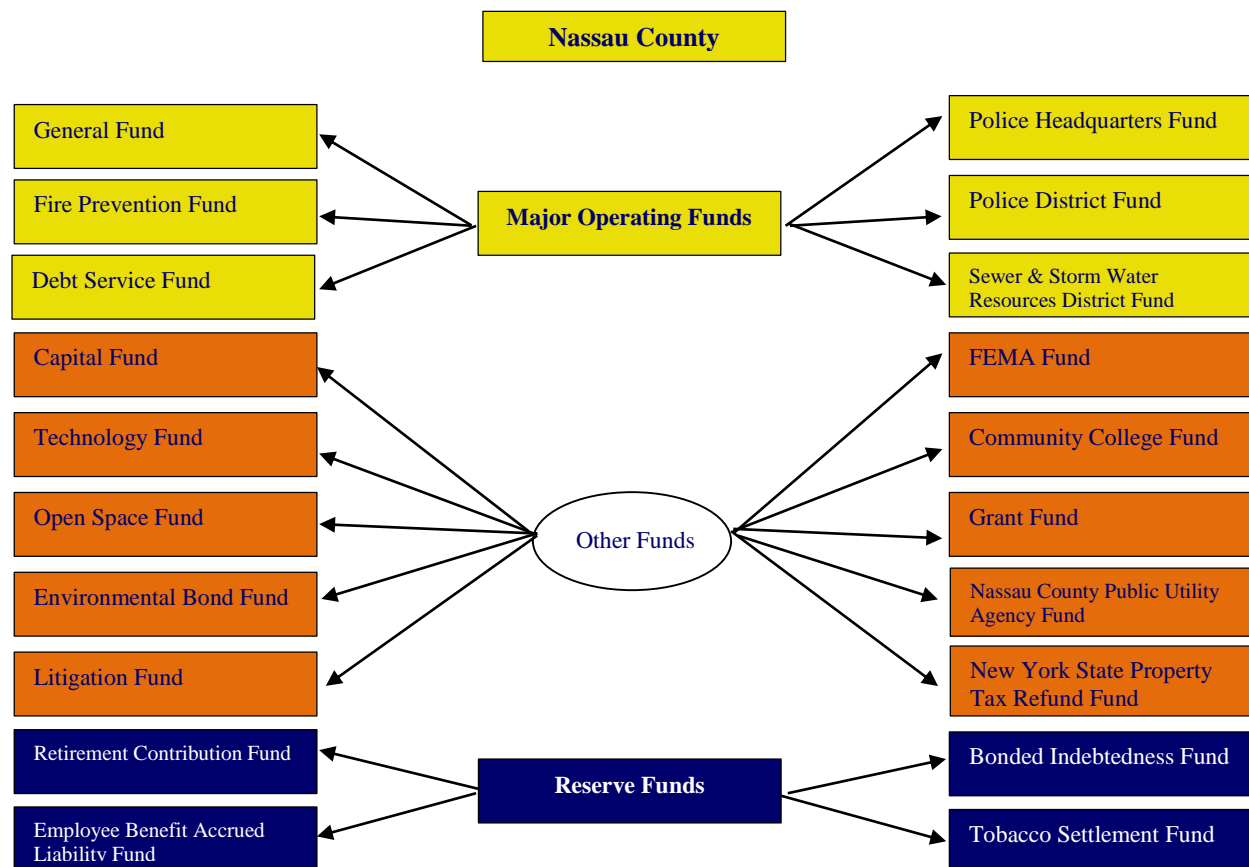
APPENDIX B

FUND STRUCTURE

Nassau County allocates revenues and expenses into 20 separate funds. Fiscal oversight generally focuses on the Major Operating Funds (General Fund, Fire Prevention Fund, Police Headquarters Fund, Police District Fund, and Debt Service Fund) and the Sewer and Storm Water Resources District Fund because these funds contain the resources necessary to support the primary daily operations of the County. Other dedicated funds are the Capital Fund, the Technology Fund, the Open Space Fund, the Environmental Bond Fund, the Litigation Fund, the Community College Fund, the Grant Fund, the Nassau County Public Utility Agency Fund, Federal Emergency Management Agency(FEMA) and the New York State Real Property Tax Refund Fund. The County maintains four reserve funds, with three authorized by the New York State General Municipal Law. The four funds are the Retirement Contribution Reserve Fund, Employee Benefit Accrued Liability Reserve Fund, Bonded Indebtedness Reserve Fund, and Tobacco Settlement Fund.



Figure B.1: Fund Structure



MAJOR OPERATING AND SEWER AND STORM WATER RESOURCES DISTRICT FUNDS

The five major Operating Funds and the Sewer and Storm Water Resources District Fund support the primary operations of the County. As such, fiscal oversight typically focuses on the balance of revenues and expenses in these funds.

The **General Fund** contains revenues and expenses for Countywide services in all County departments and offices other than the Police Department and the Fire Commission. During the year, the County transfers funds between departments and offices in the General Fund to address needs as they arise. The General Fund derives revenues primarily from County sales tax collections and a designated portion of the County property tax and other sources of revenue include departmental fees, fees for permits and licenses, investment income, and State and Federal Aid.

The **Fire Prevention Fund** contains revenues and expenses for services the Fire Commission provides to the residents Countywide such as safety inspections and compliance activities. The Fire Prevention Fund derives revenues primarily from a designated portion of the County property tax and various fees, fines, and permits.



The **Police Headquarters Fund** contains revenues and expenses for services the Police Department provides to the residents Countywide. These include crime investigations, ambulance services, traffic safety, highway patrol, and administrative/support services. The Police Headquarters Fund derives revenues primarily from a designated portion of the County property tax, special taxes, motor vehicle registration and other fees, and various fines and permits.

The **Police District Fund** contains revenues and expenses for the crime prevention services the Police Department precincts provide to a portion of the County's residents. The Police District Fund derives revenues primarily from a designated portion of the County property tax base and various fines, permits, and fees. Of the Major Operating Funds, the Police District Fund is the only one that does not fund Countywide services. Only areas of the County receiving services provided from the operations of the Police District Fund pay the Police District property tax.

The **Debt Service Fund** contains all debt service interest, principal, and NIFA set-aside payments for the County's borrowings. The County also recognizes the costs-of-issuance in this Fund. The County then charges these expenses to the operating funds on a project-by-project basis. Therefore, revenues transferred from other funds entirely support the Debt Service Fund.

The **Sewer and Storm Water Resources District Fund** is self-supporting and contains funding for the County's sewage disposal and collection system as well as the storm water resources system. It covers expenses related to employees of the Department of Public Works assigned to these functions, associated debt service, the SUEZ Water Long Island Inc. (formerly known as United Water) contract, and other costs.

OTHER FUNDS

The **Capital Fund** contains expenses associated with the County's infrastructure improvement program. The County also includes expenses for tax certiorari refunds, legal judgements and settlements, such borrowings are not subject to the requirements of the County's Capital budget law. The County derives the majority of revenue supporting the Capital Fund from capital borrowing. The County derives the remainder primarily from County operating funds as well as non-County sources such as the Federal and State governments.

The **Technology Fund**, established by Ordinance No. 220 in 2001, contains resources and appropriations to cover the cost of technological related expenditures of the County. The ordinance requires the fund to be restricted to the payment of technology and related expenditures, including, but not limited to, the purchases of equipment and software, and the retention of consultants.

The **Open Space Fund**, established by Local Law No. 7 of 2003, contains resources generated from the proceeds of County real estate sales, private gifts, and grants to preserve open space in the County. The law requires that the County use 5% of the proceeds from the sale of County-owned real estate for the acquisition, rehabilitation, and maintenance of property for use for open space purposes.



The **Environmental Bond Fund**, established by Local Law No. 14 of 2004 and Local Law No. 10 of 2006, contains resources and appropriations to cover the cost of purchasing and preserving open space and for other purposes in accordance with the County's environmental programs established by such local laws. These local laws have authorized \$150 million in environmental program funding.

The **Litigation Fund**, which the County established in 2015, will contain resources and appropriations to cover the cost of judgments and settlements. Operating surplus generated each year will fund the Litigation Fund. The County is establishing the Litigation Fund in accordance with the transitional borrowing plan approved by the Nassau County Interim Finance Authority (NIFA) to ensure that the County will no longer borrow for judgments and settlements.

The **FEMA Fund** receives non-County generated funding from the Federal government that reimburses up to 90% of the cost of disaster recovery programs due to the Presidential Declaration of Emergency related to Superstorm Sandy. Additionally, the New York State Action Plan, which seeks Federal authorization for the allowable uses of Community Development Block Grant Disaster Recovery ("CDBG-DR") funds, contains a provision to use these funds to cover the 10% non-Federal match. The programs are comprised of FEMA-approved projects undertaken by a variety of County departments in an effort to protect the health and safety of the County's residents, businesses, and visitors and to preserve, protect, and repair County infrastructure. FEMA divides these projects into categories of disaster-related work, but mainly Categories A and B, debris removal and emergency protective measures, respectively. For each project, when the cost of a County employee or non-personnel related service is reimbursed by an outside entity, that expense (and associated revenue) is charged to the FEMA Fund. Because generally accepted accounting principles preclude the County from recognizing FEMA revenues in the Budget before receipt is assured, outside reimbursements and expenses are recognized in the FEMA Fund by supplemental appropriation only after the fiscal year has started and receipt of the funds is certain to occur.

Due to the severity of the storm, the Administration received legislative approval to appropriate funds separate from the Major funds, with the understanding that FEMA and other federal agencies would reimburse the County for all eligible, disaster-related costs.

The **Community College Fund** is an independent fund that supports the operations of Nassau County Community College. The College has its own board of trustees and president; nevertheless, it is reliant on County property taxes for almost a quarter of its operating revenue. Each year, usually three months before the submission of the County Operating Budget, the board recommends a budget and seeks approval from the County Executive and the Legislature.

The **Grant Fund** receives non-County generated funding, primarily from the State and Federal governments that covers the cost of certain programs. While most of these programs are in the health and human services area, the County receives many grants to enhance public safety. In each case, when the cost of a County employee or non-personnel related service is fully reimbursed by an outside entity, that expense (and associated revenue) is charged to the Grant Fund. Because County policy precludes the County from assuming grant revenues in the Adopted Budget before receipt is certain, the County recognizes outside reimbursement and expenses in the Grant Fund



by supplemental appropriation after the grantor assures the County that it will receive the funds, usually in the form of an award letter.

The **Nassau County Public Utility Agency (NCPUA) Fund** contains resources to operate NCPUA as a public utility service. State law authorized the County to enact Local Law No. 23 of 1984, which established NCPUA.

The **New York State Property Tax Refund Fund (TXF)** established for 2017 will contain funds for the payment of commercial and residential property tax refunds primarily for the towns, special districts and all but one of the school districts in the County, as well as the County portion. The amount budgeted in this fund will be the amount of refunds paid by the County in the current and/or previous year(s). The New York State Tax Refund derives its revenues primarily from a designated portion of the County property tax collections.

RESERVE FUNDS

The County established the **Employee Benefit Accrued Liability Reserve Fund** in 2004 to account for resources set aside to cover future termination compensation expenses for employees who separate from County service. The County created a reserve to set aside surplus resources that it can use in the event of a surge in retirements.

The **Retirement Contribution Reserve Fund**, also established in 2004, accounts for resources set aside to cover future pension payments on behalf of County employees. The occurrence of fluctuations in local contributions into the State pension plan, as mandated by the State Comptroller, was the impetus for the County creating this reserve.

The County created the **Bonded Indebtedness Reserve Fund** in 2005 to account for resources for the payment of debt service from a separate account managed by the County Treasurer.

The County established the **Tobacco Settlement Fund** in 2005 to segregate proceeds remaining from the 1999 securitization of certain tobacco settlement revenues.



APPENDIX C

FINANCIAL POLICIES

BASIS OF ACCOUNTING AND BUDGETING

BASIS OF ACCOUNTING

The basis of accounting determines when transactions are reported on the financial statements. The government-wide financial statements are reported under generally accepted principles of accounting using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Non-exchange transactions, in which the County either gives or receives value without directly receiving or giving equal value in exchange, include, for example, sales and property taxes, grants, and donations. On an accrual basis, revenue from sales taxes is recognized when the underlying 'exchange' transaction takes place. Revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from grants and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

All discretely presented component units' proprietary funds are accounted for on a flow of economic resources measurement focus.

Governmental funds are accounted for on the modified accrual basis of accounting. Governmental fund revenues are recognized in the accounting period in which they become susceptible to accrual (i.e., both measurable and available to finance expenses of the fiscal period). Revenue items accrued include property taxes, sales taxes, and reimbursable amounts from Federal and State supported programs. Expenses are recognized in the accounting period in which the fund liability is incurred, if measurable, with the following exceptions that are in conformity with accounting principles generally accepted in the United States: general long-term obligation principal and interest are reported when due, compensation for vacation and sick leave when paid, pension costs when billed, and judgments and claims when settled. Discretely presented component units' proprietary funds are accounted for on the accrual basis of accounting. Revenues are recognized in the period earned and expenses are recognized in the period incurred. Proprietary funds' unbilled services receivable is recognized as revenue.

The fiduciary fund is accounted for on the accrual basis of accounting for the purpose of asset and liability recognition.

Transfers among funds are recognized in the accounting period in which the interfund receivable and payable arise.



Nassau Community College reports as a special purpose government engaged only in business type activities as defined in GASB Statement No. 35 “Basic Financial Statements – and Management’s Discussion and Analysis – for Public Colleges and Universities.”

BASIS OF BUDGETING

An appropriated budget is legally adopted for each fiscal year for the General Fund and each of the special revenue funds, with the exception of the Grant Fund and the Superstorm Sandy related Federal Emergency Management Agency (FEMA) Fund. Grant funds, including Federal emergency grants, are appropriated for the life of specific grants through supplemental appropriations, not for annual fiscal periods. Accordingly, grant funds are excluded from the Combined Statement of Revenues, Expenditures, and Changes in Fund Balance presented for budgeted special revenue funds. The Adopted Budget amounts as shown include prior year encumbrances carried forward as well as current year authorizations. In the case of the Grant Fund, an appropriated budget is legally adopted for the life of each grant as it is received. The County Legislature also authorizes and rescinds spending and financing authority in the Capital Budget. Each authorized project has continuing budget authority until the project is completed or rescinded. All appropriated budgets are adopted by ordinance of the County Legislature on the same modified accrual basis of accounting used to report revenues and expenses. However, appropriations are not provided for certain interfund indirect costs, and encumbrances are treated as charges to appropriations when incurred. All supplemental appropriations amending appropriated budgets as originally adopted are also provided by ordinance of the Legislature. Nassau County Interim Finance Authority (NIFA) funds includes sales tax revenues collected by the State and transferred to NIFA and are not subject to appropriation by the State or County.

Appropriations, which have not been expended or encumbered by the end of the fiscal period, lapse at that time.

BUDGET

MISSION AND GOALS OF THE BUDGET DEVELOPMENT PROCESS

It is the Mission of the Nassau County annual Operating Budget process to promote sound fiscal planning based on comprehensive historical and current economic data; make informed choices that involve all department heads; meet all mandatory requirements of content and submission deadlines; integrate the qualitative and quantitative goals of the Multi-Year Financial Plan (MYP), the Capital Plan (CP), and the Operating Budget; and present an Operating Budget that is user-friendly and informative.

The County Charter requires the adoption of a balanced Operating Budget, which it defines as an equal amount of revenues and expenses in its Major Operating Funds. The County strives to accomplish this goal without the use of prior year resources (fund balance) and in a manner that is consistent with its fund balance, debt, and investment policies. The County also strives to achieve



a structurally balanced budget, which is defined as one where the level of recurring expenses matches recurring revenues.

DEVELOPMENT OF THE ANNUAL OPERATING BUDGET

The County Charter requires the County Executive to submit, no later than September 15 of each year, to the County Legislature for its review, a Proposed Budget for the ensuing fiscal year. The County Legislature must conduct hearings and adopt a budget no later than October 30. This process is important to the County Executive, the Legislature, and citizens of Nassau County because it

- Lays the financial foundation for cost-effective operations based on historical data, economic financial indicators, and a reasonable projection of revenues
- Integrates the financial structure of the MYP, Capital Plan, and the Operating Budget
- Reflects the County's social and economic policy priorities
- Communicates this information clearly to County stakeholders

SCOPE OF THE ANNUAL OPERATING BUDGET AND BUDGET MESSAGE

Pursuant to §302 and §303 of the County Charter, the Adopted Budget shall contain the following:

- Statement of estimated revenues to be received during the ensuing fiscal year, other than the proceeds of the tax levy, deducting the amount, if any, required to be deposited to any sinking fund
- Statement of the amount estimated to be collected from the tax levy
- Statement of anticipated receipts from the sale of bonds or other borrowings
- Statement of the amount of any sinking fund, if any, which is available and should be applied to the payment of principal of any bonded indebtedness falling due during the ensuing fiscal year
- Statement of the estimated cash balance, except unreserved, undesignated fund balances, in each fund, applicable to expenditures of the ensuing fiscal year, and any estimated deficit in any fund required to be made up in the ensuing fiscal year
- Estimate of the anticipated financial needs of each agency, department or office to conduct the business of the County
- Amount necessary to pay the principal and interest of any bonded or other indebtedness of the County
- Amount of any judgment recovered against the County and payable in the ensuing fiscal year
- Estimate of uncollected taxes that would become the County's responsibility to pay
- Comparative financial information that includes receipts and expenditures for the last completed fiscal year; the budget of the current fiscal year; receipts and expenditures for the first six months of the current fiscal year; and the budget request by department



- Budget Message from the County Executive to the Legislature that summarizes and explains the main features of the Adopted Budget; articulates priorities; highlights the issues facing the County; describes significant changes from the previous (current) fiscal year; and explains significant factors that led to these changes

Pursuant to §304 of the County Charter, there shall be filed with the Adopted Budget a summary budget report and supporting schedules which shall exhibit the Adopted Budget by fund, operating revenue summary, capital appropriations, sewer operation budgets, tax rates, and budgetary analyses by department and the aggregate figures of the Adopted Budget in such a manner as to show a balanced relationship between the total estimated expenditures and the total estimated income for the ensuing fiscal year.

PARTICIPANTS IN THE BUDGET DEVELOPMENT PROCESS

The participants in the budget process are

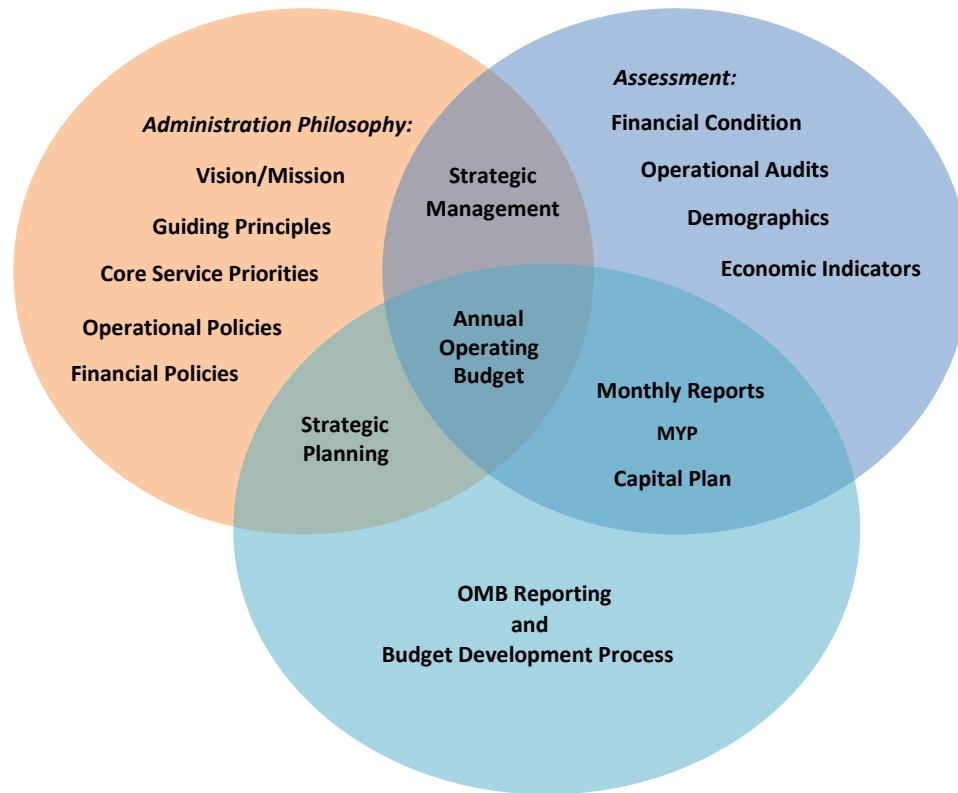
- County Executive: Establishes the County Vision and Mission Statements; sets core service priorities; and articulates the concerns of the County's stakeholders
- Deputy County Executive for Finance: Responsible for assessing the comprehensive financial and operational needs of the County and submitting the County Executive's Adopted Budget that supports his vision and priorities
- Budget Director: Provides the direct leadership and coordination of the budget development process including, but not limited to, assisting the Deputy County Executive for Finance in forecasting, analyses, data summarization and presentation, and submission of all budget documents
- The Office of Management and Budget (OMB) Staff: As experts in their assigned departments, analyze all submission requests, provide recommendations, and assist with the compilation of the budget; and ensure that the submission requests comply with the budget instructions, MYP initiatives, and headcount targets
- Department Heads: Department Heads (Directors and Commissioners) review operational needs; analyze historical expense and revenue trends; consider current issues in budget formulation; anticipate future problems; recommend alternatives and solutions; and submit the department spending plan to OMB

BUDGET DEVELOPMENT CALENDAR

The development of a sound Operating Budget is a year-round cycle of preparation. The ongoing functions performed by OMB staff are not mutually exclusive but intrinsically related to one another in the implementation of recommended best practices. The following Venn diagram demonstrates this interrelationship:



Figure C.1: Linkage between OMB Functions and Operating Budget



The annual Operating Budget is a product of three components/activities: the Administration's philosophy that underlies all financial and managerial operations; the County's assessment of its financial condition, operational efficiency, economy and demographics; and OMB's Reporting and Budget Development Process, linking it to the two other components/activities.

The budget development process implements policies that draw on the strategic planning concepts of the mission; develops goals that support the County's mission; utilizes strategic management to accomplish the goals; and considers all aspects in the utilization of available resources. Again, this year-round effort allows for adjustments and the consideration of new information.

The annual budget development process typically begins in June when OMB provides departmental fiscal staff and decision-makers with a preparation guide that highlights major policy, operational, and financial goals for the ensuing year; significant challenges facing the County; and technical information regarding budget preparation.

Within four weeks, departments are required to submit their expense, revenue, and staffing requests to OMB. The Administration's financial management team reviews these requests and incorporates them into a Proposed Budget.



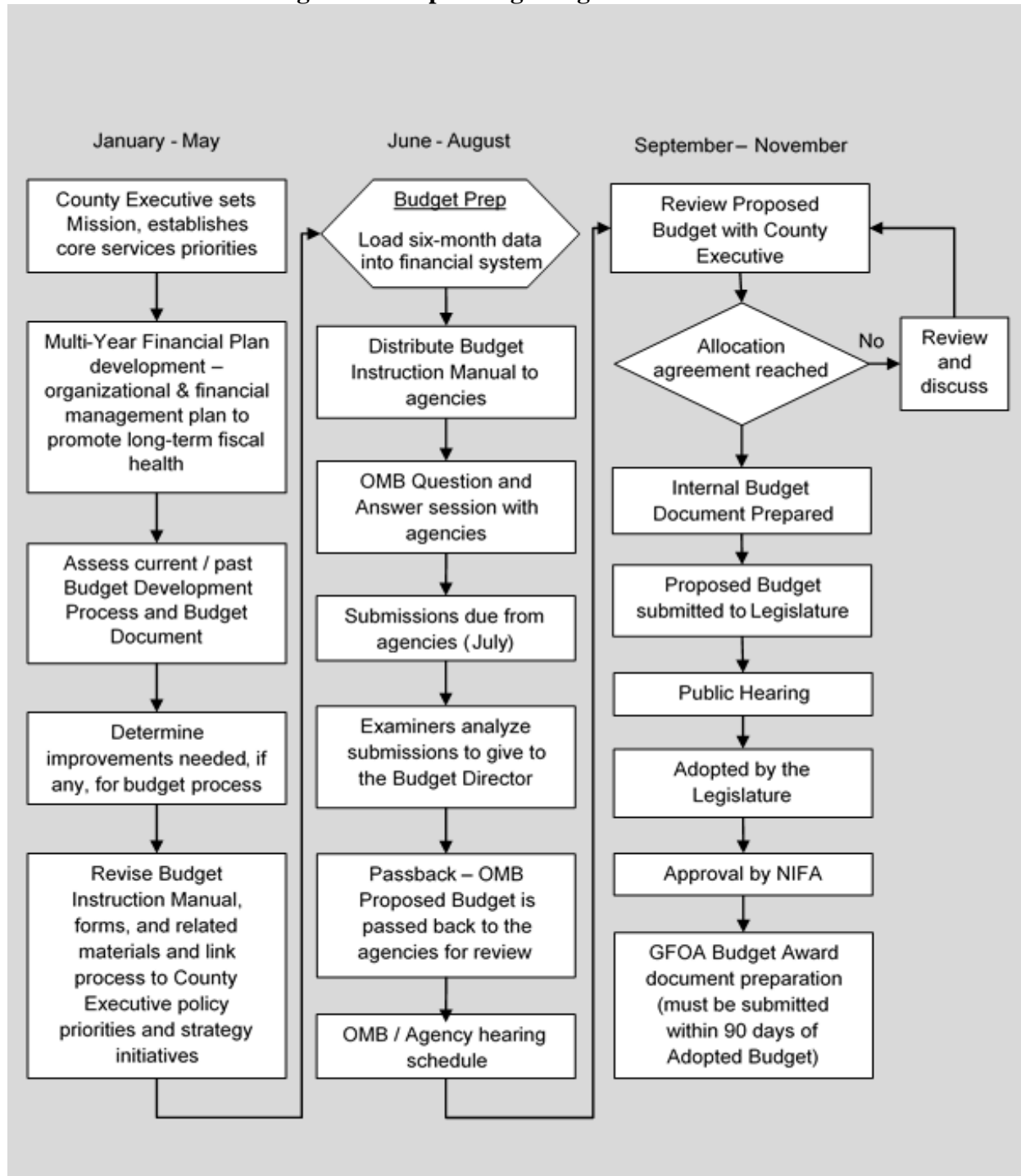
Both the County Charter and the NIFA Act, during a control period, require that the County Executive submit the Proposed Budget to the County Legislature and NIFA by September 15. The Charter also requires the Legislature to hold a public budget hearing(s) on the Proposed Budget. After the conclusion of the public hearing(s), the County Legislature may reduce or strike out any item of appropriation in the Proposed Budget. Prior to inserting any additional item or increasing an item of appropriation, the Legislature must publish a notice setting forth the nature of the adopted changes and fixing the time at which it will hold a public hearing thereon. The County Executive has the power to veto any item that constitutes an addition or increase in the Proposed Budget. The County Legislature has the power to override such a veto by affirmative vote of at least thirteen out of its nineteen members. By ordinance, the Legislature shall finally approve the Proposed Budget, as altered or revised. Within ten days of the final approval of the Budget by the County Legislature, the County Executive may veto any item that constitutes a change from the Proposed Budget, while at the same time approving the remainder of the Budget. The County Legislature may override any such vetoed item within seven days by an affirmative vote of at least thirteen members. Upon final adoption of the Budget, the County Legislature must pass an appropriation ordinance for the Adopted Budget and levy taxes for the ensuing year no later than October 30.

**Key Fiscal Year Dates (January 1 – December 31)**

| Month | Action |
|---------------------|--|
| January - May | <ul style="list-style-type: none">• Issuance of Monthly Financial Reports |
| June | <ul style="list-style-type: none">• Comptroller closes the books on the prior fiscal year• Budget preparation for the ensuing fiscal year begins• Budget targets distributed to County departments• Issuance of Multi-Year Financial Plan Update• Issuance of Monthly Financial Report |
| July - August | <ul style="list-style-type: none">• County department budget submissions for ensuing fiscal year are evaluated• Issuance of Monthly Financial Reports |
| September | <ul style="list-style-type: none">• County Executive submits Proposed Budget for ensuing fiscal year and Proposed Multi-Year Financial Plan to the Legislature and NIFA during a control period (September 15 deadline)• Issuance of Monthly Financial Report |
| October | <ul style="list-style-type: none">• Legislature holds public hearings and reviews Proposed Budget• NIFA presents preliminary report on Proposed Budget and Proposed MYP• Legislature approves Budget and Multi-Year Financial Plan; now the Adopted Budget and Approved MYP• Issuance of Monthly Financial Report |
| November – December | <ul style="list-style-type: none">• NIFA votes to approve/disapprove the Adopted Budget and Approved MYP• Issuance of Monthly Financial Reports |



Figure C.2: Operating Budget Process Flow





POST BUDGET ADOPTION

During the year, the County Executive may recommend changes to the Adopted Budget. Transfers of spending authority between departments and certain transfers within departments require approval by majority vote of the County Legislature. The County Executive may also recommend appropriating revenues not recognized in the Adopted Budget. Such Supplemental Appropriations require approval by thirteen affirmative votes of the County Legislature.

The County exercises budgetary control at the object code appropriation level within a fund's departmental control center.

RELATIONSHIP BETWEEN THE CAPITAL BUDGET AND THE ANNUAL OPERATING BUDGET

The Capital Plan (CP) is a four-year schedule of the County's anticipated capital investments. The first year of the CP is the "Capital Budget." While it is prepared and adopted independent of the Operating Budget, it is a companion document.

The CP affects the Operating Budget depending on the funding sources identified and the amount of operating costs, savings, and/or revenues that result from project implementation. Key elements include

- Quantifying the debt service required in the Operating Budget and MYP to support capital expenses funded with debt
- Quantifying goals for the Operating Budget ("pay as you go") or reserve funds to be spent on capital projects
- Identifying other funding sources such as earmarked revenue streams (excess property sales) and grants
- Quantifying the operating costs, savings, and or revenues that will result from project implementation and incorporating those results in the Operating Budget and MYP

During the preparation of Capital Budgets, information on the operational impact of each capital project will be included as an integral part of each capital project request.

By charter, the Capital Plan must be submitted to the Legislature by October 15 of each year, a full month after the County Executive's Proposed Operating Budget. This allows the administration to prioritize projects consistent with the level of debt service appropriations. See Capital Fund.



FUND BALANCE AND RESERVE

INTRODUCTION

The use of financial policies to guide governmental operations is important for a number of reasons. Financial policies help to institutionalize sound fiscal management, establish parameters for the operation of government, encourage continuity between administrations, promote stability in budgeting, and enhance accountability to the public.¹

The Government Finance Officers Association (GFOA), the National Advisory Council on State and Local Budgeting (NACSLB), and the major credit rating agencies all recommend that governments adopt and adhere to an array of financial policies. One of the most important policies to enact is a policy governing fund balance and reserves.

Drawing from these recommendations, Nassau County includes its fund balance and reserve funds as part of its Financial Policies as set forth herein by providing a framework for the accumulation of unreserved fund balance, the constitution of reserve funds, and the policy purposes for which the County ought to use these financial resources.

Nassau County presents its Comprehensive Annual Financial Report (CAFR) in conformity with generally accepted accounting principles (GAAP) for governments in the United States as prescribed by the Governmental Accounting Standards Board (GASB).² GASB Statement No. 34 requires the inclusion of two types of financial statements in the CAFR: government-wide financial statements and fund financial statements.

Government-wide financial statements provide information about the County as a whole using the economic resources measurement focus and the accrual basis of accounting. The economic resources measurement focus looks at the transactions and events that have increased or decreased the total economic resources of the government as a whole during the accounting period being reported. The accrual basis of accounting requires revenues be recognized as soon as they are earned, regardless of the timing of related inflows of cash, and requires expenses be recognized as soon as liabilities are incurred, regardless of the timing of related outflows of cash. These statements present a long-term view of the County's finances.

Fund financial statements (governmental fund statements and fiduciary fund statements) focus on individual parts of the County government, reporting on the County's operations in more detail than the government-wide statements. Funds are accounting controls that the County uses to keep track of specific sources of funding and spending on particular programs. The fund financial

¹ Shayne Kavanagh and Wright Anderson Williams, *Financial Policies: Design and Implementation* (Chicago, Illinois: Government Finance Officers Association, 2004), p. 1-3.

² This section is excerpted from Management's Discussion and Analysis included in Nassau County's *Comprehensive Annual Financial Report of the Comptroller for the Fiscal Year Ended December 31, 2015*



statements employ the current financial resources measurement focus and are presented using the modified accrual basis of accounting. The current financial resources measurement focus requires the fund financial statements to report near-term inflows and outflows of financial resources. To achieve this objective, the application of the accrual basis of accounting must be modified so that the fund financial statements report only those transactions and events that affect inflows and outflows of financial resources in the near future.

There are two government-wide financial statements: the Statement of Net Position and the Statement of Activities. The Statement of Net Position reports everything the County owns (its assets) and owes (its liabilities) as of the end of the year. Net position is what remains after all liabilities have been recorded; it signifies the net worth of the government. This statement is designed to display assets and liabilities in the order of their basic liquidity and maturity while presenting the basic accounting relationship applicable to public sector entities: assets + deferred outflow of resources – liabilities – deferred inflow of resources = net position. This statement also presents all of the County's economic resources – that is, all of its assets and liabilities, both financial and capital. The Statement of Activities tracks the County's annual revenues and expenses, as well as any other transactions that increase or decrease the County's net position. It divides the County's activities into three elements: its governmental activities, its business-type activities (currently not applicable), and the activities of its component units.

In governmental fund statements, where the current financial resources measurement focus is used, the difference between the assets, deferred outflow of resources, liabilities and deferred inflow of resources of a fund is the *fund balance*. The fund financial statements present fund balance in the following categories: non-spendable, restricted, committed, assigned, and unassigned.

For budgetary purposes, available fund balance is still referred to as unreserved fund balance.

BUDGETARY RESERVED AND UNRESERVED FUND BALANCE

On a budgetary basis, governmental fund's fund balance is separated into two categories: reserved fund balance and unreserved fund balance.

Reserved fund balance captures those financial assets which contributed to the fund balance and are not available to the government to spend, such as long-term receivables, encumbered contracts and purchase orders, resources that have already been spent, such as prepaid expenses, or assets which are legally constrained in their use.

Unreserved fund balance, in turn, captures all remaining financial resources, which are currently available for appropriation. Unreserved fund balance may be either designated or undesignated. Unreserved fund balance may be designated in a subsequent budget, representing senior management's planned future use for a particular purpose of currently available resources. Unreserved, undesignated fund balance represents those currently available resources neither reserved nor designated for a particular purpose in the budget for the subsequent fiscal year.



IMPORTANCE OF BUDGETARY UNRESERVED, UNDESIGNATED FUND BALANCE

Maintaining sufficient levels of unreserved fund balance is important for a number of reasons. Unreserved fund balance serves as a source of internal liquidity, helping to smooth out the seasonality of public sector cash flows. Unreserved fund balance also provides unrestricted resources for contingencies, such as unanticipated surges in energy costs, unexpected changes in State or Federal reimbursements, spikes in overtime or termination pay, or the devastating impact of a natural disaster. Governments can use unreserved fund balance to finance selected capital needs or other one-time expenses on a pay-as-you go basis, thereby avoiding long-term interest payments. Lastly, credit rating agencies consider maintaining an appropriate level of unreserved fund balance to be a positive credit factor because it better ensures the timely and full payment of debt obligations, enhances financial flexibility to handle unforeseen events, and demonstrates the commitment of the government to the principles of sound financial management.

PARTICULAR CONSIDERATIONS IN NASSAU COUNTY

An appropriate policy for the accumulation and use of unreserved fund balance in Nassau County must take into account two particular factors.

First, Nassau County has five major operating funds: General Fund, Fire Prevention Fund, Debt Service Fund, Police Headquarters Fund, and Police District Fund. The Fire Prevention and Police Headquarters Funds are special revenue funds which have a Countywide tax base (together, the "Countywide Special Revenue Funds"). The Police District Fund is also a special revenue fund, but its tax base is a subset of the County. Because the Countywide Special Revenue Funds share the same tax base as the General Fund, these funds are treated, for budgetary and accounting purposes, as extensions of the General Fund. The Police District Fund is not considered an extension of the General Fund, and its revenues are restricted. Calculating the appropriate level of unreserved fund balance in Nassau County, therefore, involves looking at the combined normal revenues of the County's General Fund, the Countywide Special Revenue Funds, and the Police District Fund.

Second, Nassau County has agreed to monitor and take certain actions with respect to the accumulation of certain "available amounts" as set forth in tax certificates that have accompanied the issuance of long-term working capital and cash flow debt. The County has issued long-term working capital bonds to finance property tax refund payments, as well as payments of judgments and settlements and termination payments. In addition, the County typically issues short-term notes for cash flow purposes twice per year. The County has made representations in various tax certificates associated with such debt that it would apply any surplus available amounts to the retirement of outstanding working capital debt, or otherwise with the approval of bond counsel. Pursuant to regulations promulgated by the United States Treasury, available amounts mean any amounts that are available to an issuer for working capital expense purposes of the type financed by a debt issue. Available amounts include cash, investments, and other amounts held in accounts or otherwise by the issuer or a related party if those amounts may be used by the issuer for working



capital expenses of the type being financed by an issue without legislative or judicial action and without a legislative, judicial, or contractual requirement that those amounts be reimbursed. The County may treat as “unavailable” for required debt retirement a working capital reserve equal to 5% of the immediately preceding fiscal year’s expenses paid out of current revenues.

RESERVE FUNDS

In addition to accumulating unreserved fund balance, governments may create formal reserve funds. Reserve funds differ from reserved fund balance in two respects. First, the legislative body must vote to establish reserve funds, whereas a government reserves fund balance as part of the accounting cycle at the close of the fiscal year. Second, in many if not all instances, the legislature must also approve the use of monies deposited in formal reserve funds.

The County has established a number of reserve funds for a variety of important public policy purposes. The County Legislature created each of these reserve funds pursuant to the New York State General Municipal Law. The County has established a bonded indebtedness reserve fund, an employee accrued liability reserve fund, and a pension contribution reserve fund. These reserve funds permit the County to accumulate resources to retire debt or pay debt service unbudgeted in the current year, cover termination payments, particularly for sworn officers, and level out future increases in contributions to both the New York State and Local Employees’ Retirement System and the New York State and Local Police and Fire Retirement System.

RECOMMENDED LEVELS OF UNRESERVED FUND BALANCE AND RESERVE FUNDS

The recommended levels of unreserved fund balance and reserve funds reflect the financial needs of County government and residents, the fund balance levels recommended by the GFOA, and the provisions regarding the accumulation of surplus “available amounts” in County tax certificates.

The County’s recommended levels of unreserved fund balance are no less than 4% and no more than 5% of normal prior-year expenditures made from its General Fund, the Countywide Special Revenue Funds, the Police District Fund, and the Reserve Funds. This level of unreserved fund balance is sufficient in Nassau County given the size of its budget, the relative predictability of its cash flows, and its other sources of internal liquidity.

However, to the extent that the County utilizes its unreserved fund balance, the funds shall be primarily used either for (i) non-recurring expenses that promote important policy objectives, or (ii) extraordinary operating or capital purposes that could not be anticipated and which otherwise cannot be financed with current revenues in the annual Operating Budget. Such purposes include financing emergency capital projects, offsetting an unexpected economic downturn, covering an unanticipated or excessive shortfall in revenues or a spike in expenses, or providing necessary resources for emergencies, such as a natural disaster.

APPENDICES - APPENDIX C



Listed below is the County's historical Undesignated Fund Balance along with other available reserves.

| YEARS | Undesignated Fund Balance | Technology Fund | Open Space Fund | Litigation Fund | Police District Fund | Sewer and Storm Water Resources | Retirement Contribution Reserve Fund | Employee Accrued Liability Reserve Fund | Environmental Fund | Tobacco Settlement Fund (Bond) |
|--------------------|---------------------------|-----------------|-----------------|-----------------|----------------------|---------------------------------|--------------------------------------|---|--------------------|--------------------------------|
| 2011 Year-End | \$31.6 | \$1.9 | \$2.3 | \$0.0 | \$8.9 | \$81.3 | \$0.0 | \$14.4 | \$14.4 | \$18.4 |
| 2012 Uses | \$0.0 | \$0.0 | (\$1.3) | \$0.0 | \$0.0 | (\$9.8) | \$0.0 | (\$10.4) | \$0.0 | (\$0.6) |
| 2012 Contributions | \$21.7 | \$0.0 | \$0.0 | \$0.0 | \$19.8 | \$0.0 | \$0.0 | \$0.0 | \$2.7 | \$0.0 |
| 2012 Year-End | \$53.3 | \$1.9 | \$0.9 | \$0.0 | \$28.7 | \$71.5 | \$0.0 | \$4.0 | \$17.1 | \$17.9 |
| 2013 Uses | (\$10.0) | \$0.0 | \$0.0 | \$0.0 | (\$1.2) | (\$25.6) | \$0.0 | \$0.0 | \$0.0 | \$0.0 |
| 2013 Contributions | \$55.8 | \$0.0 | \$0.2 | \$0.0 | \$0.0 | \$0.0 | \$0.0 | \$0.0 | \$2.3 | \$0.0 |
| 2013 Year-End | \$99.1 | \$1.9 | \$1.1 | \$0.0 | \$27.5 | \$45.9 | \$0.0 | \$4.0 | \$19.4 | \$17.9 |
| 2014 Uses | (\$10.0) | \$0.0 | \$0.0 | \$0.0 | (\$6.7) | (\$3.6) | \$0.0 | \$0.0 | \$0.0 | \$0.0 |
| 2014 Contributions | \$11.1 | \$0.0 | \$0.1 | \$0.0 | \$0.0 | \$0.0 | \$0.0 | \$6.2 | \$0.1 | \$0.0 |
| 2014 Year-End | \$100.2 | \$1.9 | \$1.2 | \$0.0 | \$20.8 | \$42.3 | \$0.0 | \$10.2 | \$19.5 | \$18.0 |
| 2015 Uses | (\$10.0) | (\$1.8) | \$0.0 | \$0.0 | (\$5.0) | \$0.0 | \$0.0 | (\$10.2) | \$0.0 | \$0.0 |
| 2015 Contributions | \$51.1 | \$0.0 | \$0.2 | \$20.2 | \$5.9 | \$2.1 | \$8.0 | \$0.0 | \$0.0 | \$0.0 |
| 2015 Year-End | \$141.4 | \$0.1 | \$1.4 | \$20.2 | \$21.7 | \$44.4 | \$8.0 | \$0.0 | \$19.5 | \$18.0 |

All Other established Funds not displayed above have zero Fund Balance since 2010 or prior

REPLENISHMENT

In the event that for two successive years, the County's level of unreserved fund balance falls below 4% of normal expenses made from its General Fund, the Countywide Special Revenue Funds, the Police District Fund, and the Reserve Funds during the prior fiscal year, the County shall endeavor to replenish its unreserved fund balance beginning with the next Operating Budget. The County would seek to appropriate 25% of the difference between its current level of unreserved fund balance and the minimum amount recommended by the policy, to attain the minimum level of unreserved fund balance over a four-year period. To the extent that an appropriation in this amount is not possible in any particular fiscal year, the County shall endeavor to appropriate a lesser amount and develop a revised strategy and timeframe for replenishing its unreserved fund balance to reach, at a minimum, the 4% threshold.

Occasionally, the County will forecast before the close of its fiscal year that it anticipates generating a year-end positive operating surplus after normal expenses are paid. In these instances, the County determines if it needs this operating surplus to ensure that its unreserved fund balance does not fall below 4% of anticipated operating expenses. If this threshold requirement is satisfied, then the County can direct its projected operating surplus to other important public policy purposes, such as capital improvements, strategic investments, prepayments, transitional expenses, or, due to the unique burden of the County assessment guaranty (County Guaranty), the payment of future property tax refunds.

CONCLUSION

Nassau's Financial Policies outline an approach to the accumulation and use of unreserved fund balance and reserve funds that draws upon the recommendations of the GFOA, NACSLB, and credit rating agencies while considering additional issues that are important to Nassau County. The policy outlines the conditions under which the County ought to replenish unreserved fund balance



and identifies the uses for its unreserved fund balance, formally-created reserves, and any projected operating surpluses. It identifies an array of reserve funds that help the County to stabilize its budget and to finance important policy objectives. The County also designs the policy to be consistent with provisions included in tax certificates for bond and note issuances. The policy establishes a floor and a cap for the accumulation of unreserved fund balance. When combined with other financial policies and with the Multi-Year Financial Plan, the County's fund balance and reserve policy sets a standard of performance and accountability and institutionalizes sound financial management practices for the future.

DEBT

INTRODUCTION

In accordance with the County's Debt Policy, the County manages its debt profile based on GFOA and rating agency guidelines as well as debt policies of comparable yet higher rated municipalities. The County will review this policy on an annual basis. The County's ratings as of December 2016 were: "A2" (stable outlook) from Moody's Investors Service, Inc.; "A+" (negative outlook) from S & P Global Ratings; and "A" (stable outlook) from Fitch Ratings.

Limiting the amount of debt the County has outstanding and the purposes for which the County issues debt will benefit the long-term financial health of the County and help to improve its credit worthiness.

The County will continue its efforts to reduce its outstanding debt and gradually bring the County's key credit ratios in line with comparable yet higher rated counties. The County's long-term plan seeks to achieve these objectives by prioritizing capital borrowing and limiting the size of cash flow borrowings through a strengthened cash position.

The 2017 Adopted Budget includes \$376.4 million for County General Improvement, Environmental Bond Act and NIFA debt service expenses in the County's Major Operating Funds. The 2017-2020 Multi-Year Financial Plan projects that in 2020, the County will have \$396.9 million in County and NIFA debt service expenses.

GOALS AND OBJECTIVES

The policy, as it relates to debt, will help ensure that County financings satisfy certain clear and objective standards. These standards seek to protect the County's financial resources, which are necessary to meet long-term capital needs. The adoption of clear and comprehensive financial policies enhances the financial management of the County.

The goals and objectives of the County's Financial Policies as it relates to debt are to



- Guide the County and its managers in policy and debt issuance decisions
- Maintain appropriate capital assets for present and future needs
- Promote sound financial management
- Protect and enhance the County's credit rating
- Ensure the legal and prudent use of the County's debt issuance authority
- Evaluate debt issuance options

The Debt Policy provides that the County will plan debt issuance to achieve relatively level debt service while matching debt service to the useful life of the projects. The County will avoid the use of bullet or balloon maturities except in those instances where these maturities serve to make existing overall debt service level (to the extent permissible under the Local Finance Law). The County may elect a more rapid or other debt service structure, such as declining debt service (i.e., equal principal amortization), at its discretion.

PURPOSES FOR WHICH DEBT CAN BE ISSUED

Capital Borrowing: The County issues debt for projects identified in its Capital Plan. The Capital Plan includes funding for buildings, equipment, infrastructure, parks, property, public safety, roads, technology, traffic and transportation, sewer and storm water, and open space preservation.

Working Capital Borrowing: In 2016, the County met its goal to fund all judgments and settlements in the County's Operating Budget. The County's goal allows for bonding for extraordinary judgments and settlements which was not required in 2016. Since 2016, the County no longer borrows to finance termination payments. After 2017, the County will no longer borrow to finance tax certiorari payments, ending a decades-long practice.

Cash Flow Borrowing: The County borrows for cash flow purposes as necessary throughout the fiscal year. The County typically does two cash flow borrowings a year: Revenue Anticipation Notes in late spring and Tax Anticipation Notes in late fall.

DEBT LIMITATIONS/AFFORDABILITY (Four Major Funds)

Debt Service as a Percent of Expenses

Goal: The County's tax-supported debt service will not exceed 10% of general governmental expenses within the four major operating funds.

Tax-supported debt service shall include any debt service on general obligation bonds, which are not self-supporting from a user fee revenue stream. Any long-term financing lease obligations, which may be subject to annual appropriation by the County, will also be included in calculations of tax-supported debt service.



Status: The County projects debt service as a percent of expenses in the County's four major operating funds to be 11.7% of 2016 expenses. For purposed of this ratio, debt service excludes sewer-related debt, and expenses exclude interdepartmental transfers.

Net Direct Debt as a Percent of Full Valuation

Goal: The County's tax-supported net direct debt will not exceed 1.5% of the full valuation of taxable real property in the County.

Status: Currently, the County projects the tax-supported debt of the County's four major operating funds as a percent of the full valuation of taxable real property in the County to be 1.48% in 2016.

Net Direct Debt per Capita

Goal: The County's tax-supported debt per capita will not exceed \$2,148 as of December 31, 2016. The County will increase the target value by 2% per year to take into account the effect of inflation.

Status: As of December 31, 2016, the County projects tax-supported debt per capita to be \$2,337.

BOND STRUCTURE

The County shall establish all terms and conditions relating to the issuance of bonds pursuant to New York State Local Finance Law, and will invest all bond proceeds pursuant to the terms of the County's Investment Policy. Unless otherwise authorized by the County, the following shall serve as bond requirements.

Terms: The County will finance all capital improvements financed through the issuance of debt for a period not to exceed the useful life of the project.

Capitalized Interest: Occasionally, certain financings may include the use of capitalized interest from the issuance date until the County has beneficial use and/or occupancy of the financed project. The County shall not fund (capitalize) interest beyond three years or a shorter period if further restricted by law. The County may apply, at its discretion, interest earnings to extend the term of capitalized interest but in no event beyond the term allowed by law.

Debt Service Structure: Debt issuance shall be planned to achieve relatively level debt service while matching debt service to the useful life of projects. The County shall avoid the use of bullet or balloon maturities except in those instances where these maturities serve to make existing overall debt service level. The County may elect a more rapid or other debt service structure, such as declining debt service (i.e., equal principal amortization) at its discretion.



Call Provisions: In general, the County's debt will include an early redemption (or "call") feature, which is no later than ten years from the date of delivery of the bonds. The County will avoid the sale of non-callable bonds absent careful, documented evaluation by the County in conjunction with its financial advisor with respect to the value of the call option.

Original Issue Discount: The County will permit an original issue discount if it determines that such discount results in a lower true interest cost on the bonds and that the use of an original issue discount will not adversely affect the project funding.

Deep Discount Bonds: Deep discount bonds may provide a lower cost of borrowing in certain markets. The County will carefully consider their value and effect on any future re-financings due to the lower-than-market coupon associated with deep discount bonds.

Derivative Structures: The County will consider the use of derivatives as a hedge against future interest rate risk or to create "synthetic" fixed rate or variable rate debt, when appropriate. The County will not use derivative structures for speculative purposes. The County will consider the use of derivative structures when it is able to gain a comparative borrowing advantage of 25 basis points or more and is able to quantify and understand potential risks.

TYPES OF DEBT

When the County determines that the use of debt is appropriate, it will utilize the following criteria to evaluate the type of debt it issues.

Long-Term Debt: The County may issue long-term debt (general obligation bonds) when it deems that capital projects will not be financed from current revenues. Long-term debt will be structured such that financial obligations do not exceed the expected useful life of the project. In the past, the County also funded some working capital expenses with bond proceeds. The County no longer borrows to finance termination payments or judgments and settlements (with the exception of extraordinary judgments or settlements). After 2017, the County will end its practice of borrowing to finance tax certiorari payments.

Short-Term Debt: Short-term borrowing may be utilized for the temporary funding of operational cash flow deficits or anticipated revenues (defined as an assured source with the anticipated amount based on conservative estimates). The County will determine and utilize the least costly method for short-term borrowing subject to the following policies.

- **Bond Anticipation Notes (BANs)** may be issued as interim financing prior to the issuance of long-term capital debt. The BANs shall not mature more than five years from the date of issuance. In the event BANs are not retired with long-term capital debt, they shall mature within six months after substantial completion of the financed project.



- **Tax or Revenue Anticipation Notes (TANs or RANs)** shall be issued only to meet cash flow needs.
- **Other Short-Term Debt** may be used when it provides an interest rate advantage or as interim financing until market conditions are more favorable.

Lease Purchase Obligation: Lease purchase obligations, including certificates of participation or lease revenue bonds, shall be considered as an alternative to long-term vendor leases. Such debt shall be subject to annual appropriation. To reduce the cost of lease borrowing and to improve control over leases, the County may adopt a master lease program.

Variable Rate Debt: To maintain a predictable debt service burden, the County may give preference to debt that carries a fixed interest rate. The County, however, may consider variable rate debt. The percentage of variable rate debt outstanding (excluding debt which has been converted to synthetic fixed rate debt) shall not exceed 20% of the County's total outstanding debt, unless there is an offsetting amount of operating cash earning a floating interest rate, in which case the amount of, and investment strategy for, the County's operating cash will be taken into consideration. The following circumstances may result in the consideration of issuing variable rate debt.

- **High Interest Rates:** Interest rates are above historic averages.
- **Variable Revenue Stream:** The revenue stream for repayment is variable and is anticipated to move in the same direction as market-based variable interest rates, or the dedication of revenues allows capacity for variability.
- **Adequate Safeguards Against Risk:** Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts. Such structures could include, but are not limited to, interest rate caps and short-term cash investments in the County's General Fund.
- **Financial Advisor Analysis:** An analysis from the County's financial advisor evaluating and quantifying the risks and returns involved in the variable rate financing recommends variable rate debt as the lowest cost option.
- **As a Component to Synthetic Fixed Rate Debt:** Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the County shall certify that the interest rate cost is at least 25 basis points lower than traditional fixed rate debt.



REFUNDING

The Deputy County Executive for Finance, with assistance from the County's financial advisor, shall have the responsibility to analyze outstanding debt for refunding opportunities. The County will consider the following issues when analyzing possible refunding opportunities.

Debt Service Savings: The County establishes a minimum present value savings threshold of 2% of the refunded principal amount. The present value savings will be net of all costs related to the refinancing. If present value savings is less than 2%, the County may consider the option value captured as a percent of total savings. In such case, if the option value captured as a percent of total savings exceeds 70% and present value savings is less than 2%, the County may opt to complete a refunding. Debt service savings may be taken in equal amounts over time or on an upfront or deferred basis, at the County's discretion.

Restructuring: The County will refund debt when it is in the best financial interest of the County to do so. Such refunding will be limited to restructuring to meet unanticipated revenue shortfalls, achieve cost savings, mitigate irregular debt service payments, release reserve funds, or remove unduly restrictive bond covenants.

Term of Refunding Issues: The County will refund bonds within the term of the originally issued debt. However, the County may consider maturity extension when it is necessary to achieve a desired outcome, provided that such extension is legally permissible. The County may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed projects should guide this decision.

Escrow Structuring: The County shall utilize the least costly securities available in structuring refunding escrows. A certificate will be provided by a third-party agent stating that the securities were procured through an arms-length, competitive bid process (in the case of open market securities), that such securities were more cost-effective than State and Local Government Obligations (SLGs), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent, or financial advisor sell escrow securities to the County from its own account.

Arbitrage: The County shall take all necessary steps to optimize escrows and to minimize negative arbitrage in its refunding. Any resulting positive arbitrage will be rebated, as necessary, according to Federal guidelines.

METHODS OF ISSUANCE

The County will determine the method of issuance on a case-by-case basis.



Competitive Sale: In a competitive sale, the County's bonds shall be awarded to the bidder providing the lowest true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.

Negotiated Sale: The County recognizes that it is advantageous to sell some securities through negotiation. In its assessment of a negotiated sale, the County shall consider the following.

- Bonds issued as variable rate demand obligations
- A structure which may require a strong pre-marketing effort such as a complex transaction or a "story" bond
- Size of the issue, which may limit the number of potential bidders
- Market volatility is such that the County would be better served by flexibility in timing a sale in a changing interest rate environment
- Capital appreciation bonds or zero coupon bonds

Private Placement: Occasionally, the County may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the County relative to other methods of debt issuance, or if there is limited or no market access.

CREDIT ENHANCEMENT

The County seeks to maintain the highest possible credit rating for all categories of short-and long-term debt that can be achieved without compromising delivery of basic County services and achievement of County policy objectives. The County recognizes that external economic or other events may affect the creditworthiness of its debt. The County is committed to full and complete financial disclosure. The County will cooperate fully with rating agencies, institutional and retail investors, and the public to produce and share clear and accurate financial information. The County is committed to meeting disclosure requirements on a timely and comprehensive basis.

The County will consider the use of credit enhancements (as listed below) on a case-by-case basis, evaluating the economic benefit versus cost for each case.

Bond Insurance: The County may purchase bond insurance when such purchase is deemed prudent and advantageous. Use of bond insurance shall be based on such insurance being less costly than the present value of the difference between the interest amounts paid on insured bonds versus uninsured bonds. In the case of a competitive sale, the County may permit bidders for its bonds to purchase bond insurance if such insurance will enhance the market reception and lower the interest rate on the County's bonds. The County will submit, with assistance from the County's financial advisor, where economically beneficial, an application for pre-qualification for insurance to facilitate bidders' ability to purchase bond insurance. The winning bidder in a competitive sale will bear any cost associated with such enhancement.



In the instance of a negotiated sale, the County may solicit quotes for bond insurance from interested providers. The County will select the provider whose bid is most cost-effective and whose terms and conditions governing the guarantee are satisfactory to the County.

Debt Service Reserves: As of the date of this policy, the County does not have any revenue bonds or other debt outstanding which require a reserve for debt service. (The Nassau County Tobacco Settlement Corporation's debt does have a reserve requirement for debt service.) If the County develops such programs in the future, it may fund a reserve fund from bond proceeds, subject to Federal tax regulations and in accordance with the requirements of credit enhancement providers and/or rating agencies. The County may purchase reserve equivalents (e.g., a reserve fund surety or letter of credit) when such purchase is deemed prudent and advantageous. The County with its financial advisor shall evaluate such equivalents in comparison to cash funding of reserves on a net present value basis.

Letters of Credit: The County may enter into a letter-of-credit (LOC) agreement when deemed prudent and advantageous. The County will prepare and distribute to qualified banks a request for proposals, which includes terms and conditions that are acceptable to the County.

UNDERWRITER SELECTION

Senior Manager Selection: The County shall select a senior manager for any negotiated sale. The selection criteria shall include, but not be limited to, the following.

- The firm's ability and experience in managing transactions similar to that contemplated by the County
- Prior knowledge and experience with the County
- The firm's ability and willingness to risk capital and demonstrate the availability of such capital
- Quality and experience of personnel assigned to the County's engagement
- Financing plan presented
- Underwriting fees

Co-Manager Selection: The County may select co-managers applying the same criteria as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of the transaction size and the necessity to ensure maximum distribution of the County's bonds or notes.

Selling Groups: The County may establish selling groups in certain transactions. To the extent that selling groups are used, the Deputy County Executive for Finance, at his or her discretion, may make appointments to selling groups from within the pool of underwriters or from outside the pool, as the transaction dictates.



Underwriter's Counsel: In any negotiated sale of County debt in which legal counsel is required to represent the underwriter, the appointment will be made by the senior manager with input from the County.

Underwriter's Discount: The Deputy County Executive for Finance, with assistance from the County's financial advisor, will evaluate the underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Deputy County Executive for Finance will determine the allocation of the underwriter's discount.

The underwriter's discount, including expenses, will be determined prior to the sale date. The senior manager shall submit an itemized list of expenses. The senior manager must substantiate any additional expenses.

Evaluation of Underwriter Performance: The County will evaluate each bond or note sale after completion to assess the following: pricing of the bonds or notes in terms of the overall interest cost and on a maturity-by-maturity basis; and the distribution of bonds or notes and sales credits.

Syndicate Policies: For each negotiated transaction, the Deputy County Executive for Finance, with assistance from the County's financial advisor, will prepare syndicate policies governing the upcoming sale.

- **Group Net Transactions:** The liabilities / revenue percentages allocated to the underwriters shall be determined in advance of the pricing
- **Net Designated Transactions:** Designation rules and limits will be determined in advance of the pricing
- **Retail Orders:** Retail orders are typically given first priority in County sales, and these orders are typically fully credited to the firm placing the order. The definition of retail will be determined in advance of the pricing. The treatment of orders placed by "professional retail" will be determined in advance of the pricing. Additionally, the County may elect to hold a retail order period for any debt issue, and may allocate a minimum percentage of each maturity offered to retail investors at the final price, if so subscribed.

Expectations of the Senior Manager: The County shall require the senior manager to

- Equitably allocate bonds or notes to other managers and the selling group
- Comply with Municipal Securities Rulemaking Board (MSRB) regulations governing the priority of orders and allocations
- Within 24 hours of receiving the verbal award, submit to the Deputy County Executive for Finance a detail of orders, allocations, and other relevant information pertaining to the County's sale



CONSULTANTS

Bond Counsel: County debt issuances will include a written opinion by legal counsel affirming the County's authorization to issue the debt and the County has met all legal requirements necessary for issuance. The opinion will also include a determination of the debt's Federal income tax status. Counsel with extensive experience in public finance and tax issues will prepare the approving opinion and other documents relating to the issuance.

Financial Advisor: The County shall select a financial advisor (or advisors) to assist in its debt issuance and debt administration processes. Selection of the County's financial advisor(s) shall be based on, but not limited to, the following criteria

- Experience in providing consulting services to entities similar to the County
- Knowledge and experience in structuring and analyzing bond issues
- Experience and reputation of assigned personnel
- Fees and expenses

Conflicts of Interest: The County requires that its consultants and advisors provide objective advice and analysis, maintain the confidentiality of County financial plans, and be free from any conflicts of interest.

Disclosure by Financing Team Members: All financing team members will be required to provide full and complete disclosure relative to agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could reasonably be perceived as a conflict of interest.

APPENDICES - APPENDIX C



COUNTY OF NASSAU, NEW YORK

RATIOS OF OUTSTANDING DEBT BY TYPE LAST TEN FISCAL YEARS

(Dollars in Thousands, Except Per Capita Amount)

| Fiscal Year | General Obligation Bonds (a) | Sewage Purpose Bonds | State Water Pollution Control Revolving Fund Revenue Bonds | Nassau County Sewer and Storm Water Finance Authority Notes Payable | Sales Tax Secured Bonds, NIFA | Nassau County Sewer and Storm Water Finance Authority System Revenue Bonds | Tobacco Settlement Asset-Backed Bonds, Series A | Total Serial Bonds - NIFA, NCSSWFA, NCTSC | Capital Leases | Total Outstanding Debt | Taxable Assessed Valuation | Percentage of Debt to Taxable Assessed Valuation | Debt Per Capita | Percentage of Debt to Total Personal Income | Percentage of Debt to Estimated Total Full Valuation |
|-------------|------------------------------|----------------------|--|---|-------------------------------|--|---|---|----------------|------------------------|----------------------------|--|-----------------|---|--|
| 2015 | \$2,087,969 | \$43,895 | \$81,596 | | \$979,321 | \$180,528 | \$466,649 | \$1,626,498 | \$4,797 | \$3,844,755 | \$631,587 (c) | 608.7% | \$2,825 | NA | 1.88% |
| 2014 | 1,941,020 | 48,915 | 89,620 | | 1,140,752 | 185,455 | 460,832 | 1,787,039 | 4,981 | 3,871,575 | 647,755 (c) | 597.7% | 2,849 | 3.87% | 1.93% |
| 2013 | 1,683,174 | 54,735 | 97,682 | | 1,286,434 | 140,558 | 456,003 | 1,882,995 | 5,132 | 3,723,718 | 663,136 (c) | 561.5% | 2,754 | 3.80% | 1.82% |
| 2012 | 1,347,397 | 61,305 | 102,862 | | 1,442,439 | 148,656 | 457,106 | 2,048,201 | 5,254 | 3,565,019 | 716,005 (c) | 497.9% | 2,643 | 3.73% | 1.64% |
| 2011 | 1,165,745 | 68,760 | 112,085 | | 1,528,440 | 154,595 | 451,788 | 2,134,823 | 5,351 | 3,486,764 | 771,318 (c) | 452.1% | 2,606 | 3.84% | 1.60% |
| 2010 | 1,157,574 | 77,755 | 121,169 | | 1,648,185 | 161,955 | 446,382 | 2,256,522 | 5,426 | 3,618,446 (b) | 837,452 (c) | 432.1% | 2,655 | 4.05% | 1.43% |
| 2009 | 887,734 | 90,735 | 130,085 | | 1,752,600 | 169,250 | 442,108 | 2,363,958 | 5,482 | 3,477,994 (b) | 818,797 (c) | 424.8% | 2,557 | 3.99% | 1.35% |
| 2008 | 539,492 | 79,065 | 138,810 | | 1,875,075 | 175,795 | 442,389 | 2,493,259 | 5,522 | 3,256,148 (b) | 778,704 (c) | 418.1% | 2,400 | 3.48% | 1.25% |
| 2007 | 363,300 | 83,392 | 147,379 | \$69,135 | 1,958,525 | 72,225 | 440,740 | 2,471,490 | 5,550 | 3,140,246 (b) | 728,595 (c) | 431.0% | 2,318 | 3.51% | 1.29% |
| 2006 | 382,036 | 105,176 | 155,814 | 44,435 | 2,038,500 | 75,450 | 434,765 | 2,548,715 | 5,567 | 3,241,743 (b) | 1,063,177 (d) | 304.9% | 2,398 | 3.93% | 1.53% |

- (a) Adjustments have been made to the prior year balances to include the general obligation bonds of the primary government, exclusive of amounts for the discretely presented component units.
 (b) For years prior to 2011, debt amounts do not include premiums and discounts.
 (c) Beginning in 2007, a new Department of Assessment methodology was developed and approved by the State in deriving total taxable assessed valuation by utilizing one quarter of one percent of market value applicable to Class I properties and utilizing one percent of market value for Class II, III, and IV property classes.
 (d) For 2006, a new Department of Assessment methodology was developed and approved by the State in deriving total taxable assessed valuation by utilizing one half of one percent of market value applicable to Class I properties and utilizing one percent of market value for Class II, III, and IV property classes.

APPENDICES - APPENDIX C



Total County and NIFA Debt Service (As of September 30, 2016)

| Date | County Bonds ^{1,2} | | | NIFA Bonds ³ | | | Total | | |
|------------|-----------------------------|----------------|-------------------|-------------------------|-------------|---------------|-------------------|----------------|-------------------|
| | Principal | Interest | Total | Principal | Interest | Total | Principal | Interest | Total |
| 12/31/2016 | 31,360,000 | 44,647,347 | 76,007,347 | 137,956,000 | 16,410,342 | 154,366,342 | 169,316,000 | 61,057,689 | 230,373,689 |
| 12/31/2017 | 103,759,367 | 110,882,957 | 214,642,324 | 129,666,000 | 27,994,873 | 157,660,873 | 233,425,367 | 138,877,830 | 372,303,197 |
| 12/31/2018 | 108,868,659 | 110,186,832 | 219,055,492 | 118,505,000 | 23,931,235 | 142,436,235 | 227,373,659 | 134,118,068 | 361,491,727 |
| 12/31/2019 | 114,111,051 | 98,616,664 | 212,727,715 | 123,500,000 | 19,891,280 | 143,391,280 | 237,611,051 | 118,507,945 | 356,118,996 |
| 12/31/2020 | 119,860,174 | 92,924,866 | 212,785,040 | 117,556,000 | 15,639,788 | 133,195,788 | 237,416,174 | 108,564,654 | 345,980,828 |
| 12/31/2021 | 124,697,736 | 86,876,900 | 211,574,636 | 90,085,000 | 11,414,579 | 101,499,579 | 214,782,736 | 98,291,479 | 313,074,215 |
| 12/31/2022 | 130,309,858 | 80,708,131 | 211,017,989 | 78,689,000 | 8,056,427 | 86,745,427 | 208,998,858 | 88,764,558 | 297,763,416 |
| 12/31/2023 | 121,529,981 | 74,781,070 | 196,311,051 | 59,719,000 | 4,867,813 | 64,586,813 | 181,248,981 | 79,648,883 | 260,897,864 |
| 12/31/2024 | 122,594,104 | 68,977,880 | 191,571,984 | 46,465,000 | 2,646,387 | 49,111,387 | 169,059,104 | 71,624,267 | 240,683,371 |
| 12/31/2025 | 122,687,788 | 63,012,134 | 185,699,922 | 19,465,000 | 830,682 | 20,295,682 | 142,152,788 | 63,842,816 | 205,995,604 |
| 12/31/2026 | 115,611,911 | 57,143,967 | 172,755,878 | 0 | 0 | 0 | 115,611,911 | 57,143,967 | 172,755,878 |
| 12/31/2027 | 121,221,034 | 51,354,557 | 172,575,591 | 0 | 0 | 0 | 121,221,034 | 51,354,557 | 172,575,591 |
| 12/31/2028 | 111,754,718 | 45,210,525 | 156,965,243 | 0 | 0 | 0 | 111,754,718 | 45,210,525 | 156,965,243 |
| 12/31/2029 | 108,103,841 | 39,704,960 | 147,808,801 | 0 | 0 | 0 | 108,103,841 | 39,704,960 | 147,808,801 |
| 12/31/2030 | 93,173,000 | 34,623,884 | 127,796,884 | 0 | 0 | 0 | 93,173,000 | 34,623,884 | 127,796,884 |
| 12/31/2031 | 76,568,000 | 30,003,126 | 106,571,126 | 0 | 0 | 0 | 76,568,000 | 30,003,126 | 106,571,126 |
| 12/31/2032 | 73,733,000 | 25,962,713 | 99,695,713 | 0 | 0 | 0 | 73,733,000 | 25,962,713 | 99,695,713 |
| 12/31/2033 | 77,503,000 | 22,156,630 | 99,659,630 | 0 | 0 | 0 | 77,503,000 | 22,156,630 | 99,659,630 |
| 12/31/2034 | 67,528,000 | 18,378,058 | 85,906,058 | 0 | 0 | 0 | 67,528,000 | 18,378,058 | 85,906,058 |
| 12/31/2035 | 65,515,000 | 14,856,772 | 80,371,772 | 0 | 0 | 0 | 65,515,000 | 14,856,772 | 80,371,772 |
| 12/31/2036 | 44,475,000 | 11,642,408 | 56,117,408 | 0 | 0 | 0 | 44,475,000 | 11,642,408 | 56,117,408 |
| 12/31/2037 | 41,020,000 | 9,541,627 | 50,561,627 | 0 | 0 | 0 | 41,020,000 | 9,541,627 | 50,561,627 |
| 12/31/2038 | 35,450,000 | 7,694,870 | 43,144,870 | 0 | 0 | 0 | 35,450,000 | 7,694,870 | 43,144,870 |
| 12/31/2039 | 31,840,000 | 6,077,848 | 37,917,848 | 0 | 0 | 0 | 31,840,000 | 6,077,848 | 37,917,848 |
| 12/31/2040 | 28,735,000 | 4,608,253 | 33,343,253 | 0 | 0 | 0 | 28,735,000 | 4,608,253 | 33,343,253 |
| 12/31/2041 | 30,120,000 | 3,215,670 | 33,335,670 | 0 | 0 | 0 | 30,120,000 | 3,215,670 | 33,335,670 |
| 12/31/2042 | 31,570,000 | 1,755,412 | 33,325,412 | 0 | 0 | 0 | 31,570,000 | 1,755,412 | 33,325,412 |
| 12/31/2043 | <u>21,900,000</u> | <u>503,985</u> | <u>22,403,985</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>21,900,000</u> | <u>503,985</u> | <u>22,403,985</u> |
| Total | 2,275,600,223 | 1,216,050,046 | 3,491,650,268 | 921,606,000 | 131,683,406 | 1,053,289,406 | 3,197,206,223 | 1,347,733,452 | 4,544,939,675 |

1. Payments under County guarantees in connection with NHCC debt are not included in the chart.

2. Includes debt service payable on the bonds issued to EFC without regard to the subsidy provided by the State. Such subsidy is expected to be at least 33 1/3% of interest for the life of the obligations.

3. Interest rate on the NIFA 2008 Series A-E variable rate bonds is calculated using the fixed rate swap.



COUNTY OF NASSAU, NEW YORK STATEMENT OF CONSTITUTIONAL TAXING POWER

(In Thousands)

| <u>Year Roll Completed</u> | <u>Full Valuation of Real Estate ^(d)</u> |
|--------------------------------------|---|
| 2016 | \$212,185,368 ^(e) |
| 2015 | 204,607,718 |
| 2014 | 200,331,933 |
| 2013 | 205,123,200 |
| 2012 | <u>217,753,742</u> |
| Total | \$1,040,001,961 |
| Five Year Average Full Valuation | \$208,000,392 |
| Tax Limit ^(a) | \$4,160,008 |
| Total Exclusions ^(b) | 156,330 |
| Total Taxing Power for 2016 Levy | 4,316,338 |
| Tax Levy 2016 ^(c) | 605,997 |
| Tax Levy Subject to Tax Limit | 449,667 |
| Percentage of Taxing Power Exhausted | 10.81% |

- (a) The State Constitution limits the tax on real estate to one and one-half per centum of the average five-year full valuation, and provides that the State Legislature may prescribe a method to increase this limitation to not to exceed two per centum. The tax limit was raised to two per centum by provisions of the County Law and a resolution adopted by the County Board of Supervisors, predecessor to the County Legislature.
- (b) Interest on and principal of indebtedness supported by real property taxes for fiscal year 2016 is excluded from the calculation of real estate taxes limited under the provisions of Article VIII, Section 10 of the State Constitution.
- (c) Includes the tax levies for the General Fund, the Police Headquarters Fund, the Fire Prevention Fund, Environmental Bond Fund and the Community College Fund.
- (d) Full valuation figures for 2012 through 2015 are verified by the Office of the State Comptroller.
- (e) Full valuation for 2016 is based on preliminary data from the County and the Office of the State Comptroller.



Nassau County Projected Debt Baseline

| <u>Results</u> | <u>Projected 12/31/2016</u> | <u>12/31/2017</u> | <u>12/31/2018</u> | <u>12/31/2019</u> | <u>12/31/2020</u> |
|---|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| ^{f)} Population | 1,339,532 | 1,339,532 | 1,339,532 | 1,339,532 | 1,339,532 |
| ^{g)} Full Valuation (000) | 212,185,368 | 217,490,002 | 222,927,252 | 228,500,434 | 234,212,944 |
| ^{h)} Direct (Main) & Indirect Debt (000) | 3,129,996 | 3,155,570 | 3,131,674 | 3,105,904 | 3,063,609 |
| ^{h)} Direct (Consolidated) & Indirect Debt (000) | 4,120,871 | 4,116,313 | 4,061,478 | 4,003,534 | 3,927,513 |
| Net Direct Debt - Main Funds (000) | 3,129,996 | 3,155,570 | 3,131,674 | 3,105,904 | 3,063,609 |
| Debt Service (Main Funds) | 339,939,931 | 354,467,019 | 363,920,661 | 367,376,370 | 364,615,117 |
| ^{h)} Expenditures (Major Funds) | 2,916,901,998 | 3,009,185,902 | 3,030,154,528 | 3,072,011,671 | 3,111,337,294 |
| <u>Credit Ratios</u> | | | | | |
| Overall Debt per Capita | \$3,076 | \$3,073 | \$3,032 | \$2,989 | \$2,932 |
| Overall Debt as % of Full Valuation | 1.94% | 1.89% | 1.82% | 1.75% | 1.68% |
| <u>Main Fund Ratios</u> | | | | | |
| Net Direct Debt per Capita | \$2,337 | \$2,356 | \$2,338 | \$2,319 | \$2,287 |
| Debt Service as % of Expenditures | 11.65% | 11.78% | 12.01% | 11.96% | 11.72% |
| Net Direct Debt as % of Full Value | 1.48% | 1.45% | 1.40% | 1.36% | 1.31% |

(1) Based on U.S. Census Decennial

(2) Based on 2016 preliminary data from the Office of the State Comptroller, and growth rate of 2.5% thereafter

(3) Projected debt based on MYP borrowing assumptions. Excludes short-term notes

Main Funds = General, Fire Commission, Police Headquarters, Police District, EBA and the College

Consolidated = Main Funds plus Sewer and Storm Water Resources District, Sewer and Storm Water Finance Authority, EFC, NHCC, Tobacco Authority & OTB

(4) Based on MYP. Excludes interdepartmental transfers



DEBT SERVICE GLOSSARY

Arbitrage. The difference between the interest paid on tax-exempt securities and the interest earned by investing the security proceeds in higher-yielding securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

Balloon Maturity. A later maturity within an issue of bonds, which contains a disproportionately large percentage of the principal amount of the original issue.

Bond Anticipation Notes (BANs). Notes issued by a governmental unit, usually for capital projects, that are repaid from the proceeds of the issuance of long-term bonds.

Bullet Maturity. A maturity for which there are no principal and/or sinking fund payments prior to the stated maturity date.

Call Provisions. The terms of the bond giving the issuer the right to redeem all or a portion of a bond prior to its stated date of maturity at a specific price, usually at or above par.

Capitalized Interest. A portion of the proceeds of a bond issue which is set aside to pay interest on the same bond issue for a specific period. Interest is commonly capitalized for the construction period of the project.

Commercial Paper. Short-term, unsecured promissory notes issued in either registered or bearer form, and usually backed by a line of credit with a bank.

Competitive Sale. A sale/auction of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities. Contrast to a negotiated sale.

Continuing Disclosure. U.S. Securities and Exchange Commission Rule 15c2-12 requires issuers of most municipal bonds, including the County, to agree in writing, at the time the bonds are issued, to provide continuing disclosure to the marketplace for the life of the bond issue. This continuing disclosure agreement obligates the issuer (or obligated person) to provide annual reports and current material event disclosures.

Credit Enhancement. Credit support purchased by the issuer or buyer to raise the credit rating of the issue. The most common credit enhancements consist of bond insurance, direct or standby letters of credit, and lines of credit.

Debt Service Coverage. Net revenue available for debt service divided by debt service.

Debt Service Reserve Fund. The fund in which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements.

Deep Discount Bonds. Bonds priced for sale at a substantial discount from their face or par value.



Derivatives. A financial product whose value is derived from some underlying asset value.

Designation Policies. Outline how an investor's order is filled when a maturity is oversubscribed when there is an underwriting syndicate. The senior managing underwriter and issuer decide how the bonds will be allocated among the syndicate. There are three primary classifications of orders, which form the designation policy: Group Net orders, Net Designated orders, and Member orders.

Escrow. A fund established to hold moneys pledged and to be used to pay debt service on an outstanding issue.

Expenses. Compensation to senior managers for out-of-pocket expenses including underwriter's counsel, DTC (Depository Trust Company) charges, CUSIP (Committee on Uniform Securities Identification Procedures) fees, investor roadshow, dealer fees, communication expenses, and day-loan charges.

Letters of Credit. A bank credit facility wherein the bank agrees to lend a specified amount of funds for a limited term.

Management Fee. The fixed percentage of the gross spread which is paid to the managing underwriter for the structuring phase of a transaction.

Members. Underwriters in a syndicate other than the senior underwriter.

Negotiated Sale. A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

Original Issue Discount. The amount by which the original par amount of an issue exceeds its public offering price at the time it is originally offered to an investor.

Pay-As-You-Go. Financing a project with existing cash flow as opposed to bond proceeds.

Present Value. The current value of a future cash flow.

Private Placement. The original placement of an issue with one or more investors as opposed to being publicly offered or sold.

Rebate. A requirement imposed by the Tax Reform Act of 1986 whereby the issuer of tax-exempt bonds must pay the IRS an amount equal to its profit earned from investment of tax-exempt bond proceeds at rates exceeding the tax-exempt borrowing rate, unless the Issuer meets one of the exceptions set forth therein. The tax-exempt borrowing rate (or "bond yield") is calculated pursuant to the IRS code together with all income earned on the accumulated profit pending payment.



Selling Group. The group of securities dealers who participate in an offering not as underwriters but rather who receive securities, less the selling concession from the managing underwriter for distribution at the public offering price.

Syndicate Policies. The contractual obligations placed on the underwriting group relating to distribution, price limitations, and market transactions.

Underwriter. A dealer who purchases new issues of municipal securities from the issuer and resells them to investors.

Underwriter's Discount. The difference between the price at which bonds are bought by the Underwriter from the issuer and the price at which they are reoffered to investors.

Variable Rate Debt. An interest rate on a security, which changes at intervals according to an index or a formula or other standard of measurement

INVESTMENT AND CASH MANAGEMENT POLICIES

The laws of the State of New York (the State) permit the County to invest only in the following investments:

- Special time deposit accounts in, or certificates of deposit issued by, a bank or trust company located and authorized to do business in the State;
- Through a deposit placement program, certificates of deposit in one or more "banking institutions", as defined in Banking law Section 9-r;
- Obligations of the United States of America;
- Obligations guaranteed by agencies of the United States of America, where the payment of principal and interest are guaranteed by the United States of America
- Obligations of the State
- With the approval of the State Comptroller, obligations issued pursuant to Local Finance Law Section 24.00 or 25.00 (i.e., tax anticipation notes and revenue anticipation notes) by any municipality (other than the County), school district or district corporation in the State
- Obligations of the County, but only with moneys in a reserve fund established pursuant to General Municipal law Section 6-c, 6-d, 6-e, 6-f, 6-g, 6-h, 6-j, 6-k, 6-l, 6-m, or 6-n
- In the case of a capital reserve fund established for a County improvement district, obligations of the County issued for the purposes of such district

The law further requires that all deposits and investments at a bank or trust company, including all demand deposits, certificates of deposit and special time deposits made by officers of the County that are in excess of the amount insured under the provisions of the Federal Deposit Insurance Act, including pursuant to a deposit placement program in accordance with law, be secured by a pledge



of eligible securities, a pro rata portion of a pool of eligible securities, an eligible surety bond, an eligible letter of credit, or irrevocable letter of credit, as those terms are defined by law.

Occasionally, the County Legislature adopts resolutions setting forth the County's investment policy in accordance with the above statutory limitations, which policy currently mirrors the list above. The primary objectives of the County's investment activities are, in priority order, to (1) conform with all applicable federal, State and other legal requirements (legality); (2) adequately safeguard principal (safety); (3) provide sufficient liquidity to meet all operating requirements (liquidity); and (4) obtain a reasonable rate of return (yield).

The County's investment policy authorizes the County Treasurer to purchase obligations subject to repurchase agreements in accordance with guidance promulgated by the State Comptroller.

Eligible securities used for collateralizing deposits shall be held by (the depository or a third party) bank or trust company subject to security and custodial agreements.

All monies collected by any officer or employee of the County are required to be deposited in such banks as have been authorized in accordance with the County Charter. It is the policy of the County that all moneys collected by any officer or employee of the County shall be immediately transferred to the County Treasurer except as is otherwise provided by law. The County routinely prepares cash flow projections, which identify funds that are available for investing and the County's short-term borrowing requirements.



APPENDIX D

MULTI YEAR FINANCIAL PLAN

FISCAL 2017 – 2020

OVERVIEW

The Mangano Administration is proud of the transformation that Nassau County has gone through over the last seven years. The economy is growing stronger, local quality of life continues to be enhanced and the County's finances are being strengthened. The 2017-2020 Multi-Year Financial Plan (MYP) demonstrates the Administration's ability to provide County government services through efficiencies, innovation, and increased productivity. The MYP is built on a commitment to spending restraints that ensure long-term fiscal stability so that Nassau County's suburban quality of life is enjoyed by current and future generations.

With cooperation from the Legislature and NIFA, the County has made notable progress. This Administration has improved finances by addressing two decades of non-structural fiscal policies with systematic reforms rather than burdening homeowners with enormous tax increases. The Administration cut \$330 million in wasteful spending – the equivalent of a 34% property tax increase. The progress includes:

- reducing the size of government by over 1,700 full-time positions - which reduces costs for this generation and will save future generations significant dollars in reduced pension and healthcare costs (offset by the addition of 150 new police officers in the 2017 Adopted Budget);
- consolidating ten departments into four, saving taxpayers \$4 million annually;
- new (2014) labor agreements that save hundreds of millions of dollars, compared to prior contracts, by implementing a new salary structure and requiring new employee contributions to healthcare and pension costs while reforming work rules and settling litigation;
- implementing a Residential Small Claims Assessment Review Settlement Program to reduce potential liability and the accumulation of future debt;
- establishing a Commercial Disputed Assessment Fund which will drastically reduce by tens of millions of dollars annually the taxes or debt necessary to fund commercial property assessment tax refunds; and
- establishing pay-go for all employee termination costs.

The County's operations have improved despite a leaner workforce. Residents of Nassau County can be proud of the services, facilities and infrastructure provided to them by Nassau's workforce. The Mangano Administration has had the vision to cultivate the County's parks system and create a legacy of enduring aesthetic and economic value. Highlights include:



- The Northwell Health Ice Center at Eisenhower Park will host official NY Islander practices, youth hockey leagues and share their profits with the County.



- New athletic fields are being constructed Countywide, including a first-of-its-kind field for differently-abled children in Eisenhower Park.



- In East Rockaway, a brand new Bay Park is now open to the public with athletic fields and a playground.



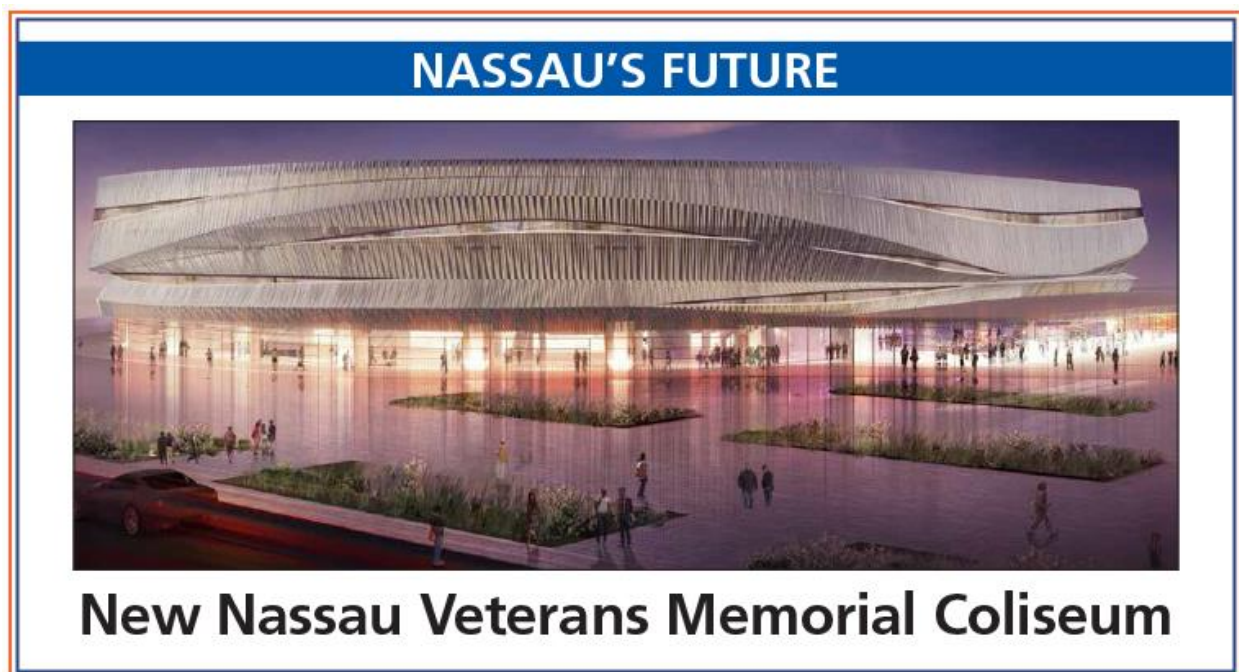
- Dog Runs at Bay Park, Cedar Creek Park, Nickerson Beach, Wantagh Park, Eisenhower Park, Christopher Morley Park, and Old Bethpage Village Restoration.





- **The community center at Wantagh Park is being rebuilt after damage from Superstorm Sandy, and a new mini golf course constructed by County employees is now open.**
- **A kayak launch and boardwalk will be constructed at Milburn Creek Park.**
- **New cabanas arrived at Nickerson Beach and a Pitch and Putt was built on the beach by County employees.**
- **Cantiague Park showcases new fields and a renovated NHL-sized ice rink that now accommodates more youth hockey teams and figure skating.**
- **Grant Park showcases a new ice rink.**

The redevelopment of Nassau Veterans Memorial Coliseum will be a centerpiece bolstering Nassau's economy. Private investment, without taxpayer's dollars, is renovating the Coliseum. The total project investment of \$260.5 million includes building an indoor theater, restaurants, and retail space. The newly-transformed Coliseum will generate a minimum of \$334 million in rental income over 49 years to the County, or 8% of gross income, whichever is greater. Additional revenues are expected to be derived from projected sales and related economic activity including entertainment, sales and hotel taxes, arena revenues (ticket fees, merchandising, rental/leasing, concessions), and plaza rental revenues. In addition, the County will no longer be responsible for expenses such as utilities, repairs and capital expenditures.



In a further effort to spur economic development of the Nassau Hub, and create a biotech corridor therein, the County has entered into a contractual agreement with Memorial Sloan Kettering



Cancer Center to expand its presence within the County. Memorial Sloan Kettering will purchase five acres of land from the County and invest \$140 million to build a new 105,000 square-foot facility. Proceeds from the sale (\$6.5 million) will be deposited into the County's General and Open Space Funds in 2016. The cancer center will be a state-of-the-art outpatient care treatment and clinical research center located on the site of the current Nassau Veterans Memorial Coliseum. Upon completion, the cancer center will employ approximately 250 clinical and administrative positions with an average annual salary and benefits package totaling \$150,000.



Good-paying job opportunities are the foundation of Nassau's economy. 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 Wiz Live*, *The Sound of Music* and *Peter Pan*. Nassau County's first live sitcom, starring Kevin James, now films in Bethpage. In addition, the Mangano Administration has attracted new employers including Hain Celestial, New York Vanity, R-Best Produce, and Supreme Screw Products; and has helped local employers expand their operations, including Dealertrack Technologies. These actions demonstrate that businesses are willing to put their faith in Nassau County and improve the economic outlook here.

After losing private sector jobs for more than 10 years, middle-class jobs have begun to return. Nassau continues to lead the region with the lowest unemployment rate. The County's economic development team's record includes creating and retaining more than 25,000 jobs. Success stories include winning Dealertrack Technologies and Hain Celestial's headquarters for Nassau over that of other states. Jesco Lighting, R-Best Produce, Display Technologies, New



York Vanity, Agua Enerviva, and Supreme Screw all relocated their jobs and headquarters from New York City boroughs to Nassau County.

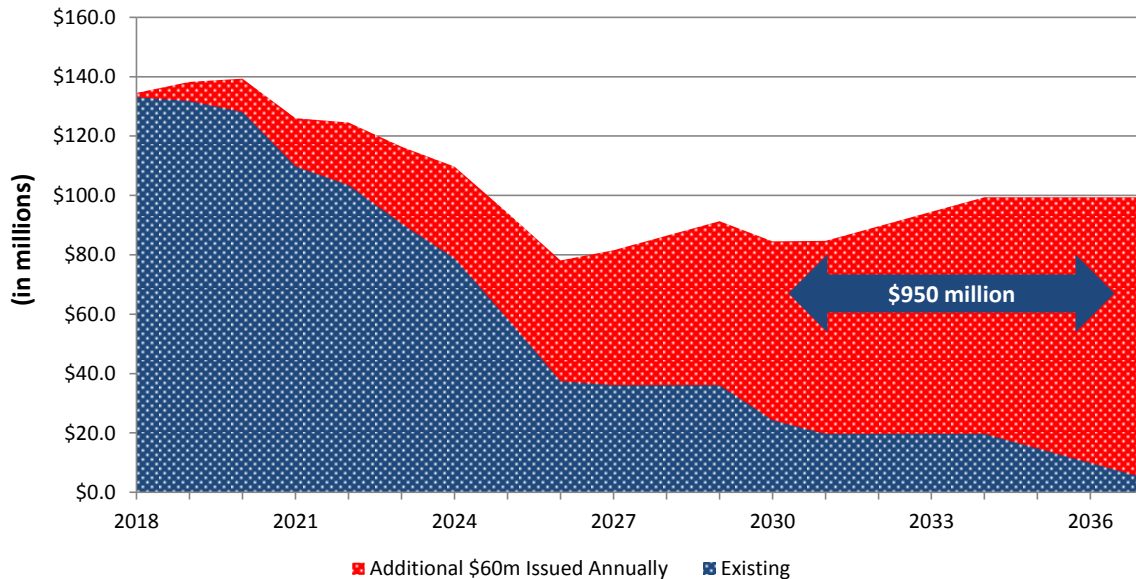
For continued success, employers need access to an educated workforce, which Nassau County has thanks to the investment taxpayers make in our local schools. However, young people have been leaving Long Island over the past two decades due to a lack of housing opportunities. Accordingly, under the Mangano Administration more than 3,500 new apartments have opened or are now under construction in Nassau, with more than 1,000 units being constructed through the County Executive's initiative to convert vacant office space into apartments near transit centers. 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 fostered a stronger economic environment in which businesses seek to locate their operations in Nassau County.

In 2017 the County finances will further benefit from the vision of the Administration to reform Nassau's Property Tax Assessment System. Attempts by prior administrations to reform the County's Property Tax Assessment System have failed. Nassau County is unfairly burdened by the County guaranty, which requires the County (unlike any other county in New York) to fund the property tax refunds of the towns, special districts, and 55 out of the 56 school districts in the County. **For decades, the County has had no option but to borrow to fund this broken system, which requires it to pay one dollar in refunds for every 16 cents it receives in taxes.** The overwhelming liability from successful property assessment grievances is the most daunting fiscal challenge for the County. In the past, approximately \$100 million of property tax refunds have been financed with bonds each year, resulting in related outstanding long-term debt of approximately \$1 billion. County Executive Mangano has addressed this hurdle in two ways: one for commercial properties and one for residential.

On June 20, 2014, the New York State Legislature 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 (DAF) that establishes a manageable and fiscally-sound process to satisfy most commercial tax certiorari refunds. This will end the need to borrow to pay for future tax refunds, which has been the practice of the County since the 1970s. This reform will save the County approximately \$950 million in debt service payments over 20 years. Rating agencies have recognized this as a credit positive as it will provide recurring funding for successful tax challenges and may result in lower interest rates for taxpayers.



Tax Certiorari Debt Service Over \$950 million in savings



The DAF will end the need to borrow for future commercial property tax refunds, through self-funding the liability. The DAF goes into effect with the school tax bills for 2016/2017.

Establishing the DAF to satisfy commercial cases will also result in a more equitable allocation of taxes between residential and commercial property owners. Currently, all property owners bear the burden of paying tax certiorari refunds. This creates an inequity between residential and commercial property owners because commercial property owners generate the vast majority of refunds and many taxpayers do not reside in areas that receive the benefit of a commercial tax base. This legislation addresses this disparate cost allocation.

In order to transition to the DAF, there is an agreement between the County Executive and the County Legislature, whereby transitional borrowing, as approved by the Nassau County Interim Finance Authority (NIFA), is providing for financing of tax certiorari refunds; the 2017 Adopted Budget includes the final \$60 million of the transitional borrowing. The Adopted Budget also includes \$15 million of operating funds, an increase of \$5 million compared to the 2016 Budget, to help fund the outstanding liability. In addition, the County intends to increase that funding level to \$30 million starting in 2018. Recognizing the need for a contingency plan to fund the tax certiorari liability, the County Executive is proposing that an additional line, such as that in Suffolk County, be added to Nassau's tax bill for tax certiorari payments. However, it should be noted that for 2017 the levy will be \$0.

The savings that have been garnered on the residential properties was initiated for tax year 2011/2012. The implementation of a residential small claims settlement program has reduced and



will continue to reduce the tax refund liability for the County. This successful initiative has resulted in the County resolving nearly all residential small claims grievances - with the exception of condos and estate homes - prior to the finalization of the tax roll, which has provided homeowners with timely resolution of their challenges without generating costly refunds. In summary, these homeowners no longer pay property taxes they do not owe.

While challenges remain, they will not serve as obstacles to maintaining Nassau County's quality of life. The Administration will continue to improve operations and seek new efficiencies. However, it must be recognized that although the Administration has right-sized the government, the costs to maintain services does increase every year. In addition, it is recognized that Nassau County is not immune from the threats of terrorism and the other ills that threaten our way of life, which is resulting in hiring 150 additional police officers to combat these threats and preserve our residents' way of life.

Homeland security is a top priority given the current state of affairs throughout the world. Since 2009, terrorists have killed 90 people in the United States. In May 2016, Federal Bureau of Investigation Director James Comey estimated that out of the more than 1,000 active homegrown terror investigations, around 80 percent are linked to ISIS. Since 2014, 102 individuals have been arrested by authorities and 3 have been charged in absentia in ISIS-linked cases.¹ In response to this, the Nassau County Police Department (NCPD) has built a significant intelligence function related to homeland security that includes the issuance of regular intelligence bulletins, monitoring of social media, and working with local, state, and federal partners in law enforcement to ensure that critical intelligence is shared and received in real-time.

The NCPD takes great pride in the fact that Nassau County is among the safest communities of its size in the United States.² In the County, crime and shootings are down 24% since 2010. In addition to the dedicated men and women of the NCPD, rapid advances in technology have made it possible to effectively address and target crime patterns. The NCPD has been a leader in this transition with intelligence-led policing tactics, which uses statistics and complex analytical models to more effectively and efficiently direct police resources. Advancements in technology have made it possible for police officers to receive and input valuable intelligence through the computers within their patrol vehicles, enabling a more dynamic and interactive process. This pipeline of real-time intelligence has effectively turned these individual patrol vehicles into mobile police precincts, exponentially increasing the effectiveness of law enforcement.

Technology is very important to combating and preventing crime, but it does not completely reduce the need for people. There has been no more dangerous time in the world since 9/11. The Administration recognizes this and has provided the necessary resources in the 2017 Adopted Budget to safeguard the safety and security of the County's residents and visitors. Therefore, the County will be hiring additional officers and the 2017 Proposed Budget increases the number of

¹ Homeland Security Committee's Terror Threat Snapshot, August 2016

² New York State, Division of Criminal Justice Services' Uniform Crime Report

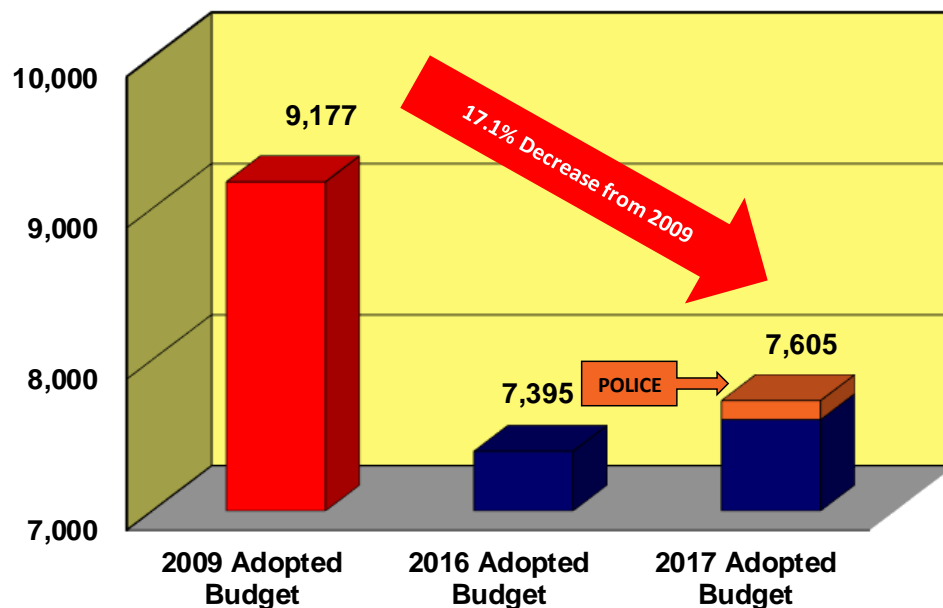


sworn personnel from 2,350 to 2,500. In addition, the budgeted police civilian staff is increasing by 81 positions. These positions include police communication operators, security officers, police service aides who perform technical administrative functions that were previously performed by sworn members and intelligence analysts. There is a financial cost associated with increasing personnel, but the cost would have been significantly more if not for the labor agreements approved in 2014. The agreements brought 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. Work rule changes and adjustments to vacation and compensatory leave will achieve additional savings.

The labor agreements, which are in place 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 reduced 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 the County. The County successfully reduced its workforce in each year from 2010 through 2015 through a combination of voluntary separation incentive programs, layoffs, and attrition. In 2009, the County's budgeted workforce was 9,177 full-time employees. As a result of strong fiscal management, the County's budgeted workforce is 7,625 positions for 2017. The adopted headcount for 2017 is a reduction of 16.9%, from 2009 authorized levels.

The chart below illustrates the workforce reduction since 2009.



The Mangano Administration will continue to optimize workforce levels while ensuring that all essential services are provided for all County residents.



In addition to enhancing funding for the NCPD, the Mangano Administration is including additional funding for the Nassau County District Attorney's Office (NCDA). The NCDA requested an increase in both staffing and compensation levels for its Assistant District Attorney (ADA) workforce as it dedicates additional investigative and prosecutorial resources to fighting heroin and corruption. The requested adjustment was \$4.0 million over the 2016 allocation, which would enable the NCDA to grow to a standing labor force of 200 ADAs at salaries closer to those of neighboring jurisdictions. The NCDA has been subsisting at turn-of-the-century staffing levels while the court system, the profession of prosecution, the technological sophistication of crime, and the array of crime have all broadened in scope. In 2001, the NCDA had an allocation of 169 ADAs to staff nine bureaus; in 2016, it received an allocation of 178 ADAs to staff fifteen bureaus.

At current levels, an NCDA ADA with five years' meritorious employment makes \$68,464. This amount is approximately less than as a second-year ADA employed by Suffolk or Westchester Counties. By year six, an NCDA ADA is making less than a third-year Suffolk, Rockland or Westchester ADA—indeed, the NCDA ADA is making 37% less than her counterpart in Westchester, 18% less than her counterpart in Suffolk, 16% less than her counterpart in Rockland, and 12% less than her counterpart in New York County. By the seventh year in her career, the NCDA ADA has earned \$58,777 less than the Suffolk ADA, \$51,959 less than the Rockland ADA, \$35,185 less than the New York ADA, and a staggering \$88,258 less than the Westchester ADA. This disparity has led to attrition at more than double the rate seen in recent years.

| Assistant District Attorney Salaries | | | | | | |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 |
| <i>New York</i> | \$62,500 | \$65,500 | \$68,500 | \$71,500 | \$74,500 | \$78,000 |
| <i>Suffolk</i> | \$66,268 | \$69,243 | \$72,219 | \$75,377 | \$78,718 | \$82,267 |
| <i>Rockland</i> | \$65,437 | \$68,247 | \$71,182 | \$74,235 | \$77,420 | \$80,753 |
| <i>Westchester</i> | \$61,883 | \$69,347 | \$76,166 | \$82,441 | \$88,726 | \$95,010 |
| <i>Nassau</i> | \$60,000 | \$60,000 | \$63,138 | \$64,175 | \$68,464 | \$69,538 |

Based on the case made by the NCDA, the Administration agreed to increase the level of funding over a two-year period, which will increase the NCDA's ability to fill its numerous vacant positions, increase retention and grow the office to the appropriate levels.

The funding of employee fringe benefits presents a major challenge for the County over the MYP time period. The County's two major fringe benefit costs are health insurance and employee pensions. The combined cost over the MYP for fringe benefits is projected to grow by \$80.2 million or 14.9%. Because of this high cost, it was critical that the Administration achieved a required 15% contribution to the cost of health insurance from new union employees. Over time, this concession will yield significant savings to the County.



The sources of revenue required to support increased employee costs and enhanced police protection are limited. The Adopted MYP includes an increase in the police force – with increased police patrols and 911 operators, and the formation of special units that may be needed from time-to-time such as anti-terror. This increase in force provides our police department a greater ability to intensify police patrols throughout local communities and assign officers to special crime prevention units. To help fund these costs the MYP includes a public safety fee. The public safety fee will be assessed upon all traffic notice of liability (NOL) violations to safeguard, facilitate and encourage the health, safety and welfare of the residents and businesses of the County. This funding mechanism is required to preserve a quality level of police protection and public safety within Nassau County.

County's sales tax collections through December 15, 2016 are up approximately 1.8% from the comparable period in 2015. The major growth areas in 2016 have been in the motor vehicles, general merchandise stores and food services sectors. Limiting the growth has been the reduction in gasoline and fuel prices which is good news for motorists.

The 2017 Adopted Budget reflects modest growth of 1.4% compared to the growth seen in 2016. Progress in the regional economy and gradual easing of foreclosure pressures on the housing market will enable moderate increases in the future. The proximity to New York City's vibrant economy coupled with the steadying influence of healthcare positions Nassau for moderate growth in the longer term.

Public-private partnerships (P3) have played a vital role in Nassau's finances as the Administration explores innovative solutions to improve County operations. In 2014, the Nassau County Legislature approved a 20-year agreement for the operation and maintenance of the County sewer system with SUEZ Water Long Island Inc. (formerly United Water). This partnership with the County will reduce the cost of sewer operations and will generate additional savings throughout the term of the contract in excess of \$233 million. The contractual commitment with SUEZ Water Long Island Inc. is to reduce or pay County staffing costs by a minimum of \$10 million annually. In 2015 SUEZ Water Long Island Inc. paid the County approximately \$12 million for labor costs.

The County is on a path that continues to provide for financial stability. The Mangano Administration, together with the County Legislature and NIFA, will continue to provide an affordable government for taxpayers, while maintaining safety and working tirelessly to make Nassau County the best place to live, work and raise a family. County Executive Mangano has made expense reduction a priority. He has resolved the tax certiorari debt problem for both residential and commercial properties and has negotiated labor agreements that, for the first time in County history, require union employees to contribute towards the cost of health insurance.

The County Executive has created a more efficient government and has done so while maintaining all essential services and complying with all state and federal mandates.

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



**Table 1: 2017-2020
Pre-Gap Closing Plan (Major Funds)**

| Major Funds | | | | | |
|---|--|----------------------|----------------------|----------------------|----------------------|
| E/R | Object | 2017 Adopted Budget | 2018 Adopted Plan | 2019 Adopted Plan | 2020 Adopted Plan |
| EXP | AA - SALARIES, WAGES & FEES | 888,115,576 | 905,898,854 | 910,564,742 | 915,208,830 |
| | AB - FRINGE BENEFITS | 545,884,179 | 566,767,327 | 592,411,790 | 618,091,769 |
| | AC - WORKERS COMPENSATION | 35,305,186 | 35,305,186 | 35,305,186 | 35,305,186 |
| | BB - EQUIPMENT | 1,992,372 | 2,008,909 | 2,008,909 | 2,008,909 |
| | DD - GENERAL EXPENSES | 36,286,835 | 36,831,093 | 37,240,617 | 37,478,672 |
| | DE - CONTRACTUAL SERVICES | 243,821,855 | 244,802,991 | 245,209,474 | 245,626,118 |
| | DF - UTILITY COSTS | 38,454,203 | 39,171,297 | 40,937,522 | 42,166,172 |
| | DG - VAR DIRECT EXPENSES | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| | FF - INTEREST | 116,812,519 | 130,188,888 | 127,923,767 | 130,629,058 |
| | GA - LOCAL GOVT ASST PROGRAM | 67,149,582 | 68,828,322 | 70,549,030 | 72,312,755 |
| | GG - PRINCIPAL | 94,230,001 | 107,700,170 | 119,024,999 | 130,395,000 |
| | HH - INTERFUND CHARGES | 27,484,271 | 27,243,188 | 24,479,896 | 24,197,064 |
| | MM - MASS TRANSPORTATION | 43,699,392 | 44,891,144 | 46,117,457 | 47,379,332 |
| | NA - NCIFA EXPENDITURES | 2,000,000 | 1,925,000 | 1,975,000 | 2,025,000 |
| | OO - OTHER EXPENSE | 277,914,254 | 239,784,693 | 238,032,821 | 222,986,417 |
| | PP - EARLY INTERVENTION/SPECIAL EDUCATION | 134,500,000 | 137,190,000 | 139,933,800 | 142,732,476 |
| | SS - RECIPIENT GRANTS | 59,900,000 | 60,499,000 | 61,406,485 | 62,327,582 |
| | TT - PURCHASED SERVICES | 67,583,171 | 68,934,834 | 71,002,879 | 72,422,937 |
| | WW - EMERGENCY VENDOR PAYMENTS | 48,275,000 | 47,792,250 | 47,792,250 | 47,792,250 |
| | XX - MEDICAID | 236,570,744 | 249,795,962 | 247,826,793 | 247,826,793 |
| Expenses Excluding Interdepartmental Transfers | | 2,970,979,140 | 3,020,559,108 | 3,064,743,416 | 3,103,912,321 |
| Interdepartmental Transfers | | 427,763,846 | 435,407,371 | 438,006,298 | 435,012,897 |
| Expenses Including Interdepartmental Transfers | | 3,398,742,986 | 3,455,966,479 | 3,502,749,714 | 3,538,925,218 |
| REV | AA - FUND BALANCE | 0 | 0 | 0 | 0 |
| | BA - INT PENALTY ON TAX | 35,200,000 | 35,200,000 | 35,200,000 | 35,200,000 |
| | BC - PERMITS & LICENSES | 20,224,235 | 19,224,235 | 20,224,235 | 19,224,235 |
| | BD - FINES & FORFEITS | 96,194,036 | 95,208,704 | 95,208,704 | 95,208,704 |
| | BE - INVEST INCOME | 979,000 | 979,000 | 979,000 | 979,000 |
| | BF - RENTS & RECOVERIES | 23,733,780 | 24,713,780 | 24,713,780 | 24,713,780 |
| | BG - REVENUE OFFSET TO EXPENSE | 14,400,000 | 14,400,000 | 14,400,000 | 14,400,000 |
| | BH - DEPT REVENUES | 242,628,063 | 237,828,063 | 237,828,063 | 237,828,063 |
| | BO - PAYMENT IN LIEU OF TAXES | 42,346,721 | 42,289,884 | 41,017,919 | 40,426,882 |
| | BQ - CAPITAL RESOURCES FROM DEBT | 63,450,000 | 3,243,795 | 3,243,795 | 3,243,795 |
| | BS - OTB PROFITS | 3,000,000 | 20,000,000 | 20,000,000 | 20,000,000 |
| | BW - INTERFUND CHARGES REVENUE | 80,118,426 | 84,764,250 | 85,117,893 | 87,696,509 |
| | IF - INTERFUND TRANSFERS | 8,000,000 | 0 | 0 | 0 |
| | FA - FEDERAL AID REIMBURSEMENT OF EXPENSES | 137,083,311 | 138,219,832 | 139,347,703 | 140,465,175 |
| | SA - STATE AID REIMBURSEMENT OF EXPENSES | 211,984,590 | 213,434,040 | 214,911,416 | 216,417,266 |
| | TA - SALES TAX COUNTYWIDE | 1,054,394,190 | 1,080,754,045 | 1,107,772,896 | 1,135,467,218 |
| | TB - PART COUNTY SALES TAX | 88,097,286 | 89,327,421 | 91,560,606 | 93,849,621 |
| | TL - PROPERTY TAX | 816,994,240 | 808,203,589 | 806,579,408 | 806,305,368 |
| | TO - OTB 5% TAX | 2,511,262 | 2,392,034 | 2,279,302 | 2,172,712 |
| | TX - SPECIAL TAXES | 29,640,000 | 29,640,000 | 29,640,000 | 29,640,000 |
| Revenues Excluding Interdepartmental Transfers | | 2,970,979,140 | 2,939,822,671 | 2,970,024,720 | 3,003,238,329 |
| Interdepartmental Transfers | | 427,763,846 | 435,407,372 | 438,006,298 | 435,012,897 |
| Revenues Including Interdepartmental Transfers | | 3,398,742,986 | 3,375,230,043 | 3,408,031,018 | 3,438,251,226 |
| Projected Surplus / (Deficit) | | 0 | (80,736,435) | (94,718,696) | (100,673,992) |



**Table 2: 2017-2020
Gap Closing Plan (Major Funds)
(In millions)**

| MYP 2017 - 2020 | | | |
|---|---------------|---------------|----------------|
| | 2018 Plan | 2019 Plan | 2020 Plan |
| Current Baseline Surplus / (Gap) | (80.7) | (94.7) | (100.7) |
| <u>Gap Closing Options</u> | | | |
| <u>Expense/Revenue Actions</u> | | | |
| Revenue Initiatives | 30.0 | 32.0 | 37.0 |
| Workforce Management | 10.0 | 12.0 | 15.0 |
| Program/OTPS Reduction | 6.0 | 6.0 | 7.0 |
| Health Insurance Cost Reduction | 5.0 | 5.5 | 7.0 |
| SUEZ Water Long Island Inc. Synergy Savings | 4.0 | 9.0 | 9.2 |
| eGovernment Revenues | 1.0 | 2.0 | 4.0 |
| ERP Implementation | 1.0 | 2.0 | 3.0 |
| Public Private Partnership (P3) | 20.0 | 20.0 | 20.0 |
| County's District Energy Facility | - | 10.0 | 10.0 |
| Strategic Sourcing | - | 3.0 | 4.0 |
| Building Consolidation Efficiencies | - | 1.0 | 4.0 |
| <u>NYS Actions</u> | | | |
| Mandate Reform | 28.7 | 28.7 | 28.7 |
| Other NYS Legislative Actions | 5.0 | 5.0 | 5.0 |
| E-911 Reimbursement | 3.5 | 6.9 | 6.9 |
| NYS Highway Traffic Offense Reimbursement | 2.9 | 5.7 | 5.7 |
| Hotel Motel Tax Rate Increase | 2.4 | 4.8 | 4.8 |
| Gap Closing Options | 119.4 | 153.6 | 171.3 |
| Surplus/ (Deficit) After Gap Closing Actions | 38.7 | 58.9 | 70.6 |



Discussion of Gap Closing Actions*Revenue Initiatives*

Annually, the County reviews the various fees it charges for services to determine if they reflect increased costs. In addition, the Administration is committed to cost saving/revenue generating initiatives that would offset the growth of recurring expenses.

Workforce Management

Every year the Mangano Administration has proven its ability to manage operations with fewer positions than are in the budget. The 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 it materializes, additional opportunities exist for savings. The savings can come from eliminating vacant positions, backfilling at lower salaries, and delayed hiring.

Program/OTPS Reduction

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

Health Insurance Cost Reduction

The County is exploring various options to reduce health premium costs. Aetna Inc. was selected to provide an insurance plan at a cost that is fifteen percent lower than the NYSHIP Base Plan for employees hired after April 1, 2014. The Administration continues to explore other premium cost saving options and will seek savings as collective bargaining contracts sunset at the end of 2017. Additional opportunities exist for savings in both dental and optical plans as the County is in the selection process for a dental provider.

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 transaction guarantees \$10 million in labor savings annually. County employees not being utilized by *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.

eGovernment

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.



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, is currently underway and the first phase (Personnel and Payroll) is anticipated to be operational by the end of the first quarter of 2017.

Public-Private Partnership ("P3")

One of the largest components of the gap closing measures is a P3 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 administration identified a decades old operational deficit which relies upon reserves to balance the budget. Since 2011, the administration has sought to retain an expert to analyze all alternatives to raising rates prior to making a final determination for the future capital and operational needs of the system.

The County is currently in the process of selecting a financial advisor to explore a Public-Private Partnership (P3) to improve service to County residents and our infrastructure assets. 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 the advisor 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, and 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

The P3 transaction would be designed to ensure a high quality of service for all users of the system while also accomplishing a number of the County's key objectives. The transaction would provide for continued County ownership and oversight of the sewer system, improve safety and environmental performance, 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 from consistency with the United Water operations contract and a stable and transparent rate structure.

The P3 transaction would also deliver some key financial benefits. The County would retire sewer debt and reduce total County debt, which will ensure recurring debt service savings and improve cash flow liquidity. In addition, the County would transfer risk of long-term capital investment to the concessionaire to achieve the County-agreed asset condition. The P3 would give the County the opportunity to reinvest proceeds and make strategic investments that will lead to achieving the fiscal balance required by NIFA by 2018.

County's District Energy Facility

The agreement between Nassau County and Suez Energy NA, the current operator of the County's 57 megawatt cogeneration plant in Uniondale, which was set to expire June 1, 2016 was extended to May 31, 2018. This extension agreement has allowed for substantial savings for the term of the contract. This plant provides Long Island Power Authority 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. The extension allows Nassau County to explore opportunities in depth that



leverage and reimagine the use of the facility as an important clean and sustainable power resource and economic development tool.

The County is currently exploring a potential public-private partnership that could result in the sale, lease, or private operation of the County's district energy facility. The plant consists of a combined heat and power facility and central utility plant that provides thermal and electrical energy to the marketplace. The request for proposals was issued in January of 2016 and the responses are being reviewed.

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 retained a vendor and has already garnered savings.

Building Consolidation Efficiencies

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 Administration will continue to reduce overall rental costs, as it did with the lease at 60 Charles Lindbergh and generate new revenues through sales.

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.

NYS Legislative Initiatives:

The County could be seeking NYS legislation for revisions on Department of Motor Vehicles Registration Fees provided in the New York Tax Law section 1202(e) and VTL 401(6)(d)(ii) for non-commercial vehicles 3,500 lbs. or less, non-commercial vehicles in excess of 3,500 lbs, and for commercial vehicles.

E-911 Reimbursement

The County will seek State approval to amend current County law and increase the reimbursement on certain telecommunication equipment and telephone service supplier customers in relation to providing an enhanced 911 (E911) emergency telephone system in the County. This would enable the County to raise revenue needed to cover costs associated with providing this technology within the County.



NYS Highway Traffic Offense Reimbursement

The County will seek approval of State legislation providing a mandatory reimbursement for traffic offenses for incidents occurring on the Long Island Expressway, the Seaford-Oyster Bay Expressway or Sunrise Highway. This will reimburse the County for NCPD costs associated with patrolling State roadways.

Hotel/Motel Tax Rate Increase

The County will seek approval of State legislation to provide for an increase in the Hotel/Motel Tax rate within the county from 3 percent to 5.875 percent, which is the tax rate allowed within the City of New York.



**Table 3: 2017-2020
After-Gap Closing Plan (Major Funds)**

| Major Funds | | | | | |
|---|--|----------------------|----------------------|----------------------|----------------------|
| E/R | Object | 2017 Adopted Budget | 2018 Adopted Plan | 2019 Adopted Plan | 2020 Adopted Plan |
| EXP | AA - SALARIES, WAGES & FEES | 888,115,576 | 897,048,854 | 896,964,742 | 899,208,830 |
| | AB - FRINGE BENEFITS | 545,884,179 | 556,167,327 | 578,511,790 | 601,391,769 |
| | AC - WORKERS COMPENSATION | 35,305,186 | 35,305,186 | 35,305,186 | 35,305,186 |
| | BB - EQUIPMENT | 1,992,372 | 2,008,909 | 2,008,909 | 2,008,909 |
| | DD - GENERAL EXPENSES | 36,286,835 | 36,831,093 | 37,240,617 | 37,478,672 |
| | DE - CONTRACTUAL SERVICES | 243,821,855 | 238,302,991 | 235,209,474 | 233,126,118 |
| | DF - UTILITY COSTS | 38,454,203 | 39,171,297 | 40,937,522 | 42,166,172 |
| | DG - VAR DIRECT EXPENSES | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| | FF - INTEREST | 116,812,519 | 119,188,888 | 117,523,767 | 120,529,058 |
| | GA - LOCAL GOVT ASST PROGRAM | 67,149,582 | 68,828,322 | 70,549,030 | 72,312,755 |
| | GG - PRINCIPAL | 94,230,001 | 98,700,170 | 109,424,999 | 120,495,000 |
| | HH - INTERFUND CHARGES | 27,484,271 | 27,243,188 | 24,479,896 | 24,197,064 |
| | MM - MASS TRANSPORTATION | 43,699,392 | 21,241,144 | 22,417,457 | 23,679,332 |
| | NA - NCIFA EXPENDITURES | 2,000,000 | 1,925,000 | 1,975,000 | 2,025,000 |
| | OO - OTHER EXPENSE | 277,914,254 | 239,784,693 | 237,032,821 | 218,986,417 |
| | PP - EARLY INTERVENTION/SPECIAL EDUCATION | 134,500,000 | 132,190,000 | 134,933,800 | 137,732,476 |
| | SS - RECIPIENT GRANTS | 59,900,000 | 60,499,000 | 61,406,485 | 62,327,582 |
| | TT - PURCHASED SERVICES | 67,583,171 | 68,934,834 | 71,002,879 | 72,422,937 |
| | WW - EMERGENCY VENDOR PAYMENTS | 48,275,000 | 47,792,250 | 47,792,250 | 47,792,250 |
| | XX - MEDICAID | 236,570,744 | 249,795,962 | 247,826,793 | 247,826,793 |
| Expenses Excluding Interdepartmental Transfers | | 2,970,979,140 | 2,945,959,108 | 2,977,543,416 | 3,006,012,321 |
| Interdepartmental Transfers | | 427,763,846 | 435,407,371 | 438,006,298 | 435,012,897 |
| Expenses Including Interdepartmental Transfers | | 3,398,742,986 | 3,381,366,479 | 3,415,549,714 | 3,441,025,218 |
| REV | AA - FUND BALANCE | 0 | 0 | 0 | 0 |
| | BA - INT PENALTY ON TAX | 35,200,000 | 35,200,000 | 35,200,000 | 35,200,000 |
| | BC - PERMITS & LICENSES | 20,224,235 | 19,224,235 | 20,224,235 | 19,224,235 |
| | BD - FINES & FORFEITS | 96,194,036 | 98,108,704 | 100,908,704 | 100,908,704 |
| | BE - INVEST INCOME | 979,000 | 979,000 | 979,000 | 979,000 |
| | BF - RENTS & RECOVERIES | 23,733,780 | 24,713,780 | 34,713,780 | 34,713,780 |
| | BG - REVENUE OFFSET TO EXPENSE | 14,400,000 | 14,400,000 | 14,400,000 | 14,400,000 |
| | BH - DEPT REVENUES | 242,628,063 | 268,828,063 | 271,828,063 | 278,828,063 |
| | BO - PAYMENT IN LIEU OF TAXES | 42,346,721 | 42,289,884 | 41,017,919 | 40,426,882 |
| | BQ - CAPITAL RESOURCES FROM DEBT | 63,450,000 | 3,243,795 | 3,243,795 | 3,243,795 |
| | BS - OTB PROFITS | 3,000,000 | 20,000,000 | 20,000,000 | 20,000,000 |
| | BW - INTERFUND CHARGES REVENUE | 80,118,426 | 84,764,250 | 85,117,893 | 87,696,509 |
| | IF - INTERFUND TRANSFERS | 8,000,000 | 0 | 0 | 0 |
| | FA - FEDERAL AID REIMBURSEMENT OF EXPENSES | 137,083,311 | 138,219,832 | 139,347,703 | 140,465,175 |
| | SA - STATE AID REIMBURSEMENT OF EXPENSES | 211,984,590 | 213,434,040 | 214,911,416 | 216,417,266 |
| | TA - SALES TAX COUNTYWIDE | 1,054,394,190 | 1,080,754,045 | 1,107,772,896 | 1,135,467,218 |
| | TB - PART COUNTY SALES TAX | 88,097,286 | 89,327,421 | 91,560,606 | 93,849,621 |
| | TL - PROPERTY TAX | 816,994,240 | 808,203,589 | 806,579,408 | 806,305,368 |
| | TO - OTB 5% TAX | 2,511,262 | 2,392,034 | 2,279,302 | 2,172,712 |
| | TX - SPECIAL TAXES | 29,640,000 | 40,540,000 | 46,340,000 | 46,340,000 |
| Revenues Excluding Interdepartmental Transfers | | 2,970,979,140 | 2,984,622,671 | 3,036,424,720 | 3,076,638,329 |
| Interdepartmental Transfers | | 427,763,846 | 435,407,372 | 438,006,298 | 435,012,897 |
| Revenues Including Interdepartmental Transfers | | 3,398,742,986 | 3,420,030,043 | 3,474,431,018 | 3,511,651,226 |
| Projected Surplus / (Deficit) | | 0 | 38,663,564 | 58,881,304 | 70,626,008 |



APPENDIX E

GLOSSARY

– A –

ACCRUAL BASIS ACCOUNTING

Most commonly used accounting method. Reports income when earned and expenses when incurred regardless of when cash is ultimately received or disbursed. The County reports fund revenues and expenses on the modified accrual basis of accounting and government-wide revenues and expenses on the accrual basis of accounting. See MODIFIED ACCRUAL BASIS OF ACCOUNTING

ACCRUAL BOND

A bond that does not pay periodic interest payments, but may accrue interest that is added to the principal balance and is typically paid at maturity. This bond also sells at a deep discount to its face value, and matures at its face value

ACTIVITY

A County agency, department, or program effort that contributes to the attainment of a specific set of performance objectives

ACTUAL

Financial activity that has taken place

AD VALOREM

A tax, duty, or fee that varies based on the value of the product, service, or property on which it is levied

AD VALOREM TAXES

Commonly referred to as property taxes levied on both real and personal property in accordance with the property's assessed valuation and tax rate

AGENCY

An administrative unit of government

AGENCY FUND

Fund used to account for the receipt and disbursement of various taxes, deposits, deductions, and property collected by a municipality acting in the capacity of an agent, for distribution to other governmental units or other organizations

AMERICANS WITH DISABILITIES ACT (ADA)

Federal Law passed in 1990 that prohibits discrimination in such areas as employment, services, and facilities based on an individual's disability

**ANNUALIZATION**

Estimating the full-year impact of recorded charges during the course of a year

APPRAISAL RATIO

The ratio between the appraised value of property and its market value or the appraised value as a percentage of the market value. For example, a house appraised at \$80,000 with a current market value of \$100,000 has an appraisal ratio of 80% (80,000/100,000).

APPROPRIATION

A legal authorization or allocation that permits officials to incur obligations against, and to make expenses for, defined purposes

APPROPRIATION BALANCE

Appropriation remaining after the subtraction of expenses, encumbrances, and other commitments. The same as AUTHORIZATION

APPROPRIATED FUND BALANCE

Funds transferred from the unreserved Fund Balance to the Budget as revenue

ARBITRAGE

The simultaneous purchase and sale of the same or an equivalent security to profit from price discrepancies. In government finance, the most common occurrence of arbitrage involves the investment of bond proceeds in an investment that yields a higher interest rate than the yield on the bond, resulting in interest revenue in excess of interest costs.

ASSESSMENT ROLL

The official list prepared by the Department of Assessment that contains the legal description of each parcel or item of property and its assessed valuation. This term denotes the total valuation of all taxable property in the County.

ASSESSED VALUATION

The valuation of real estate and certain personal property by the Department of Assessment as a basis for levying property taxes

ASSET

Resources that have monetary value owned or held by the County

ATTRITION

A method of achieving a reduction in personnel by not filling positions that have become vacant due to resignation, reassignment, transfer, retirement, or means other than layoffs

AUTHORIZATION

See APPROPRIATION.

**AUTHORIZED POSITIONS**

Employee positions approved in the Adopted Budget

– B –

BALANCED BUDGET

The amount of budgeted expenses is equal to the amount of budgeted revenues and other available funding sources. By law, the County must submit a balanced Operating Budget each year.

BASELINE

The baseline is a projection of the revenues, outlays, and other budget amounts that would ensue in the future under assumed economic conditions and participation rates, without any change in existing policy. The baseline can be computed for one or more years; the budget totals; particular accounts and programs; and different assumptions about future conditions. Baseline budget projections are used in preparing the Budget Resolution and in estimating deficit reductions in reconciliation bills and other legislation.

BEGINNING FUND BALANCE

The accumulated Fund Balance on hand from the prior year-end, at the beginning of the new year.
See FUND BALANCE

BENCHMARKING

The process of critically evaluating program or service activities, functions, operations, and processes (qualitatively and quantitatively) to achieve a desired level of performance. The objective of benchmarking is to introduce and sustain best practices by making valid comparisons with other processes or organizations, resulting in a continual improvement of performance.

BOND

A debt instrument issued for a period of more than one year to raise capital by borrowing. The government obtaining the bond promises to pay a defined sum of money (principal) at a specified future date (date of maturity) along with periodic interest paid at a designated percentage of principal (rate of interest).

BOND ORDINANCE

Document authorizing a bond issue

BOND REFINANCING

A procedure whereby an issuer refinances outstanding bonds by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced.

**BREACH**

The amount by which new budget authority or outlays within a category of discretionary appropriations for a fiscal year is above the cap on new budget authority or outlays for that category for the year

BUDGET

The budget is the County's financial plan for the fiscal year beginning January 1. The County Executive submits the adopted budget by September 15th to the County Legislature for approval by October 30th. The Legislature may amend the adopted budget according to the provisions of the County Charter subject to the veto powers of the County Executive. The annual appropriation ordinance adopted by the County Legislature in conformity with the Budget is the legal authorization to expend County funds during the fiscal year identified, along with transfers of appropriation and supplemental appropriations by the Legislature.

BUDGET (OPERATING)

An estimate of adopted revenues and expenses for a specific fiscal period

BUDGETARY BASIS

The basis of accounting used to estimate the revenues and expenses in the Budget

BUDGET CALENDAR

A schedule of key dates or milestones used by the County to prepare and adopt the Budget

BUDGET EXAMINER

A job title applied to various County employees who work within the Office of Management and Budget (OMB)

BUDGET MESSAGE

General discussion of the Budget by the County Executive presented orally and in writing to the County Legislature. This message contains an explanation of the principal budget issues, outlines adopted financial policies, provides the reasons for significant budgetary changes, and presents recommendations from the County Executive.

BUSINESS PROCESS IMPROVEMENT

An activity that measures a current process and makes performance improvements accordingly. By documenting current processes, establishing a methodology to measure the process based on customer needs, carrying out the process, measuring the results, and then identifying improvement opportunities based on the data collected, process improvements are implemented and the performance of the new process measured. This activity, when repeated, is also known as continuous process improvement.

**BUSINESS PROCESS REENGINEERING (BPR)**

The fundamental rethinking and radical redesign of current processes to achieve dramatic, noticeable improvements in service delivery responsive to customer needs and/or significant reductions in cost

– C –

CAP

Term commonly used to refer to legal limits on budget authority and outlays for each fiscal year

CAPITAL BUDGET

The first year of the Capital Program that includes appropriations for capital improvement projects and revenue required to support those projects

CAPITAL IMPROVEMENT PLAN (CIP)

The four-year adopted plan that includes the initial budget year and subsequent three “out-years.” The County updates the Plan annually to include expanded or new capital projects. It specifies adopted projects and an estimation of resources available to fund project expenses.

CAPITAL PROJECT

A major physical improvement, such as construction, acquisition, technology enhancement, and/or infrastructure improvements that adds value to the physical assets of the County or significantly increases the useful life of an asset. Can also refer to building and construction of a new County asset

CASH BASIS

A basis of accounting in which recognition of transactions occurs only when cash is received or disbursed

COLLECTIVE BARGAINING AGREEMENT (CBA)

A legal contract between the employer and an authorized representative of a recognized bargaining unit for specific terms and conditions of employment

CONSUMER PRICE INDEX (CPI)

A statistical measure of changes in prices of a typical market basket of goods and services that households purchase over time, which analysts use to gauge the level of inflation. The CPI includes user fees such as for water and sewer services and sales and excise taxes paid by consumers, but does not include income taxes and investments such as stocks, bonds, and life insurance. Essentially, it measures the purchasing power of consumers' dollars by comparing what a sample market basket of goods and services costs today with what the same sample market basket cost at an earlier date. The United States Department of Labor publishes the Consumer Price Index on a monthly basis.

**CONTINGENCY**

An appropriation of funds to provide for unforeseen events that may occur such as State or Federal mandates, revenue shortfalls, and other similar events

CONTRACTUAL SERVICES

Services rendered to a government by private firms, individuals, or other non-County governmental agencies

COST-OF-LIVING ADJUSTMENT (COLA)

An increase in salaries to offset the adverse effect of inflation on one's standard of living

COUNTY EXECUTIVE'S BUDGET TRANSMITTAL LETTER

A letter from the County Executive containing the Budget Message and summarizing critical aspects of the Budget including fiscal changes from the current fiscal year, strategic initiatives, goals, objectives, themes, and priorities that are encompassed within the County's Budget

COUNTY SHARE

Funds that the County contributes as a percentage of the cost of a program or other governmental activity in partnership with other entities such as the Federal, State or other local governments. Such funding may be mandatory (e.g., Medicaid) or discretionary (e.g. a contribution to a non-mandated County grant-funded program). See GRANT MATCH

– D –

DEBT

Liability or obligation in the form of bonds, loans, or notes owed to another person(s), private organization, or government that must be paid by a specific date (maturity)

DEBT LIMIT

The maximum amount of debt that a government is allowed to incur as provided by law

DEBT SERVICE

Payment of principal and interest on borrowed money (e.g., bond issuance) according to a predetermined payment schedule

DEBT SERVICE FUND

A fund established to account for the accumulation of resources for the payment of principal and interest on long-term debt

DEDICATED TAX

A tax levied to support a specific government program or purpose

**DEFEASANCE**

Methods by which an outstanding bond issue can be made void, both legally and financially. Although a defeasance is generally the outcome of a refunding, a defeasance can also be accomplished with cash rather than the issuance of bonds.

DEFICIT (NEGATIVE FUND BALANCE)

The excess of an entity's accumulated operating deficits over its accumulated operating surpluses

DEPARTMENT

An operating unit of the County that usually provides a range of programs and services within specific service areas (e.g., health, probation, police, etc.). A department may be sub-divided into divisions, units, bureaus, etc.

DEPRECIATION

Allocation of the cost of a capital asset or capital improvement for wear and tear over its estimated useful service life

DISCRETIONARY EXPENSES/EXPENDITURES

County expenditures that are subject to annual review by the County Executive and the County Legislature, which can be increased, decreased, or eliminated based on County priorities

DISCRETIONARY GRANTS

Grant funds that the County receives, primarily from the Federal Government and New York State, which are annually subject to review by those governments and can be increased, decreased, or eliminated

DOWNGRADE

A negative change in ratings for an issuing entity or a security such as a credit bureau's downgrading of a bond

– E –

EFFECTIVENESS

An assessment of the degree to which predefined goals and objectives were met within a specified timeframe. An effective performance measure answers the following question: *Did a County or a department program and/or service achieve its intended objective(s)?*

EFFICIENCY

The extent to which inputs (salaries, overhead, etc.) are minimized for a given level of output (programs/services) or outputs are maximized for a given level of inputs. An efficiency performance measure answers the question: *How many resources does the County consume in achieving its program and service delivery goals?*

**ENDING FUND BALANCE**

Fund Balance on hand at the end of the fiscal year after all activity has been recorded. See FUND BALANCE.

ENTERPRISE FUND

Fund type established to finance and account for the total costs of selected government facilities and services that is predominantly self-supporting by user charges

ESTIMATE

Annualized projection of an expense or revenue

EXPENSE

Charges for goods or services

– F –

FAITH AND CREDIT

A pledge of a government's taxing power to repay debt obligations

FEES

A charge imposed on the beneficiary or recipient of a service provided by the County. Its purpose is to help recover some or all of the costs incurred by the County in providing the service

FIDUCIARY FUND

Fund used to account for resources that are held by a municipality as a trustee or agent for individuals, organizations or other governments that cannot be used to support a municipality's own programs. The County utilizes its Agency & Trust Fund for that purpose.

FISCAL POLICY

Government's policy with respect to revenues, expenses, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of the County budgets and related funding.

FISCAL YEAR

A government's twelve-month period designated as the operating year for accounting and budgeting purposes. Nassau County's fiscal year is January 1 through December 31.

FIXED ASSETS

Assets of a long-term nature intended to continue to be held or used. Examples are buildings, land, machinery, furniture, and other equipment.

**FRINGE BENEFITS**

Non-salary compensation the County provides to employees such as health insurance, pension plans, dental insurance, etc.

FULL-TIME EQUIVALENT (FTE) POSITION

A full-time position or a part-time position converted to the equivalent of a full-time position based on 2,080 hours per year (or a variation relative to the contract agreed upon for that classification). For example, a part-time employee working 20 hours per week would be the equivalent to .5 of a full-time position for a 40-hour workweek.

FUND

An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated to perform a specific activity or purpose. Each fund is separate and maintains individual records of income and expenses. By law, expenses cannot exceed budgeted appropriations.

FUND BALANCE

Each year, either fund revenues exceed expenses (budgetary surplus) or expenses exceed revenues (budgetary deficit). Accumulated fund balance is the net total of surpluses and deficits, less any amounts used by the Budget to cover expenses (appropriated Fund Balance).

FUND TYPE

In governmental accounting, there are three broad types of funds with specific funds within each. These are

- Governmental
 - General
 - Special Revenue
 - Debt Service
 - Capital Projects
- Proprietary
 - Enterprise
 - Internal Service
- Fiduciary
 - Agency

– G –

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

A widely accepted set of rules, standards, conventions, and procedures for reporting financial information as established by the Financial Accounting Standards Board or the Governmental Accounting Standards Board.

**GENERAL FUND**

The primary fund used by the County for which the use of revenues and expenses are not legally restricted. Examples of departments operating within the General Fund include the Department of Public Works, Office of the Treasurer, and the County Executive's Office.

GENERAL OBLIGATION BOND (GO BOND)

Type of municipal bond where principal and interest are secured by the faith and credit of the issuer and usually supported by the issuer's taxing power

GOAL

A broad operational statement of what a program is expected to achieve sometime in the future, thus providing a general description of the desired end state

GOVERNMENT ACCOUNTING STANDARDS BOARD – STATEMENT 34 (GASB 34)

A Government Accounting Standards Board pronouncement that requires two types of financial statements: government financial statements and fund financial statements. In addition, a Management's Discussion and Analysis Statement (MD&A) is required.

GRANT

Funding by a government (Federal or State) or private organization to support a particular function and/or purpose. A grant is either non-discretionary (awarded based on a formula) or discretionary (competitive). Grant funds are not recorded in the Operating Budget; rather, they are supplementally appropriated. See SUPPLEMENTAL APPROPRIATION

GRANT MATCH

Cash or in-kind services required to match grantors' shares of grant program costs

– H –

HELP AMERICA VOTE ACT (HAVA)

An Act established as a program to provide funds to states to replace punch card voting systems, establish the Election Assistance Commission, and assist in the administration of Federal elections. It also provides assistance with the compliance of certain Federal election laws and programs and establishes minimum election administration standards for states and units of local government with responsibility for the administration of Federal elections and other related purposes.

HEADCOUNT

The number of authorized positions funded by the Adopted Budget. As used in Nassau County, the sum of all full-time, part-time, and seasonal positions

HOURLY

Employee classification whose compensation is based on an hourly rate



– I –

IMPACT FEES

A type of charge for services imposed on new construction in order to support specific new demands on a given service (e.g., parks and fire protection)

INCEPTION-TO-DATE

The period during which financial activity has occurred for a multi-year capital project or grant. Such period begins with the initial authorization of funding by the County Legislature, which rarely coincides with the County's fiscal year

INCREMENTAL COST OF CAPITAL

The average cost incurred for each additional unit of debt issued

INDIRECT COST

A cost necessary for the functioning of the government as a whole, such as utilities, but which cannot be directly assigned to one service or program area

INFRASTRUCTURE

Government facilities on which the continuance and growth of a community depend, such as roads, bridges, and similar assets that are immovable

INITIATIVE

A programmatic change or addition in current practices and/or processes intended to generate cost savings or new revenue

INPUTS

Resources allocated for the execution of activities and work processes so that stated goals, objectives, and outcomes can be achieved

INTEREST

The fee charged by a lender to a borrower for the use of borrowed money, usually expressed as an annual percentage of the principal

INTEREST INCOME

Income earned on investments

INTERFUND TRANSFER

A transfer of funds between departments/funds for specific purposes as approved by the appropriate authority (ies)

**INTERNAL SERVICE FUND**

A fund established to provide services between County departments on a cost reimbursement basis. The fund's expenses are repaid from fees or fund transfers, thus keeping the original fund capital intact

INVESTMENT-GRADE BOND

A bond that has been judged to be of high to medium-grade quality that is subject to low to moderate credit risk. Potential for default is judged to be remote.

ISSUE

A bond offered for sale

– J –

JUDGMENT

An amount to be paid or collected by a government, other entity, or individual as the result of a court decision

JUNK BOND

A bond that has been judged to be speculative to highly-speculative and is subject to much greater credit risk than an investment-grade bond. The probability of default is also much higher.

– L –

LAPSING APPROPRIATION

An appropriation made for a specific time period, usually a fiscal/budget year. At the end of the specified period, any unexpended or unencumbered balances lapse or end, unless otherwise provided by law. Most operating funds perform this way.

LEGISLATIVE DISTRICT

The boundary that defines the constituency of an elected County official (Legislator). The Nassau County Legislature has 19 Legislative Districts.

LEVY

The levy is the amount raised by taxes by the County to help support its operations

LIABILITY

Debt or other legal obligation arising out of a past transaction that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

**LINE ITEM BUDGET**

A budget that lists each expense and revenue category (e.g., salary, equipment, travel, etc.) separately along with the dollar amount budgeted for each specified category

LIQUIDITY

The ease with which an asset can be sold for cash

LITIGATION FUND

The fund will contain resources and appropriations to cover the cost of judgments and settlements. Operating surplus generated each year will fund the Litigation Fund. The County is establishing the Litigation Fund in accordance with the transitional borrowing plan approved by the Nassau County Interim Finance Authority (NIFA) to ensure that the County will no longer borrow for judgments and settlements.

LOCAL LAW

A local law is a form of legislation, which the County may adopt pursuant to the County Charter and other applicable law. Prior to adoption, all local laws must be the subject of a public hearing. Once adopted and filed with the Secretary of State, a local law has the force and effect of State law in the County. It is the highest form of legislation the County may adopt. See ORDINANCE and RESOLUTION

LONGEVITY

Employee compensation payments made in recognition of a certain number of years employed full-time with the County

LONG-TERM DEBT

Debt with a maturity of more than one year after the date of issuance

– M –

MANDATED PROJECT/PROGRAM

A project or program that Nassau County must provide according to Federal, State, or local law, a court order, or the Nassau County Charter

MANDATORY EXPENSES/EXPENDITURES

Expenditures that the County must incur according to Federal, State, or local law, a court order, or the Nassau County Charter. Such expenses are not subject to annual review by the County, State, or Federal governments or the courts and can only be adjusted or eliminated by a change in the law or court order. Antonym see DISCRETIONARY EXPENSE/EXPENDITURE

MATURITY

The date on which the principal or stated value of an investment or debt obligation is due

**METROPOLITAN STATISTICAL AREA (MSA)**

A county or group of contiguous counties that contain at least one city with a population of 50,000 or more, or a Census Bureau-defined urbanized area of at least 50,000 with a metropolitan population of at least 100,000. An MSA with a population of over one million, which meets various internal economic and social requirements, is termed a Consolidated Metropolitan Statistical Area (CMSA), consisting of two or more major components, each of which is recognized as a Primary Metropolitan Statistical Area (PMSA). For example, the Nassau-Suffolk PMSA is part of the New York-Northern New Jersey-Long Island, NY-NJ-CT-PA CMSA.

MISSION STATEMENT

A broad, high-level statement of purpose for an agency/department. A mission statement defines a County department's fundamental purpose, where there is a close relationship between the description of services provided by the divisions within the department and the planned outcomes.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

Governmental funds are accounted for on the modified accrual basis of accounting. Governmental fund revenues are recognized in the accounting period in which they become susceptible to accrual (i.e., both measurable and available to finance expenditures of the fiscal period). Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, with the following exceptions that are in conformity with GAAP: general long-term obligation principal and interest are reported only when due, vacation and sick leave when paid, pension costs when due, and judgments and claims when settled.

MULTI-YEAR FINANCIAL PLAN (MYP)

The County's four-year projection of baseline operating revenues and expenses and its plan for closing any projected gaps

– N –

NASSAU COUNTY INTERIM FINANCE AUTHORITY (NIFA)

The Nassau County Interim Finance Authority (NIFA) is a corporate governmental agency and instrumentality of the State of New York constituting a public benefit corporation created by the Nassau County Interim Finance Authority Act, Chapter 84 of the Laws of 2000, as supplemented by Chapter 179 of the Laws of 2000 and as amended from time to time (the "Act"). The Authority has certain powers under the Act to monitor and oversee the County's finances, including Covered Organization, and upon the declaration of a "control period," additional oversight authority.

NASSAU HEALTH CARE CORPORATION (NHCC)

A Public Benefit Corporation established in 1999 to manage the Nassau University Medical Center, A. Holly Patterson extended care facility, and five community health centers

NET YIELD

Net return on an investment after deducting all expenses

**NON-AD VALOREM FINANCING**

The borrowing of funds for capital projects with the commitment to pay the debt service with revenues other than property taxes

NON-LAPSING FUND

A fund whose unencumbered appropriation balance remains available for expense after the end of the year. A non-lapsing fund remains open and available for use until budgetary action expends, transfers, or closes the authorized appropriation. Grants and capital funds normally operate in this way.

NON-PROGRAMMED COST

The share of the project funded by outside sources that are not recognized as revenues of the County

– O –

OBJECT CODE

A designation that identifies specific expense or revenue items

OBJECTIVE

A defined method to accomplish an established goal. A true objective is in specific, well-defined, and measurable terms achievable within a specified period.

OPERATING BUDGET

The annual spending plan for the daily, recurring costs of the County

OPERATING BUDGET IMPACT

A financial or programmatic effect that an approved project will have on the Operating Budget either while the project is a work-in-progress or upon completion. The impact on the Operating Budget can be negative, positive, or neutral.

OPERATING FUNDS

Resources derived from recurring revenue sources and used to finance on-going operating expenses and pay-as-you-go capital projects

ORDINANCE

An ordinance is a form of legislation, which the County may adopt. Pursuant to the Charter, no money shall be appropriated, bond issue or other loan authorized, assessment levied, office created, salary fixed, franchise or privilege granted, real property of the County alienated, fine or penalty established, except by ordinance. It has more legal formality than a Resolution but less than a Local Law. See RESOLUTION and LOCAL LAW

**ORDINANCE (EMPLOYEE)**

A County employee who is not a member of a union

ORIGINAL BUDGET

The Adopted Budget as approved by the Legislature

OUTPUTS

Goods produced and services performed by the County that are delivered to its constituents

– P –

PAY-AS-YOU-GO BASIS

A term used to describe a financial policy where capital outlays are financed from current revenues to avoid incurring costly debt financing or issuing new debt

PERFORMANCE-BASED BUDGETING

The allocation of financial resources to programs and services based on their worth, overall performance, and contribution to the County's overall mission, goals, and objectives

PERFORMANCE MANAGEMENT

The use of performance measurement information to help set performance goals; allocate and prioritize resources; inform managers to either confirm or change current policy or program directions to achieve those goals; and report on the success of achieving those goals

PERFORMANCE MEASURE

A specific quantitative or qualitative assessment of results obtained through a program or activity

PERFORMANCE MEASUREMENT

A process of assessing progress toward achieving predetermined goals, including information on the efficiency with which resources are transformed into goods and services (outputs); the quality of those outputs, i.e., how well they are delivered to customers and the extent to which customers are satisfied (service quality); and the qualitative results of a program activity compared to its intended purpose (outcome)

PERIOD OF PROBABLE USEFULNESS (PPU)

Every capital project to be financeable must have a legally set PPU, which establishes a maximum maturity date for any debt issued for that project.

PERSONAL SERVICES

Services, often grant funded, that the County provides to individuals based on group attributes such as homelessness, drug abuse, disability, etc.

POLICY

A principle used to guide a managerial, operational, or financial decision

**PRESENT VALUE**

The current value of one or more future cash flows, discounted at an appropriate interest rate

PRINCIPAL

The original amount borrowed or amount outstanding through a loan, bond issue, or other form of debt

PRIOR YEAR ENCUMBRANCES

Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PRODUCTIVITY

Average real output per unit of input

PROGRAM

A discrete service or group of related services provided by an organizational unit designed to achieve the County's goals and objectives

PROGRAM ENHANCEMENT

A proposal to amend a department's baseline/target budget request by implementing new programs, increasing service levels, initiating revenue generating, or cost saving ideas, and/or implementing anticipated strategic initiatives as outlined and approved in the County's Multi-Year Financial Plan (MYP). The purpose of program enhancements is to provide County decision-makers with a set of structured options for consideration to increase or decrease the baseline budget.

PROJECT NUMBER

A unique numerical or alpha-code used to identify any special activity, especially where specific reporting requirements exist. These numbers are always used with capital projects and grants.

PROJECT TITLE

A name given to a project that is used for administrative purposes in conjunction with the project number; typically captures both the nature and location of the project

PROPRIETARY FUND

A fund used to account for operations that are financed and operate in a manner similar to business enterprises. Such a fund is established as a self-supporting operation with revenues provided principally from fees, charges, or contracts for services. Measurement focus is on determination of net income, financial position, and changes in financial position.



– R –

RATE

A value describing one quantity in terms of another. Example: Rate of interest

RATING AGENCIES

Companies that assess risk levels of bonds or debt instruments and are registered with the U.S. Securities and Exchange Commission as a nationally recognized statistical rating organization. A Rating Agency will assign a relative rating that is intended to identify the likelihood of default or nonpayment. Typically, the lower the risk of nonpayment, the lower the interest paid. Some of the top rating agencies are Standard & Poor's Ratings Services, Moody's Investors Service, and Fitch Ratings.

REAL ASSET

An asset that is intrinsically valuable because of its utility, such as real estate or physical equipment

REAL CAPITAL

Capital, such as equipment and machinery that is used to produce goods

REFUNDING BONDS

Bonds issued to retire outstanding bonds that have a higher interest rate. Typically done to effect net present value savings

REMAINING MATURITY

The amount of time left until a bond becomes due

RESERVES

A portion of fund equity legally restricted (set-aside) for a specified purpose or not available for appropriation and subsequent spending

RESOLUTION

A Resolution is a form of legislation, which the County may adopt. It has less legal formality than an Ordinance or Local Law. See Ordinance and Local law

RESOURCES

Total dollars available for appropriation that include estimated revenues, fund transfers, and beginning fund balances

RESTRUCTURING

Major organizational changes aimed at greater efficiency and adaptation to changing economies, markets, and stakeholder expectations

**REVENUE**

The taxes, fees, charges, special assessments, grants, State and Federal Aid, and other funds collected and received by the County to support its services and/or capital improvement projects

REVOLVING FUND

A special type of fund established to promote improved financial reporting and administrative convenience

RISK

A probability estimate of loss or less-than-expected returns

– S –

SATISFACTION OF DEBT

Document issued by a lender upon complete repayment of debt

SERVICE REQUESTS

A category of performance measurement that represents the number or frequency of requests for service received by a County department or program from other departments or non-County agencies or clients, customers, taxpayers, and/or stakeholders (e.g., number of people applying for public assistance, calling 911, requesting a seasonal pool pass, number of budget transfers requested by County departments during the fiscal year, etc.)

SINKING FUND

A fund, sometimes called a debt service fund, into which the issuer makes periodic deposits to ensure the timely availability of sufficient moneys for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments from it are determined by the terms of the bond contract.

SMART GOVERNMENT INITIATIVE

A plan, usually at the department level, to reduce expenses or increase revenues through improved efficiency

SPECIAL DISTRICT

A designated geographical area established to provide a specialized service usually petitioned by the residents and approved by the Legislature

SPECIAL REVENUE FUND

Fund used to account for revenues received that have specific purposes for which they can be used

STAKEHOLDERS

People, organizations, or groups with an interest or “stake” in an activity of the County

**STRAIGHT-LINE DEPRECIATION**

Reducing the value of an asset, minus its salvage value by the same (fixed) amount every year over its estimated useful life. For example, if a vehicle costs \$20,000 with a salvage value of \$2,000 and an estimated useful life of three years, it will be depreciated at a rate of \$6,000 per year.

STRATEGIC PLAN

Similar to a corporate plan but not restricted to organizational boundaries. A strategic plan gives direction and cohesion to activities over a specified period.

SUPPLEMENTAL APPROPRIATION

Additional appropriation made by the governing body after the budget year has started. Usually submitted by County departments for approval by the County Legislature for grants, forfeiture money, special taxes, and other sources not anticipated or known at the start of the budget year

SURPLUS

The amount by which total revenues exceed total expenses in a given period, usually the County's fiscal year

SWORN POLICE OFFICERS

All non-civilian members of the Police Department who are members of the Policeman's Benevolent Association (PBA), Detectives Association, Inc. (DAI), and Superior Officers Association (SOA)

– T –

TAX

Compulsory charge levied to finance services performed by the government for the benefit of the community (citizens, businesses, etc.)

TAX CERTIORARI

Grievances filed by Nassau County property owners contesting the assessment of their properties

TAX LEVY

The resultant product when the tax base is multiplied by a tax rate per \$100

TAX RATE

The amount of tax levied for each \$100 of assessed valuations. The tax rate is applied to the assessed valuation to derive the tax levy

TRANSFER IN/OUT

Amount transferred from one fund to another to assist in financing the services for the recipient fund

**TRUST FUND**

A trust fund consists of resources received and held by a government unit as a trustee, to be expended or invested in accordance with the conditions of the trust

– U –

UNENCUMBERED BALANCE

The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future use

UNRESERVED FUND BALANCE

The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation

UPGRADE

A positive change in ratings for an issuing entity or a security such as a credit bureau's upgrading of a bond

USEFUL LIFE

The expected length of time that a depreciable asset is in service

USER CHARGES/FEES

A fee paid by an individual for direct receipt of a public service

– V –

VALUATION

The process of determining the value of an asset

VARIABLE COST

A cost that increases or decreases based on changes in activity

VARIABLE RATE DEBT (VRD)

Debt that bears interest that changes or varies at predetermined intervals (e.g., daily, monthly) selected by the issuer.

VARIANCE

Difference between budgeted and actual amounts



– W –

WEIGHTED

For a value, modified in order to reflect proportional relevance

WORKING CAPITAL

Current assets minus current liabilities

WORKLOAD

A performance measurement category that compares output to demand (e.g., people served, transactions processed, complaints addressed, etc.). Answers the following question posed by the data reported in a workload measure: *What is the number of transactions performed per employee for a particular program or service activity?*

– Y –

YEAR-END

Use of the term is in reference to the end of the fiscal year, for Nassau County, December 31.

YEAR-TO-DATE (YTD)

For the period that starts at the beginning of the fiscal year (January 1 for Nassau County) to the current date

YIELD

The rate earned on an investment based on the cost of the investment

YIELD TO MATURITY

Yield realized on a bond that is held until the maturity date. It is greater than the current yield if the bond is selling at a discount and less than the current yield if the bond is selling at a premium.

– Z –

ZERO COUPON BOND

A bond that does not pay periodic interest payments, sells at a deep discount to its face value, and matures at its face value. The same as Accrual Bond