Development Authority of the North Country
Dulles State Office Building
317 Washington St., Suite 414
Watertown, NY 13601

This document represents the Development Authority of the North Country's Budget and Financial Plan for the Fiscal Year Ending March 31, 2021 pursuant to New York Codes, Rules & Regulations, Part 203, Chapter V, Title 2.

§ 203.4 (d) and 203.5 Budget and Financial Plan Documents

(d) All approved budgets and financial plans shall be made available for public inspection, whenever practicable, not less than 7 days before the commencement of the next fiscal year, and shall be submitted to the State Comptroller within 7 days of approval by the board, in an electronic format prescribed by the State Comptroller.

See Appendix I – FYE 2021 Budget Resolutions (these documents are also posted on our website). The attached resolutions were approved by the Authority's full Board on March 26th, 2020.

§ 203.4 (e) Budget and Financial Plan Documents

(e) For purposes of making budgets and financial plans available for public inspection under subdivisions (c) and (d) of this section, the public authority shall make the budgets and financial plans available for a period of not less than 45 days in not less than five convenient public places throughout the area of jurisdiction of the authority and notify the State Comptroller of such locations. The public authority shall also post the budgets and financial plans on its website, if any.

The Development Authority of the North Country has posted this document to its website and has made this document available at the following locations:

Dulles State Office Building
317 Washington St.
Watertown, NY 13601

Solid Waste Management Facility
23400 NY 177
Rodman, NY 13682

Warneck Pump Station
23557 Rte. 37
Watertown, NY 13601

Village of Carthage
120 S. Mechanic St.
Carthage, NY 13619

Village of Clayton
425 Mary St.
Clayton, NY 13624

§ 203.5 Budget and Financial Plan Format.

This document represents the Budget and Financial Plan for FYE March 31, 2021 per OSC requirements.

§ 203.6 Budget and Financial Plan presentation.

Each budget or financial plan shall be accompanied by:

§ 203.6 (a) an explanation of the public authority's relationship with the unit or units of government, if any, on whose behalf or for whose benefit the authority was established.

The Development Authority of the North Country was established June 26, 1985 under Section 8, Title 29, of Public Authority Law by the New York State Legislature. It was established to institute a comprehensive, coordinated program of economic development activities in the three county area comprised of the counties of Jefferson, Lewis and St. Lawrence which surround the United States Army Base at Fort Drum in order to provide the region with the capability to effectively plan and develop the infrastructure needs of the region.

Today the Development Authority operates a materials management facility, water and wastewater facilities, and an open access telecommunications network. The Authority also provides engineering and environmental assistance for internal Authority projects and municipal customers and administers several business and housing loan programs, serving as a regional administrator for New York State programs.

§ 203.6 (b) a description of the budget process, including the dates of key budget decisions.

At least 5 months prior to the close of the current fiscal year, the Authority's Chief Financial Officer creates next fiscal year's budget calendar. This calendar incorporates management budget milestone dates and pre-established Board meeting dates for the initial preliminary budget review, tentative budget review, and final budget review and approval.

See Appendix II – FYE 2021 Budget Calendar

The budget calendar is distributed at the November Manager's meeting. In mid-November, Division Budget Packets are issued to the managers. These packets contain the Budget Objectives and Goals Narrative, Wages & Fringe Budget Assumptions, and Revenue and Expense Data – 5 Year Actual Comparison. Current year to date general ledger transactions for expenses and a Budget Preparation Template are forwarded to managers. Each manager is then responsible for creating their budgets using historical data and reasonable projections. Reasonable projections are based on the interpretation of known facts and variables specific to each manager's field of expertise. In January, each manager meets with the Executive Budget Committee to discuss their budgets (O&M and Capital), critical issues and priorities. The Executive Budget Committee includes the Executive Director, Deputy Executive Director/ Chief Financial Officer, Deputy Comptroller, Director of Public Affairs and Communications, and the Information Technology Director.

See Appendix III – FYE 2021 Budget Packet
See Appendix IV – FYE 2021 Wage and Fringe Benefit Budget Assumptions
See Appendix V – FYE 2021 Critical Issues

On January 23, 2020, a Budget Work Session was held with the Board of Directors where staff provided the Board with a high level presentation of the proposed budget and critical issues. On February 27, 2020, the Finance Committee convened to review the Preliminary Operating and Capital Budget of each division of the Authority. This meeting was open to the entire Board. On March 26, 2020, the Authority's Finance Committee reviewed the final FYE 2021 Budget and recommended such Budget to the full Board. The Board of Directors adopted the FYE 2021 Budget as recommended by the Finance Committee.

§ 203.6 (c) a description of the principal budget assumptions, including sources of revenue, staffing, and future collective bargaining costs, and programmatic goals.

Principal budget assumptions – See Appendix IV – FYE 2021 Wage and Fringe Benefit Budget Assumptions

Sources of revenue –
Regional Development revenue includes customer billings based on loan and/or administrative services agreements, grant income as specified, loan interest and investment interest income.

Materials Management Facility revenue includes customer billings based on tipping fees, grants as specified, landfill gas to energy revenue based on projected energy conversions and marketplace activity, interest income, and investment interest.

Telecommunications revenue includes customer billings for connection to the Open Access Telecommunications Network, interest income, and investment income.

Water Quality/Engineering revenue includes customer billings based on consumption, usage, and services rendered, interest income, and investment income.

Staffing – See Appendix VII – FYE 2021 Employee Roster

Future collective bargaining costs – not applicable – non-union workforce

Programmatic goals – See Appendix VI – FYE 2021 Budget Elements

§ 203.6 (d) a self-assessment of budgetary risks.

Self-assessment - See Appendix V – FYE 2021 Critical Issues

§ 203.6 (e) a revised forecast of the current year's budget.

See Appendix I – FY2021 Budget Resolutions (Amended Budgets for FY1920 follow the resolutions)

§ 203.6 (f) a reconciliation that identifies all changes in estimates from the projections in the previously approved budget or plan.

See Appendix VIII – FY1920 Budget Revisions

§ 203.6 (g) a statement of the last completed fiscal year's actual financial performance in categories consistent with the proposed budget or financial plan.

See Appendix IX – Change in Net Position FYE 2019 - Final

§ 203.6 (h) a projection of the number of employees, including sources of funding, the numbers of full-time and full-time equivalents, and functional classifications.

Staffing is budgeted for by managers at the division level. The sources of funding to maintain staff is inherent to their revenue budgets and/or operational necessity. Revenue budgets include customer billings, loan interest, etc. Operational necessity would encompass the administration and engineering functions needed to support all operations of the Authority. These functions are allocated out to all revenue-bearing divisions.

See Appendix VII – FY2021 Employee Roster

§ 203.6 (i) a statement of each revenue-enhancement and cost-reduction initiative that represents a component of any gap-closing program and the annual impact on revenues, expenses, and staffing.

Not Applicable - No gap-closing programs

§ 203.6 (j) a statement of the source and amount of any material non-recurring resource that is planned for use in any given fiscal year.
Specific grants
<u>NYS Grants</u>
Administration $10,000 – Dept. of Labor Training
Regional Development $1,000,000 – ESD Grants for Tourism, Redevelopment Fund and Value-Added AG
Regional Development $110,000 – Fort Drum Community Planning (Senator Ritchie)
Regional Development $129,000 – NYS Grown and Certified, Ag & Markets Grant
Materials Management Facility $39,110 – Household Hazardous Waste
Materials Management Facility $294,195 – Municipal Waste
<u>Federal Grants</u>
Regional Development $90,000 – Fort Drum Joint Land Use Study (JLUS)
<u>National Grid</u>
Regional Development $40,000 – Drum Country Business

§ 203.6 (k) a statement of any transactions that shift material resources from one year to another and the amount of any reserves.

See Appendix X – FYE 2021 Master Capital Plan

§ 203.6 (l) a statement of borrowed debt projected to be outstanding at the end of each fiscal year covered by the budget or financial plan; the planned use or purpose of debt issuances; scheduled debt service payments for both issued and proposed debt; the principal amount of proposed debt and assumed interest rate(s); debt service for each issuance as a percentage of total pledged revenues, listed by type and category of pledged revenues; cumulative debt service as a percentage of available revenues; and amount of debt that can be issued until legal limits are met.

See Appendix XI – Debt Narrative Estimated to 3.31.2020

Pledged Revenues – not applicable

Debt Service as a %'age of Available Revenues; Principal & Interest $1,336,526/$5,515,817=24%
(Excluded internal loans)

Statutory authorization of the amount of debt that can be issued is unlimited.
See Appendix XII – P&L Page From Audit FYE 3.31.2019

§ 203.6 (m) a statement of the annual projected capital cost broken down by category and sources of funding, and for each capital project, estimates of the annual commitment, total project cost, expected date of completion and the annual cost for operating those capital projects or capital categories that, when placed into service, are expected to have a material impact on the operating budget.

Capital Project Summary – See Appendix X – FYE 2021 Master Capital Plan

Estimated annual O&M resulting from completed Capital Projects have been included within the Board authorized budgets.

See Appendix I – FYE 2021 Budget Resolutions

APPENDIX I

Development Authority of the North Country

Board Resolution No. 2020-03-19

March 26, 2020

APPROVING FISCAL YEAR 2020-2021 ADMINISTRATIVE BUDGET, CAPITAL PROJECTS, ADMINISTRATIVE ALLOCATIONS AND AUDIT COMMITTEE BUDGET

Whereas, the Development Authority of the North Country has caused to be prepared and has reviewed the Fiscal Year 2020-2021 Administrative Budget detailed by the attached Appendix A, and

Whereas, upon recommendation by staff, it is determined that certain capital projects are necessary as set forth on the capital projects schedule as Appendix B, and

Whereas, it is necessary for the Development Authority of the North Country to restrict certain funds, as detailed by the attached Appendix C, and to, upon request, receive legislative initiatives to administer, and

Whereas, the Development Authority of the North Country allocates gross administrative charges to operating companies as detailed by the attached Appendix D, and

Whereas, the Audit Committee retains Certified Public Accountants to perform audits of the financial statements and internal controls and requires a budget for such services as follows:

Financial Audit	$37,500
Miscellaneous Accounting Services	$ 5,000
	$42,500

RESOLVED, by the Development Authority of the North Country that:

1. **The Fiscal Year 2020-2021 Administrative Budget and line items contained therein, as proposed and set forth in Appendix A, is hereby approved and adopted.**

2. **The Administrative capital projects for the Fiscal Year 2020-2021, as set forth in Appendix B, are hereby approved and the Executive Director is hereby authorized and directed to undertake and pay for such projects, including contracting, therefore, on such terms and conditions as he shall determine. Further, capital funds that were previously approved but not fully expended are carried forward for use in Fiscal Year 2020-2021.**

3. **The Schedule of Restricted / Board Designated Reserves, as proposed and set forth in Appendix C, is hereby approved and adopted. Further, to enhance the Authority's ability to manage such reserves, the Authority to create and manage reserves is hereby delegated to the Executive Director who shall report such actions to the Finance Committee on a timely basis.**

4. **The Fiscal Year 2020-2021 Administrative Allocations as proposed and set forth in Appendix D are hereby approved and adopted.**

5. **The Audit Committee Budget, as proposed and set forth, is hereby approved and adopted.**

6. **The Executive Director is authorized to receive legislative initiatives on behalf of the Authority and to execute grant agreements and related documents with grant recipients as appropriate.**

Administration
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Grant Revenue				
4183	NY State Grants	$5,175.00	$10,000.00	$6,165.00	$10,000.00
	Total Grant Revenue	**5,175.00**	**10,000.00**	**6,165.00**	**10,000.00**
	Other Income				
4164	Miscellaneous	169,865.86	172,900.00	142,191.08	212,700.00
	Total Other Income	**169,865.86**	**172,900.00**	**142,191.08**	**212,700.00**
4201	**Gain on Sale of Assets**	**49,163.68**	**28,000.00**	**34,266.40**	**28,000.00**
	Interest Income				
4102	Investment Interest Income	310,346.81	313,200.00	215,000.47	314,600.00
420...	Mark to Market Adjustment	94,113.50	0.00	85,892.85	0.00
	Total Interest Income	**404,460.31**	**313,200.00**	**300,893.32**	**314,600.00**
	Total Income	**628,664.85**	**524,100.00**	**483,515.80**	**565,300.00**
	Salaries				
500...	Administrative Wages	850,999.68	1,116,610.00	818,319.60	1,234,732.00
500...	WQ Wages	0.00	0.00	813.03	0.00
5002	Overtime Wages	541.76	0.00	760.35	1,000.00
	Total Salaries	**851,541.44**	**1,116,610.00**	**819,892.98**	**1,235,732.00**
	Fringe Benefits				
503...	FICA Expense	58,503.82	85,421.00	53,323.72	94,457.00
503...	Pension Expense	114,602.92	156,928.00	112,051.51	171,365.00
503...	Health Insurance	71,594.40	115,730.00	81,673.83	135,879.00
504...	Retiree Health Insurance	53,275.34	56,380.00	39,374.78	80,330.00
503...	Workers Comp	1,789.73	2,094.00	2,944.29	2,194.00
503...	Disability Insurance	708.82	965.00	723.78	1,045.00
5036	Unemployment	0.00	10,000.00	0.00	10,000.00
504...	Post Retire Overhead	75,466.33	76,231.00	53,624.25	81,751.00
5051	Benefit Admin. Fees	9,603.12	10,000.00	4,596.70	11,020.00
5054	Employee Physicals & Screening	22.00	875.00	324.25	875.00
	Total Fringe Benefits	**385,566.48**	**514,624.00**	**348,637.11**	**588,916.00**
	Operations & Maintenance				
5134	Maintenance Contracts	2,587.30	3,692.00	1,210.28	3,355.00
5403	Safety Equipment & Supplies	6,892.65	7,500.00	3,250.49	7,500.00
6106	Annual Report	0.00	5,000.00	0.00	5,000.00
	Total O & M	**9,479.95**	**16,192.00**	**4,460.77**	**15,855.00**
	Office & Administrative				
5053	Misc Employee Costs	9,371.47	5,670.00	4,695.52	6,070.00
5102	Office Rent	68,348.80	74,249.00	54,666.97	103,700.00
5104	Office Supplies	5,253.65	10,000.00	5,017.72	10,000.00
5110	Postage & Shipping	5,424.97	6,000.00	4,640.35	6,000.00
5112	Telephone	3,022.73	3,700.00	2,651.04	3,600.00
5114	Cellular Services	2,320.00	4,000.00	3,133.88	5,800.00
5118	Other Communications	8,089.39	10,000.00	5,834.71	9,480.00
5120	Dues & Subscriptions	4,393.20	5,000.00	3,157.28	5,000.00
5122	Public Info & Advertising	1,708.67	4,000.00	3,013.41	1,500.00
5123	Promotional Materials	2,939.25	3,000.00	2,172.01	5,000.00
5130	Office Equipment	0.00	2,500.00	0.00	2,500.00
5170	Other Office Expenses	420.00	2,670.00	762.00	1,600.00
5173	Credit Card Processing Fees	836.17	1,200.00	398.95	600.00
5202	Employee Mileage Reimbursement	3,396.84	6,000.00	4,378.83	7,500.00
5204	Empl. Meals & Incidental	384.37	2,150.00	1,687.23	2,700.00
5206	Empl. Lodging	1,286.00	3,700.00	3,135.60	4,700.00
5270	Travel & Meeting Expense	1,689.34	2,850.00	1,300.85	3,550.00

Administration
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
5370	Training & Development	10,704.81	13,000.00	9,006.65	12,400.00
5402	Employee Uniforms	168.00	1,350.00	38.50	1,425.00
5404	Safety Training	0.00	0.00	0.00	10,000.00
5508	Cleaning Services	3,640.00	5,000.00	2,520.00	5,000.00
6102	Board Member Travel & Expenses	827.44	1,750.00	526.64	1,750.00
6104	Sponsorships	3,080.00	9,000.00	4,982.00	9,500.00
	Total Office & Admin	**137,305.10**	**176,789.00**	**117,720.14**	**219,375.00**
	Professional Fees				
5924	Legal	33,862.06	30,000.00	19,357.20	30,000.00
5926	Investment Banking Fees	7,636.85	8,900.00	5,506.00	9,800.00
592...	Accounting Fees	34,000.00	41,700.00	30,900.00	42,500.00
5970	Consulting	0.00	10,000.00	8,825.00	10,000.00
	Total Professional Fees	**75,498.91**	**90,600.00**	**64,588.20**	**92,300.00**
	Automobile				
5601	Auto/Light Truck Rep. & Maint.	485.07	1,000.00	591.29	1,000.00
5602	Auto/Light Truck Fuel	215.66	1,500.00	119.98	1,750.00
	Total Automobile	**700.73**	**2,500.00**	**711.27**	**2,750.00**
	Computer				
5124	Computer Equipment	37,427.13	25,640.00	23,536.21	44,800.00
5126	Computer Maintenance	1,713.75	13,000.00	7,698.00	8,500.00
5128	Programming & Software	92,098.49	126,506.00	83,672.36	153,074.00
5129	ECMS Expense	18,112.55	18,656.00	18,655.92	28,225.00
6108	Web Page Design & Maintenance	2,359.88	2,690.00	0.00	2,752.00
	Total Computer	**151,711.80**	**186,492.00**	**133,562.49**	**237,351.00**
6114	**Insurance**	**17,462.94**	**17,800.00**	**13,349.97**	**18,700.00**
619...	**Admin Allocation**	**(1,675,740.19)**	**(1,995,799.00)**	**(1,472,045.93)**	**(2,168,149.00)**
7032	**Depreciation**	**224,925.68**	**255,800.00**	**183,430.64**	**277,600.00**
6901	**Contingency**	**0.00**	**19,970.00**	**0.00**	**25,000.00**
	Total Expenses	**178,452.84**	**401,578.00**	**214,307.64**	**545,430.00**
	Change in Net Position	**450,212.01**	**122,522.00**	**269,208.16**	**19,870.00**

Administration
BUDGET FYE 2021
APPENDIX A

Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
STATEMENT OF CASH FLOW FROM OPERATIONS				
(This presentation of Cash Flow does not take into account changes in accruals)				
CHANGE IN NET ASSETS				**19,870.00**
PLUS DEPRECIATION & AMORTIZATION				**277,600.00**
LESS PRINCIPAL PAYMENTS				**(50,000.00)**
RESERVE/CAPITAL REQUIREMENTS				
ADMIN CAPITAL PROJECTS				(195,500.00)
TOTAL RESERVE/CAPITAL REQUIRED				**(195,500.00)**
CASH FLOW				**51,970.00**

APPENDIX B
ADMINISTRATIVE CAPITAL PROJECTS

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	Fleet Vehicles	O	$ 123,500	$ 191,000	$ 213,200	$ 220,600	$ 91,300
	Server Replacement	O	$ 12,000	$ 9,600	$ 3,000	$ 40,000	$ 16,000
	Network Access Control (NAC)	O	$ 60,000	$ -	$ -	$ -	$ -
	Voice Upgrade	O	$ -	$ 50,000	$ -	$ -	$ -
TOTAL ADMINISTRATIVE			**$ 195,500**	**$ 250,600**	**$ 216,200**	**$ 260,600**	**$ 107,300**

Fund Description

O Operating Investments
AR Administrative Reserve

APPENDIX C
Development Authority of the North Country
Restricted/ Board Designated Reserves
Fiscal Year Ending March 31, 2020

The Development Authority of the North Country recognizes the following restricted reserves as detailed below,

Restricted Fund Balance:	**Balance 3/31/2019**	**Estimated Balance 3/31/2020**
Community Rental Housing Program	$ 14,152,950	$ 14,238,703
Community Development Loan Fund	$ 6,872,251	$ 7,975,578
Housing Loan Revolving Fund	$ 22,547,676	$ 22,852,616
Army Water & Sewer	$ 1,800,000	$ 1,800,000
Regional Waterline	$ 477,482	$ 477,482
SWMF Replacement Reserve	$ 6,568,802	$ 5,592,764
Wetlands Mitigation Reserve	$ 2,128,429	$ 1,290,016
Telecom Repair & Replacement Reserve	$ 7,216,669	$ 6,701,387
	$ 61,764,259	$ 60,928,546

Further, it is necessary for the Development Authority of the North Country to designate a portion of its fund balance for the purposes detailed below,

Board Designated Reserves:	**Balance 3/31/2019**	**Estimated Balance 3/31/2020**
Supplemental Insurance Reserve	$ 7,000,000	$ 7,000,000
Infrastructure Development	$ 223,107	$ 223,107
Solid Waste Capital Reserve	$ 17,263,675	$ 12,624,458
Tip Fee Stabilization Reserve	$ 4,218,723	$ 4,354,135
Landfill Gas Reserve	$ 1,122,089	$ 1,589,718
Economic Development Loan Fund	$ 5,641,846	$ 5,640,399
Affordable Housing Program	$ 3,000,000	$ 3,000,000
Administrative Reserves	$ 4,000,000	$ 4,000,000
	$ 42,469,440	$ 38,431,817

APPENDIX D
Administrative Allocations
Budget - FYE March 31, 2021

	Budgeted 2020	Budgeted 2021	Increase or Decrease
Administrative Costs:			
Salaries & Fringes	$ 1,570,031	$ 1,739,434	$ 169,403
Administrative Overhead	$ 534,969	$ 685,226	$ 150,257
Total Administrative Costs	**$ 2,105,000**	**$ 2,424,660**	**$ 319,660**

Administrative Allocation:	Budgeted 2020	Budgeted 2021	Increase or Decrease
Army Sewer	$ 286,033	$ 289,618	$ 3,585
Army Water	$ 119,183	$ 152,867	$ 33,684
Regional Water	$ 16,492	$ 17,717	$ 1,225
Water Quality Contracts	$ 35,970	$ 36,558	$ 588
Engineering	$ 51,513	$ 55,464	$ 3,951
Solid Waste	$ 769,515	$ 840,523	$ 71,008
Telecommunications	$ 570,964	$ 616,227	$ 45,263
Regional Development Contracts	$ 46,522	$ 50,697	$ 4,175
Affordable Housing Program	$ 56,781	$ 61,484	$ 4,703
Community Development Loan Fund	$ 5,000	$ -	$ (5,000)
Authority Economic Development Fund	$ 46,340	$ 56,009	$ 9,669
Community Rental Housing Program	$ 7,539	$ 8,997	$ 1,458
Internal Subsidy	$ 93,148	$ 238,500	$ 145,352
Total	**$ 2,105,000**	**$ 2,424,660**	**$ 319,660**

Development Authority of the North Country

Board Resolution No. 2020-03-20

March 26, 2020

APPROVING FISCAL YEAR 2020-2021 ENGINEERING DIVISION OPERATING BUDGET, CAPITAL PROJECTS AND RESERVE DESIGNATION

Whereas, the Development Authority of the North Country has caused to be prepared and has reviewed the proposed Fiscal Year 2020-2021 Engineering Budget, attached to this Resolution as Appendix A, and

Whereas, upon recommendation by staff, it is determined that certain capital projects are necessary as set forth on the capital projects schedule as Appendix B, and

Whereas, upon recommendation by staff, it is determined beneficial to establish an Engineering Reserve Fund to support recurring capital investments to maintain technology in support of Authority operations. It is advantageous to the Development of the North County to establish a separate bank account at Community Bank for such account. Further, it is desirable to provide for electronic or telephonic transfers of Development Authority of the North Country Funds by appropriate Authority representatives, and

RESOLVED, by the Development Authority of the North Country that:

1. **The Fiscal Year 2020-2021 Engineering Budget and line items contained therein, as proposed and set forth in Appendices A, are hereby approved and adopted.**

2. **The Engineering capital projects for the Fiscal Year 2020-2021, as set forth in Appendix B, are hereby approved and the Executive Director is hereby authorized and directed to undertake and pay for such projects, including contracting, therefore, on such terms and conditions as he shall determine. Further, capital funds that were previously approved but not fully expended are carried forward for use in Fiscal Year 2020-2021.**

3. **The Authority shall create a Board Designated Engineering Reserve to support future capital investment to be funded from the operational surplus of the Engineering Division. The Chairman, Treasurer, Executive Director, Deputy executive Director and Deputy Comptroller of the Development Authority of the North Country be named as authorized signatories on the Engineering Reserve Account and that all documents required as evidence of this authority be executed by appropriate Authority Officers and/or personnel. Further, the Accountant I and Accounting Associate be designated authorized representatives for the purpose of executing transfers of Authority funds, electronically or telephonically, when authorized by designated Authority Officers**

and/or personnel, and that all documents required as evidence of such authority be executed by Authority Officers and/or personnel.

Engineering
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Customer Billings				
4001	Customer Billings	$1,231,125.65	$1,241,850.00	$1,129,798.53	$1,236,025.00
	Total Customer Billings	**1,231,125.65**	**1,241,850.00**	**1,129,798.53**	**1,236,025.00**
	Grant Revenue				
4181	Federal Grant Income	17,505.00	0.00	8,995.00	0.00
4184	Other Grants	438.24	0.00	0.00	0.00
	Total Grant Revenue	**17,943.24**	**0.00**	**8,995.00**	**0.00**
	Total Income	**1,249,068.89**	**1,241,850.00**	**1,138,793.53**	**1,236,025.00**
	Salaries				
500...	Engineering Wages	725,185.18	653,301.00	580,691.83	700,886.00
500...	Technology Wages	15,536.67	0.00	360.72	0.00
500...	Regional Development Wages	2,582.29	0.00	0.00	0.00
500...	WQ Wages	442.63	0.00	2,131.08	0.00
5002	Overtime Wages	871.63	270.00	1,380.82	375.00
	Total Salaries	**744,618.40**	**653,571.00**	**584,564.45**	**701,261.00**
	Fringe Benefits				
503...	FICA Expense	54,181.73	49,998.00	40,581.86	53,647.00
503...	Pension Expense	88,495.03	75,685.00	66,258.69	82,542.00
503...	Health Insurance	98,509.07	94,411.00	76,566.30	93,189.00
503...	Workers Comp	13,570.86	31,229.00	26,077.28	29,179.00
503...	Disability Insurance	633.33	404.00	303.03	445.00
504...	Post Retire Overhead	57,880.29	47,619.00	44,213.04	51,226.00
5054	Employee Physicals & Screening	841.75	500.00	297.75	500.00
	Total Fringe Benefits	**314,112.06**	**299,846.00**	**254,297.95**	**310,728.00**
	Operations & Maintenance				
5403	Safety Equipment & Supplies	1,108.44	1,100.00	1,011.24	1,000.00
5904	SCADA	22,717.22	28,381.07	7,989.78	22,200.00
8090	Purchases for Resale	79,806.59	95,000.00	79,996.75	36,000.00
	Total O & M	**103,632.25**	**124,481.07**	**88,997.77**	**59,200.00**
	Office & Administrative				
5053	Misc Employee Costs	730.82	1,000.00	219.25	1,000.00
5102	Office Rent	12,716.04	10,761.00	8,070.75	10,761.00
5104	Office Supplies	863.74	2,800.00	1,249.25	2,800.00
5112	Telephone	3,022.59	3,678.93	2,650.91	3,600.00
5114	Cellular Services	6,947.94	6,800.00	4,300.03	6,700.00
5120	Dues & Subscriptions	913.00	1,000.00	618.00	1,000.00
5122	Public Info & Advertising	4,345.02	500.00	0.00	500.00
5130	Office Equipment	3,075.95	6,000.00	2,796.39	5,000.00
5202	Employee Mileage Reimbursement	19,026.40	14,500.00	12,569.76	14,500.00
5204	Empl. Meals & Incidental	1,958.81	2,500.00	453.30	2,500.00
5206	Empl. Lodging	6,612.00	7,000.00	1,715.00	7,000.00
5312	Continuing Education	0.00	0.00	0.00	5,000.00
5370	Training & Development	8,021.07	8,000.00	2,970.00	8,000.00
5402	Employee Uniforms	633.90	1,175.00	416.00	1,300.00
	Total Office & Admin	**68,867.28**	**65,714.93**	**38,028.64**	**69,661.00**
	Professional Fees				
5924	Legal	0.00	50,500.00	29,426.88	500.00
	Total Professional Fees	**0.00**	**50,500.00**	**29,426.88**	**500.00**
	Automobile				
5601	Auto/Light Truck Rep. & Maint.	2,427.47	2,777.00	359.82	2,777.00
5602	Auto/Light Truck Fuel	4,265.06	6,000.00	2,401.61	6,000.00

Engineering
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
5603	Auto/Light Truck Rental/Lease	12,164.04	8,600.00	7,125.03	8,400.00
5605	Vehicle Ins	2,197.27	2,700.00	2,025.00	3,200.00
	Total Automobile	**21,053.84**	**20,077.00**	**11,911.46**	**20,377.00**
	Computer				
5124	Computer Equipment	3,059.58	3,100.00	2,947.98	6,500.00
5128	Programming & Software	9,667.78	1,103.00	0.00	800.00
5906	GIS	42,045.51	42,450.00	29,535.04	29,006.00
	Total Computer	**54,772.87**	**46,653.00**	**32,483.02**	**36,306.00**
6114	**Insurance**	**24,077.03**	**26,300.00**	**19,725.03**	**26,600.00**
619...	**Admin Allocation**	**42,870.00**	**51,513.00**	**37,978.84**	**55,463.00**
619...	**Engineering Allocation**	**(96,570.33)**	**(99,330.00)**	**(45,180.88)**	**(82,956.00)**
6208	**NYS Administrative Assessment**	**7,378.00**	**6,637.00**	**0.00**	**6,957.00**
890...	**Water Quality Allocation**	**255.14**	**0.00**	**0.00**	**0.00**
7032	**Depreciation**	**27,217.26**	**35,600.00**	**26,148.81**	**27,800.00**
	Total Expenses	**1,312,283.80**	**1,281,563.00**	**1,078,381.97**	**1,231,897.00**
	Change in Net Position	**(63,214.91)**	**(39,713.00)**	**60,411.56**	**4,128.00**

Engineering
BUDGET FYE 2021
APPENDIX A

Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
STATEMENT OF CASH FLOW FROM OPERATIONS				
(This presentation of Cash Flow does not take into account changes in accruals)				
CHANGE IN NET ASSETS				4,128.00
PLUS DEPRECIATION & AMORTIZATION				27,800.00
CASH FLOW				31,928.00

APPENDIX B
ENGINEERING

ENGINEERING

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	GIS Equipment	O	$ -	$ 30,000	$ -	$ -	$ -
	GIS Internet Mapping Application Upgrade	TBD	$ -	$ -	$ -	$ 50,000	$ -
TOTAL ENGINEERING			**$ -**	**$ 30,000**	**$ -**	**$ 50,000**	**$ -**

Fund Description(s)

REV	Revenue
O	Operating Investments
CR	Capital Reserve
TBD	To Be Determined

Development Authority of the North Country

Board Resolution No. 2020-03-21

March 26, 2020

APPROVING FISCAL YEAR 2020-2021 MATERIALS MANAGEMENT DIVISION OPERATING BUDGET, CAPITAL PROJECTS, RESERVE REQUIREMENTS, AND TIPPING FEES

Whereas, the Development Authority of the North Country has caused to be prepared and has reviewed the proposed Fiscal Year 2020-2021 Materials Management Budget based on anticipated waste volumes, said proposed Budget being attached to this resolution as Appendix A, and

Whereas, upon recommendation by staff and consulting engineers, it is determined that certain capital projects are necessary, as set forth on the capital projects' schedule attached as Appendix B, and

Whereas, it is necessary to establish reserve requirements, tipping fees and related understandings for Fiscal Year 2020-2021 in support of said Budget.

RESOLVED, by the Development Authority of the North Country that:

1. **The Fiscal Year 2020-2021 Materials Management Budget and line items contained therein, as proposed and set forth in Appendix A, are hereby approved and adopted.**

2. **The Materials Management capital projects for the Fiscal Year 2020-2021, as set forth in Appendix B, are hereby approved, with the stated cost thereof to be charged against indicated reserves, and the Executive Director is hereby authorized and directed to undertake and pay for such projects, including contracting therefore on such terms and conditions as he shall determine. Further, capital funds that were previously approved but not fully expended are carried forward for use in Fiscal Year 2020-2021.**

3. **Based upon receipt at the Facility of anticipated waste volumes, the tipping fee for the Fiscal Year 2020-2021 shall be $46.00 per ton for municipal solid waste, construction and demolition waste, and ash; $36.00 per ton for non-beneficial use sludge, industrial waste and sewage sludge; $18.00 per ton for non-hazardous petroleum contaminated soil; $17.50 per ton for beneficial use sludge; $200 per ton for friable asbestos (one ton minimum); $80.00 per ton for friable asbestos-contaminated construction debris. The Authority shall offer a $2.00 per ton discount on municipal solid waste (MSW) and construction and demolition waste (C&D) to haulers entering a contract with the Authority.**

4. **The Community Improvement Program shall be extended for Fiscal Year 2020-2021 at $31.50 per ton for up to 15,000 tons of demolition waste. The Residential Cleanup Program shall be extended for Fiscal Year 2020-2021 at $36.00 per ton for up to 2,500 tons. Reserve requirements for such year (included in the tipping fees) shall be, per ton:**

Replacement	**$3.00**
Closure	**$2.00**
Capital	**$1.25**

Pursuant to the Host Community Agreement with the Town of Rodman, estimated host community benefit fees and gas to energy revenue sharing, totaling $780,261.00 will be paid for the Fiscal Year 2020-2021.

5. **To enhance the Authority's ability to respond promptly to changing conditions in the competitive solid waste disposal market, the authority to establish tipping fees, special condition fees, manage reserves, establish host community agreements and negotiate multi-year hauler contracts is hereby delegated to the Executive Director who shall report such actions to the Facilities Committee in a timely manner.**

Materials Management
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Customer Billings				
4001	Customer Billings	$6,245,615.08	$7,331,188.00	$5,654,817.41	$7,613,000.00
4006	Replacement Reserve Tip Income	1,107,093.28	537,188.00	401,630.32	678,960.00
4008	Closure Reserve Tip Income	553,546.64	477,500.00	357,004.72	452,640.00
4010	Tip Fee Stabilization Tip Income	553,546.64	0.00	0.00	0.00
4012	Capital Reserve Tip Income	830,319.96	477,500.00	357,004.72	282,900.00
4013	Landfill Gas Tip Income	553,546.64	477,500.00	357,004.72	0.00
	Total Customer Billings	**9,843,668.24**	**9,300,876.00**	**7,127,461.89**	**9,027,500.00**
	Waste Diversion Revenue				
4050	RTS Revenue	0.00	0.00	0.00	715,500.00
4060	Recycling Revenue - Tires	0.00	0.00	0.00	140,000.00
4061	Recycling Revenue - Mattresses	0.00	0.00	0.00	113,897.00
	Total Waste Diversion Revenue	**0.00**	**0.00**	**0.00**	**969,397.00**
	Grant Revenue				
4183	NY State Grants	73,019.14	120,000.00	0.00	333,312.00
	Total Grant Revenue	**73,019.14**	**120,000.00**	**0.00**	**333,312.00**
	Other Income				
4164	Miscellaneous	19,516.65	15,000.00	31,262.92	25,000.00
4166	LFGTE Revenue	581,414.66	582,330.00	518,727.35	438,009.00
	Total Other Income	**600,931.31**	**597,330.00**	**549,990.27**	**463,009.00**
4201	**Gain on Sale of Assets**	**41,710.00**	**15,000.00**	**47,025.00**	**45,000.00**
	Interest Income				
410...	Trustee Interest	285,843.85	147,140.00	286,301.69	134,138.00
4108	Reserve Interest	112,475.54	116,222.00	90,877.58	111,110.00
4116	Replace Reserve Interest Income	115,189.10	124,514.00	92,501.21	102,931.00
4118	Closure Reserve Interest Income	171,980.27	188,360.00	141,191.43	200,275.00
4119	Post Close Interest Income	156,633.68	142,096.00	124,072.57	151,084.00
4120	Wetlands Mitigation Interest Income	37,890.62	41,092.00	30,852.14	22,096.00
420...	Mark to Market Adjustment	379,903.56	0.00	298,973.11	0.00
	Total Interest Income	**1,259,916.62**	**759,424.00**	**1,064,769.73**	**721,634.00**
	Total Income	**11,819,245.31**	**10,792,630.00**	**8,789,246.89**	**11,559,852.00**
	Salaries				
500...	Engineering Wages	111,614.53	101,488.00	32,961.59	114,958.00
500...	Technology Wages	31,077.15	0.00	721.45	0.00
500...	MMF Wages	1,257,362.12	1,495,022.00	988,184.15	1,517,731.00
5002	Overtime Wages	33,399.06	35,438.00	13,959.54	36,769.00
5005	On-Call Stipend	7,800.00	7,800.00	5,550.00	7,800.00
	Total Salaries	**1,441,252.86**	**1,639,748.00**	**1,041,376.73**	**1,677,258.00**
	Fringe Benefits				
503...	FICA Expense	101,889.19	125,397.00	72,669.64	128,270.00
503...	Pension Expense	177,994.17	230,211.00	137,797.52	239,399.00
503...	Health Insurance	209,286.54	248,331.00	153,893.84	294,049.00
503...	Workers Comp	83,291.57	113,726.00	76,634.12	103,620.00
503...	Disability Insurance	1,062.38	1,168.00	875.97	1,079.00
504...	Post Retire Overhead	140,385.23	156,547.00	102,828.46	157,596.00
5054	Employee Physicals & Screening	7,100.20	9,500.00	7,239.65	8,000.00
	Total Fringe Benefits	**721,009.28**	**884,880.00**	**551,939.20**	**932,013.00**
	Operations & Maintenance				
5062	Third Party Temporary - O&M	17,526.60	36,000.00	33,916.08	50,976.00
5403	Safety Equipment & Supplies	11,874.05	14,000.00	7,549.48	14,000.00
5702	Large Parts	84,147.36	95,000.00	64,477.89	100,000.00
5703	Small Equipment	21,332.71	30,000.00	10,514.48	30,000.00

Materials Management
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
5704	O&M Supplies	11,823.67	20,000.00	10,173.04	20,000.00
5708	Fuels	234,408.47	248,000.00	160,642.82	335,000.00
5710	Lubricants	11,209.22	20,000.00	5,717.16	20,000.00
5712	Purchased Maintenance & Repair	53,903.29	90,000.00	76,601.55	65,000.00
5716	Equipment Rental	8,778.00	10,000.00	6,329.10	15,000.00
5718	Tires	19,128.26	46,000.00	30,356.96	30,000.00
5770	Other Tool, Equip & O&M	2,467.18	2,500.00	2,499.61	2,500.00
5815	Chemicals	6,490.04	20,000.00	7,788.44	10,000.00
5818	Leachate System Expense	0.00	0.00	0.00	15,000.00
5820	LFG Maintenance	73,306.64	75,000.00	55,527.06	75,000.00
5932	Monitoring & Testing	94,290.06	115,600.00	78,458.39	115,600.00
6008	Contract Hauling	26,528.75	27,500.00	6,032.50	20,000.00
	Total O & M	**677,214.30**	**849,600.00**	**556,584.56**	**918,076.00**
	Recycling Transfer Station				
500...	Material Reprocessing Wages	0.00	86,757.00	48,297.60	134,551.00
503...	FICA Expense	0.00	6,637.00	3,147.34	10,293.00
503...	Pension Expense	0.00	8,068.00	3,587.05	12,917.00
503...	Health Insurance	0.00	23,120.00	9,537.78	25,155.00
503...	Workers Comp	0.00	9,552.00	4,999.12	12,311.00
503...	Disability Insurance	0.00	49.00	0.00	74.00
504...	Post Retire Overhead	0.00	11,040.00	6,479.00	16,560.00
6300	RTS -Safety Equipment & Supplies	0.00	2,350.00	1,512.09	2,500.00
6305	RTS - Large Parts	0.00	15,000.00	164.30	7,500.00
6310	RTS - Small Equipment	0.00	6,755.00	0.00	4,005.00
6315	RTS - O&M Supplies	0.00	14,000.00	9,602.23	14,000.00
6320	RTS - Fuels	0.00	3,500.00	1,134.37	10,000.00
6325	RTS - Purchased Maintenance & Repair	0.00	7,500.00	1,065.82	7,500.00
6329	RTS - Disposal Costs	0.00	0.00	0.00	715,500.00
6330	RTS - Contract Hauling	0.00	144,000.00	0.00	230,000.00
6335	RTS - Office Supplies	0.00	250.00	128.62	1,000.00
6340	RTS - Cellular Services	0.00	1,020.00	0.00	1,020.00
6345	RTS - Other Communications	0.00	2,400.00	0.00	2,400.00
6350	RTS - Office Equipment Maintenance	0.00	500.00	0.00	500.00
6355	RTS - Employee Mileage Reimbursement	0.00	150.00	0.00	150.00
6360	RTS - Employee Uniforms	0.00	400.00	115.04	300.00
6365	RTS - Gas & Electric	0.00	5,000.00	1,659.70	5,000.00
6370	RTS - Propane	0.00	5,000.00	2,173.17	4,000.00
6375	RTS - Building Supplies	0.00	2,000.00	678.62	1,000.00
6380	RTS - Site Supplies	0.00	2,000.00	703.70	1,000.00
6385	RTS - Building Maintenance & Repair	0.00	2,500.00	1,097.47	3,000.00
6390	RTS - Site Maintenance & Repair	0.00	4,000.00	1,764.84	4,000.00
6395	RTS - Auto/Light Truck Rep. & Maint.	0.00	1,000.00	450.00	2,000.00
6400	RTS - Auto/Light Truck Fuel	0.00	1,500.00	0.00	1,500.00
6410	RTS - Programming & Software	0.00	5,000.00	0.00	5,000.00
	Total Recycling Transfer Station	**0.00**	**371,048.00**	**98,297.86**	**1,234,736.00**
	Waste Diversion				
5125	Promotional Materials - RRR	25,396.88	75,000.00	38,463.18	75,000.00
6009	Household Hazardous Waste	68,422.72	70,000.00	66,377.50	75,000.00
6011	Recycling Incentive	49,019.45	67,755.00	45,992.75	116,000.00
6012	Recycling Incentive-County Capital	0.00	600,000.00	290,658.93	555,000.00
6013	CRT Recycling	95,782.40	115,000.00	74,434.81	90,000.00
6015	Ag Plastics Recycling	0.00	5,000.00	0.00	0.00
6017	Book Debinding	6,086.31	7,500.00	4,958.43	5,000.00
6018	Mattress Recycling - All Counties	42,494.00	180,000.00	121,508.00	370,000.00
6019	Fort Drum - Public Partnership	17,308.80	0.00	0.00	0.00
6020	Waste Audit	0.00	35,000.00	34,000.00	0.00
6021	Regional Tire Recycling	0.00	70,000.00	30,182.88	140,000.00
	Total Waste Diversion	**304,510.56**	**1,225,255.00**	**706,576.48**	**1,426,000.00**

Materials Management
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
6002	**Sewage Treatment**	**339,155.36**	**398,443.00**	**265,023.18**	**354,200.00**
601...	**Closure & Post Closure Care**	**1,037,920.58**	**807,956.00**	**759,494.43**	**803,999.00**
6006	**Host Community Benefits**	**928,647.88**	**813,373.00**	**603,337.98**	**780,261.00**
6007	**LFGTE Revenue Sharing**	**0.00**	**10,000.00**	**0.00**	**0.00**
	Office & Administrative				
5053	Misc Employee Costs	582.23	1,000.00	444.40	1,000.00
5104	Office Supplies	2,850.59	5,000.00	1,047.43	5,000.00
5112	Telephone	6,837.33	7,640.00	5,486.59	8,000.00
5114	Cellular Services	7,624.72	9,100.00	5,110.81	10,000.00
5120	Dues & Subscriptions	1,539.00	3,000.00	701.99	3,000.00
5122	Public Info & Advertising	3,226.52	2,500.00	1,333.72	2,500.00
5123	Promotional Materials	6,819.68	8,000.00	5,187.79	8,000.00
5130	Office Equipment	0.00	1,000.00	210.67	1,000.00
5132	Office Equip Maintenance	0.00	1,200.00	0.00	1,200.00
5202	Employee Mileage Reimbursement	1,433.30	5,000.00	821.51	5,000.00
5204	Empl. Meals & Incidental	93.83	1,800.00	35.47	1,800.00
5206	Empl. Lodging	2,633.20	4,800.00	1,381.00	4,800.00
5270	Travel & Meeting Expense	9.00	750.00	0.00	750.00
5312	Continuing Education	0.00	1,460.00	0.00	3,000.00
5370	Training & Development	5,358.23	8,000.00	1,880.46	8,000.00
5402	Employee Uniforms	10,781.71	20,100.00	10,921.20	20,100.00
5508	Cleaning Services	10,657.50	10,000.00	6,020.00	12,000.00
6210	Trustee Fees	6,766.20	8,500.00	3,500.00	7,500.00
	Total Office & Admin	**67,213.04**	**98,850.00**	**44,083.04**	**102,650.00**
	Utilities				
5802	Gas & Electric	38,036.28	40,000.00	24,447.18	40,000.00
5803	Propane	21,854.09	25,000.00	8,227.11	25,000.00
	Total Utilities	**59,890.37**	**65,000.00**	**32,674.29**	**65,000.00**
	Materials & Supplies				
5806	Building Supplies	3,297.70	7,000.00	2,552.85	7,000.00
5810	Site Supplies	34,694.60	20,000.00	11,468.30	40,000.00
5824	Sand, Gravel & Stone	199,892.60	200,000.00	185,612.62	200,000.00
5826	Seed & Mulch	22,840.00	30,000.00	27,262.90	35,000.00
	Total Materials & Supplies	**260,724.90**	**257,000.00**	**226,896.67**	**282,000.00**
	Professional Fees				
5924	Legal	780.00	5,500.00	1,650.00	5,500.00
5926	Investment Banking Fees	14,714.17	18,034.00	11,181.37	17,353.00
5970	Consulting	2,635.00	3,500.00	90.00	3,500.00
	Total Professional Fees	**18,129.17**	**27,034.00**	**12,921.37**	**26,353.00**
	Repairs & Maintenance				
5804	Building Maintenance & Repair	23,629.17	25,000.00	4,964.62	20,000.00
	Total Repairs & Maintenance	**23,629.17**	**25,000.00**	**4,964.62**	**20,000.00**
	Automobile				
5603	Auto/Light Truck Rental/Lease	31,743.84	23,400.00	19,099.97	17,200.00
	Total Automobile	**31,743.84**	**23,400.00**	**19,099.97**	**17,200.00**
	Computer				
5124	Computer Equipment	1,762.53	8,300.00	5,131.54	9,900.00
5128	Programming & Software	15,053.93	5,040.00	5,039.84	6,155.00
	Total Computer	**16,816.46**	**13,340.00**	**10,171.38**	**16,055.00**
6122	**Bad Debt Expense**	**12,112.35**	**0.00**	**0.00**	**0.00**
6114	**Insurance**	**153,519.64**	**146,000.00**	**109,500.03**	**169,600.00**
619...	**Admin Allocation**	**702,056.51**	**769,515.00**	**567,473.71**	**840,523.00**
619...	**Engineering Allocation**	**31,394.55**	**32,073.00**	**12,569.22**	**31,076.00**

Materials Management
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
6208	NYS Administrative Assessment	49,605.00	51,703.00	0.00	52,101.00
7032	Depreciation	4,263,466.41	4,162,900.00	2,970,747.47	3,560,700.00
6202	Interest Expense	258,319.74	555,297.00	322,088.24	658,144.00
7170	Bond Issuance Costs	0.00	130,000.00	128,847.57	0.00
6901	Contingency	0.00	0.00	0.00	30,000.00
	Total Expenses	11,398,331.97	13,357,415.00	9,044,668.00	13,997,945.00
	Change in Net Position	420,913.34	(2,564,785.00)	(255,421.11)	(2,438,093.00)

Materials Management
BUDGET FYE 2021
APPENDIX A

Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
STATEMENT OF CASH FLOW FROM OPERATIONS				
(This presentation of Cash Flow does not take into account changes in accruals)				
CHANGE IN NET ASSETS				**(2,438,093.00)**
PLUS DEPRECIATION & AMORTIZATION				**3,560,700.00**
PLUS CLOSURE & P. CLOSURE COSTS				**803,999.00**
LESS PRINCIPAL PAYMENTS				**(505,000.00)**
RESERVE/CAPITAL REQUIREMENTS				
REPLACEMENT RESERVE				(781,891.00)
CLOSURE RESERVE				(652,915.00)
POST CLOSURE RESERVE				(151,084.00)
MMF CAPITAL RESERVE				164,284.00
TOTAL RESERVE/CAPITAL REQUIRED				**(1,421,606.00)**
CASH FLOW				**0.00**

APPENDIX B
MATERIALS MANAGEMENT FACILITY CAPITAL PROJECTS

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	Onsite Leachate Treatement	R	$ 750,000	TBD	TBD	$ -	$ -
	Equipment: Articulated Hauler	R	$ 750,000	$ -	$ 800,000	$ -	$ -
	Equipment: Main Snow Blower	R	$ 200,000	$ -	$ -	$ -	$ -
	Equipment: Cyncom Camera	R	$ 130,000	$ -	$ -	$ -	$ -
	Equipment: RC Slope Mower	R	$ 60,000	$ -	$ -	$ -	$ -
	Petroleum Bulk Storage Upgrade	R	$ -	$ 650,000	$ -	$ -	$ -
	Equipment: Landfill Compactor	R	$ -	$ 600,000	$ -	$ -	$ -
	Equipment: Main Flare Replacement	R	$ -	$ 300,000	$ -	$ -	$ -
	LFG Wellfield Expansion	LG	$ -	$ 200,000	$ -	$ -	$ -
20105	Natural Habitat Enhancement	R	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000
	Equipment: Waste Dozer	R	$ -	$ -	$ 550,000	$ 600,000	$ -
	Equipment: Hydraulic Excavator	R	$ -	$ -	$ 400,000	$ 475,000	$ -
	Equipment: Sewer Jet/Vacuum Truck	R	$ -	$ -	$ 310,000	$ -	$ -
	Equipment: Leachate Tank Trailer	R	$ -	$ -	$ 90,000	$ 95,000	$ 100,000
	Equipment: Leachate Truck Tractor	R	$ -	$ -	$ -	$ -	$ 170,000
	Concrete Floors in Storage Buildings	R	$ -	$ -	$ -	$ -	$ 50,000
TOTAL MMF			**$ 1,890,000**	**$ 1,800,000**	**$ 2,200,000**	**$ 1,220,000**	**$ 370,000**

Fund Description

C	Closure Reserve
CC	Carbon Credit Reserve
CAP	Capital Reserve

Development Authority of the North Country

Board Resolution No. 2020-03-22
March 26, 2020

APPROVING FISCAL YEAR 2020-2021
NORTH COUNTRY ECONOMIC DEVELOPMENT FUND BUDGET

Whereas, the Development Authority of the North Country has caused to be prepared and has reviewed Fiscal Year 2020-2021 North Country Economic Development Fund Budget, detailed by the attached Appendix A.

Whereas, **Resolution No. 2014-08-12** authorizes the execution of Program Agreement to establish the North Country Economic Development Fund with $10 million that the New York Power Authority (NYPA) received from Alcoa, and

Whereas, pursuant to **Resolution No. 2014-08-14**, the Authority Board authorized the creation of a new Authority Division in order to budget and account for North Country Economic Development Funds accordingly, and

Whereas, the North Country Economic Development Fund Board ratified the budget at its meeting on February 7, 2020, and

RESOLVED, that the Development Authority of the North Country approves and adopts the Fiscal Year 2020-2021 North Country Economic Development Fund Budget and line items contained therein, as proposed and set forth in Appendix A.

North Country EDF
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
4104	**Loan Interest Income**	**$0.00**	**$75,000.00**	**$63,610.55**	**$85,000.00**
	Other Income				
4164	Miscellaneous	0.00	0.00	506.76	500.00
	Total Other Income	**0.00**	**0.00**	**506.76**	**500.00**
	Interest Income				
4102	Investment Interest Income	0.00	131,100.00	106,755.63	142,200.00
420...	Mark to Market Adjustment	0.00	0.00	11,400.51	0.00
	Total Interest Income	**0.00**	**131,100.00**	**118,156.14**	**142,200.00**
	Total Income	**0.00**	**206,100.00**	**182,273.45**	**227,700.00**
	Professional Fees				
5924	Legal	0.00	2,000.00	0.00	2,000.00
5926	Investment Banking Fees	0.00	4,181.00	2,613.69	4,057.00
5970	Consulting	0.00	8,000.00	8,000.00	8,000.00
	Total Professional Fees	**0.00**	**14,181.00**	**10,613.69**	**14,057.00**
	Total Expenses	**0.00**	**14,181.00**	**10,613.69**	**14,057.00**
	Change in Net Position	**0.00**	**191,919.00**	**171,659.76**	**213,643.00**

Development Authority of the North Country

Board Resolution No. 2020-03-23

March 26, 2020

APPROVING FISCAL YEAR 2020-2021 REGIONAL DEVELOPMENT BUDGET

Whereas, the Development Authority of the North Country has caused to be prepared and has reviewed Fiscal Year 2020-2021 Regional Development Budget, detailed by the attached Appendix A.

RESOLVED, that the Development Authority of the North Country approves and adopts the Fiscal Year 2020-2021 Regional Development Budget and line items contained therein, as proposed and set forth in Appendix A.

Regional Development
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Customer Billings				
4001	Customer Billings	$222,185.58	$187,091.00	$86,293.22	$162,510.00
	Total Customer Billings	**222,185.58**	**187,091.00**	**86,293.22**	**162,510.00**
	Grant Revenue				
4181	Federal Grant Income	109,584.04	253,465.00	102,910.29	90,000.00
4183	NY State Grants	1,945,719.20	2,069,996.00	1,934,780.09	1,239,000.00
4184	Other Grants	0.00	40,000.00	0.00	40,000.00
	Total Grant Revenue	**2,055,303.24**	**2,363,461.00**	**2,037,690.38**	**1,369,000.00**
4104	**Loan Interest Income**	**661,274.95**	**624,000.00**	**516,971.61**	**612,000.00**
	Other Income				
4162	Processing Fees	39,355.00	29,575.00	34,375.00	25,000.00
4164	Miscellaneous	29,585.70	17,000.00	7,515.32	17,000.00
4185	Grant Recapture	0.00	0.00	16,350.00	0.00
4190	Recovery of Bad Debts	22,317.89	0.00	0.00	0.00
	Total Other Income	**91,258.59**	**46,575.00**	**58,240.32**	**42,000.00**
	Interest Income				
4102	Investment Interest Income	220,599.35	297,840.00	210,093.84	240,080.00
410...	Trustee Interest	61.32	0.00	0.00	0.00
420...	Mark to Market Adjustment	38,236.80	0.00	27,585.89	0.00
	Total Interest Income	**258,897.47**	**297,840.00**	**237,679.73**	**240,080.00**
	Total Income	**3,288,919.83**	**3,518,967.00**	**2,936,875.26**	**2,425,590.00**
	Salaries				
500...	Administrative Wages	9,972.40	11,161.00	12,455.54	12,669.00
500...	Engineering Wages	64,661.40	41,682.00	20,289.18	25,094.00
500...	Regional Development Wages	292,711.42	338,503.00	231,209.21	332,753.00
5002	Overtime Wages	0.00	0.00	17.82	0.00
	Total Salaries	**367,345.22**	**391,346.00**	**263,971.75**	**370,516.00**
	Fringe Benefits				
503...	FICA Expense	24,523.39	29,939.00	17,691.75	28,344.00
503...	Pension Expense	48,996.02	54,477.00	38,706.54	54,377.00
503...	Health Insurance	51,098.00	52,309.00	37,008.58	52,972.00
503...	Workers Comp	709.18	935.00	564.84	765.00
503...	Disability Insurance	303.49	327.00	245.25	321.00
504...	Post Retire Overhead	26,039.23	26,441.00	18,803.40	25,116.00
	Total Fringe Benefits	**151,669.31**	**164,428.00**	**113,020.36**	**161,895.00**
	Operations & Maintenance				
6110	Marketing	5,000.00	5,000.00	0.00	5,000.00
8090	Purchases for Resale	6,260.00	7,000.00	305.00	7,000.00
	Total O & M	**11,260.00**	**12,000.00**	**305.00**	**12,000.00**
6006	**Host Community Benefits**	**59,297.16**	**88,943.00**	**88,942.88**	**103,766.00**
	Office & Administrative				
5104	Office Supplies	0.00	250.00	0.00	0.00
5120	Dues & Subscriptions	625.00	625.00	125.00	625.00
5122	Public Info & Advertising	220.76	2,500.00	139.12	2,000.00
5172	Filing Fees	580.00	1,300.00	580.00	1,100.00
5202	Employee Mileage Reimbursement	1,277.93	2,000.00	443.00	1,250.00
5204	Empl. Meals & Incidental	532.09	2,225.00	350.02	1,625.00
5206	Empl. Lodging	3,780.11	4,300.00	2,280.06	3,300.00
5270	Travel & Meeting Expense	4,459.68	3,800.00	611.74	2,300.00
5370	Training & Development	0.00	1,800.00	349.00	1,800.00
5570	Other General Expense	369.64	2,500.00	363.90	1,450.00

Regional Development
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Total Office & Admin	**11,845.21**	**21,300.00**	**5,241.84**	**15,450.00**
	Professional Fees				
5924	Legal	2,323.90	11,500.00	5,294.60	8,500.00
5926	Investment Banking Fees	7,231.08	9,381.00	5,843.52	8,320.00
5970	Consulting	69,429.56	250,000.00	82,013.67	153,500.00
	Total Professional Fees	**78,984.54**	**270,881.00**	**93,151.79**	**170,320.00**
	Computer				
6108	Web Page Design & Maintenance	0.00	0.00	0.00	750.00
	Total Computer	**0.00**	**0.00**	**0.00**	**750.00**
6122	**Bad Debt Expense**	**0.00**	**0.00**	**201,304.86**	**0.00**
6120	**Grants**	**732,672.04**	**812,500.00**	**691,833.14**	**517,500.00**
619...	**Admin Allocation**	**132,226.00**	**146,130.00**	**107,900.91**	**159,176.00**
619...	**Engineering Allocation**	**8,330.92**	**7,682.00**	**4,527.79**	**4,260.00**
6202	**Interest Expense**	**0.00**	**4,000.00**	**611.12**	**3,500.00**
	Total Expenses	**1,553,630.40**	**1,919,210.00**	**1,570,811.44**	**1,519,133.00**
	Change in Net Position	**1,735,289.43**	**1,599,757.00**	**1,366,063.82**	**906,457.00**

Development Authority of the North Country

Board Resolution No. 2020-03-24
March 26, 2020

APPROVING FISCAL YEAR 2020-2021 TELECOMUNICATIONS DIVISION OPERATING BUDGET, CAPITAL PROJECTS, RESERVE DESIGNATIONS, AND TARIFF

Whereas, the Development Authority of the North Country has caused to be prepared and has reviewed the proposed Fiscal Year 2020-2021 Telecommunications Division Budget based on anticipated circuit demand, said proposed Budget being attached to this resolution as Appendix A, and

Whereas, upon recommendation by staff, it is determined that certain capital projects are necessary as set forth on the capital projects schedule attached as Appendix B, and

Whereas, it is necessary to ratify tariff pricing and establish reserve requirements for the Fiscal Year 2020-2021 in support of said Budget.

RESOLVED, by the Development Authority of the North Country that:

1. **The Fiscal Year 2020-2021 Telecommunications Division Budget and the line items contained therein, as proposed and set forth in Appendix A, are hereby approved and adopted.**

2. **The Telecommunications Division capital projects for the Fiscal Year 2020-2021, as set forth in Appendix B, are hereby approved, and the Executive Director is hereby authorized and directed to undertake and pay for such projects, including contracting therefore on such terms and conditions as he shall determine. Further, capital funds that were previously approved but not fully expended are carried forward for use in Fiscal Year 2020-2021.**

3. **Based upon anticipated circuit volume, a tariff was filed with and accepted by the Public Services Commission (May 1, 2004) and will remain in effect for Fiscal Year 2020-2021.**

4. **Reserves previously authorized have been created and capitalized as of February 28, 2020 in the following amounts:**

Operating	**$ 962,858**
Repair and Upgrade	**$5,738,528**

For Fiscal Year 2020-2021, reserves will be maintained on an on-going basis as follows:

Operating	**16.7% of Revenue**
Repair & Upgrade	**18% of Equipment Replacement Cost**
	20% of OSP Replacement Cost

5. **To enhance the Authority's ability to respond promptly to changing conditions in the competitive telecommunications market, the authority to create and manage reserves, establish agreements and negotiate multi-year contracts is hereby delegated to the Executive Director who shall report such actions to the Facilities Committee on a timely basis.**

Telecommunications
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Customer Billings				
4001	Customer Billings	$5,842,465.49	$5,782,654.00	$4,391,835.17	$5,720,074.00
4004	Dark Fiber Billings	128,896.68	414,444.00	420,664.86	440,016.00
	Total Customer Billings	**5,971,362.17**	**6,197,098.00**	**4,812,500.03**	**6,160,090.00**
	Grant Revenue				
4183	NY State Grants	100,000.00	0.00	0.00	0.00
	Total Grant Revenue	**100,000.00**	**0.00**	**0.00**	**0.00**
	Other Income				
4164	Miscellaneous	51,594.67	47,050.00	54,633.76	47,050.00
	Total Other Income	**51,594.67**	**47,050.00**	**54,633.76**	**47,050.00**
	Interest Income				
4102	Investment Interest Income	2,954.29	2,915.00	26,183.33	38,890.00
4108	Reserve Interest	183,088.28	160,193.00	182,149.49	211,633.00
420...	Mark to Market Adjustment	65,245.33	0.00	99,311.38	0.00
	Total Interest Income	**251,287.90**	**163,108.00**	**307,644.20**	**250,523.00**
	Total Income	**6,374,244.74**	**6,407,256.00**	**5,174,777.99**	**6,457,663.00**
	Salaries				
500...	Engineering Wages	32,148.16	37,944.00	20,178.27	28,419.00
500...	Technology Wages	1,208,063.64	1,159,837.00	855,668.96	1,206,515.00
500...	MMF Wages	0.00	0.00	66.78	0.00
500...	WQ Wages	69.63	0.00	0.00	0.00
5002	Overtime Wages	2,228.90	2,350.00	2,376.15	2,500.00
	Total Salaries	**1,242,510.33**	**1,200,131.00**	**878,290.16**	**1,237,434.00**
	Fringe Benefits				
503...	FICA Expense	90,341.28	91,631.00	63,358.47	94,474.00
503...	Pension Expense	145,923.69	174,617.00	111,945.17	179,435.00
503...	Health Insurance	87,304.55	111,155.00	59,163.69	85,255.00
504...	Retiree Health Insurance	0.00	0.00	114.00	0.00
503...	Workers Comp	2,397.86	2,900.00	1,723.38	2,328.00
503...	Disability Insurance	359.45	429.00	321.75	400.00
504...	Post Retire Overhead	73,304.46	72,036.00	53,729.28	69,055.00
5054	Employee Physicals & Screening	272.25	500.00	271.25	500.00
	Total Fringe Benefits	**399,903.54**	**453,268.00**	**290,626.99**	**431,447.00**
	Operations & Maintenance				
5062	Third Party Temporary - O&M	0.00	5,500.00	0.00	5,500.00
5133	Equipment Maintenance Contracts	224,922.32	325,000.00	257,592.58	354,144.00
5134	Maintenance Contracts	171,724.91	175,000.00	62,826.78	174,305.00
5135	Underground Locating	56,011.69	95,000.00	36,777.87	80,000.00
5403	Safety Equipment & Supplies	813.30	900.00	244.00	900.00
5704	O&M Supplies	2,602.61	4,500.00	4,569.54	4,500.00
5712	Purchased Maintenance & Repair	14,321.70	45,000.00	15,159.64	53,500.00
5720	Offnet Circuit Lease	486,374.44	600,000.00	402,819.55	610,812.00
5770	Other Tool, Equip & O&M	13,794.45	8,000.00	6,606.71	6,000.00
5830	Collo Expense	150,070.10	185,000.00	114,615.89	183,348.00
5834	Permitting	265.90	3,000.00	269.00	11,000.00
5836	Pole Attachment Fees	204,544.82	314,479.00	244,883.41	319,979.00
5838	Conduit Lease	19,695.93	24,696.00	11,145.80	24,696.00
	Total O & M	**1,345,142.17**	**1,786,075.00**	**1,157,510.77**	**1,828,684.00**
	Office & Administrative				
5053	Misc Employee Costs	1,308.21	2,400.00	959.31	2,400.00
5102	Office Rent	44,385.20	44,279.00	33,209.28	44,279.00
5104	Office Supplies	1,905.47	2,200.00	1,016.05	2,200.00

Telecommunications
BUDGET FYE 2021
APPENDIX A

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
5110	Postage & Shipping	97.44	1,000.00	211.51	1,000.00
5112	Telephone	11,482.03	12,000.00	8,435.88	12,000.00
5114	Cellular Services	6,408.05	5,700.00	4,208.56	5,600.00
5118	Other Communications	1,253.40	1,600.00	1,015.05	1,600.00
5120	Dues & Subscriptions	60.00	500.00	0.00	500.00
5122	Public Info & Advertising	1,671.60	2,000.00	0.00	2,000.00
5123	Promotional Materials	555.12	5,000.00	250.00	5,000.00
5130	Office Equipment	907.60	5,000.00	192.69	5,000.00
5170	Other Office Expenses	458.45	5,000.00	816.04	5,000.00
5172	Filing Fees	3,749.26	10,000.00	1,704.74	9,000.00
5202	Employee Mileage Reimbursement	2,387.13	1,962.00	888.56	1,962.00
5204	Empl. Meals & Incidental	8,532.94	9,500.00	4,034.39	8,500.00
5206	Empl. Lodging	17,653.23	15,850.00	8,436.34	15,000.00
5270	Travel & Meeting Expense	133.25	500.00	327.48	500.00
5312	Continuing Education	399.00	0.00	0.00	0.00
5370	Training & Development	188.95	9,300.00	7,813.86	9,300.00
5402	Employee Uniforms	21.00	1,450.00	546.00	1,225.00
5570	Other General Expense	813.20	1,000.00	0.00	1,000.00
	Total Office & Admin	**104,370.53**	**136,241.00**	**74,065.74**	**133,066.00**
	Utilities				
5802	Gas & Electric	3,595.32	4,400.00	2,305.62	5,000.00
	Total Utilities	**3,595.32**	**4,400.00**	**2,305.62**	**5,000.00**
	Professional Fees				
5924	Legal	12,360.00	18,500.00	9,840.00	25,000.00
5926	Investment Banking Fees	4,480.42	5,050.73	3,856.97	5,791.00
5970	Consulting	15,730.00	14,650.00	6,400.00	15,000.00
	Total Professional Fees	**32,570.42**	**38,200.73**	**20,096.97**	**45,791.00**
	Automobile				
5601	Auto/Light Truck Rep. & Maint.	7,627.56	12,000.00	7,324.69	12,000.00
5602	Auto/Light Truck Fuel	21,735.62	22,000.00	14,993.97	22,000.00
5603	Auto/Light Truck Rental/Lease	29,523.48	47,900.00	29,978.62	59,700.00
5605	Vehicle Ins	6,887.01	11,200.00	8,399.97	12,900.00
	Total Automobile	**65,773.67**	**93,100.00**	**60,697.25**	**106,600.00**
	Computer				
5124	Computer Equipment	4,900.89	8,000.00	4,482.06	9,500.00
5126	Computer Maintenance	1,168.00	0.00	0.00	0.00
5128	Programming & Software	20,202.18	12,000.00	11,158.98	17,505.00
	Total Computer	**26,271.07**	**20,000.00**	**15,641.04**	**27,005.00**
6122	**Bad Debt Expense**	**0.00**	**0.00**	**66,607.88**	**0.00**
6114	**Insurance**	**111,692.79**	**116,300.00**	**87,225.03**	**122,900.00**
619...	**Admin Allocation**	**470,544.00**	**570,964.00**	**421,152.35**	**616,227.00**
619...	**Engineering Allocation**	**20,732.59**	**16,959.00**	**9,919.85**	**11,662.00**
6208	**NYS Administrative Assessment**	**31,981.00**	**34,608.00**	**0.00**	**34,715.00**
890...	**Water Quality Allocation**	**18.22**	**0.00**	**0.00**	**0.00**
7032	**Depreciation**	**3,942,662.68**	**3,684,400.00**	**2,592,807.27**	**3,647,400.00**
6901	**Contingency**	**0.00**	**4,709.27**	**0.00**	**25,000.00**
	Total Expenses	**7,797,768.33**	**8,159,356.00**	**5,676,946.92**	**8,272,931.00**
	Change in Net Position	**(1,423,523.59)**	**(1,752,100.00)**	**(502,168.93)**	**(1,815,268.00)**

Telecommunications
BUDGET FYE 2021
APPENDIX A

Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
STATEMENT OF CASH FLOW FROM OPERATIONS				
(This presentation of Cash Flow does not take into account changes in accruals)				
CHANGE IN NET ASSETS				**(1,815,268.00)**
PLUS DEPRECIATION & AMORTIZATION				**3,647,400.00**
RESERVE/CAPITAL REQUIREMENTS				
TELECO REPAIR/UPGRADE RESERVE				852,869.00
TELECOM CAPITAL PROJECTS				(2,685,000.00)
TOTAL RESERVE/CAPITAL REQUIRED				**(1,832,131.00)**
CASH FLOW				**1.00**

APPENDIX B
TELECOMMUNICATIONS CAPITAL PROJECTS

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	DWDM Upgrade	R	$ 1,000,000	$ 100,000	$ -	$ 100,000	$ 100,000
	Customer Network Construction	R	$ 525,000	$ 600,000	$ 650,000	$ 700,000	$ 700,000
	Ethernet Enhancements	R	$ 500,000	$ 350,000	$ 300,000	$ 250,000	$ 250,000
	Wireless Tower Service	R	$ 300,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
	Emergency Restoration	R	$ 150,000	$ 157,500	$ 165,375	$ 173,644	$ 182,326
	Central Office Enhancements	R	$ 100,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000
	DOT - Road Projects	R	$ 50,000	$ 80,000	$ 80,000	$ 75,000	$ 75,000
	Fiber Augments	R	$ 35,000	$ 85,000	$ 100,000	$ 100,000	$ 100,000
30568	Economic Development Initiatives	R	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
TOTAL TELECOMMUNICATIONS			**$ 2,685,000**	**$ 1,722,500**	**$ 1,645,375**	**$ 1,748,644**	**$ 1,757,326**

Fund Description
R Repair & Replacement Reserve

Development Authority of the North Country

Board Resolution No. 2020-03-25
March 26, 2020

APPROVING FISCAL YEAR 2020-2021 WATER QUALITY MANAGEMENT DIVISION OPERATING BUDGET, CAPITAL PROJECTS AND USER CHARGES

Whereas, the Development Authority of the North Country has caused to be prepared and has reviewed the proposed Fiscal Year 2020-2021 Water Quality Management Budgets, attached to this Resolution as Appendices A(1) – A(4), and

Whereas, upon recommendation by staff and consulting engineers, it is determined that certain capital projects are necessary to be undertaken for the continued efficient operation of the Facilities, as set forth on the Capital Projects Schedule attached to this Resolution as Appendix B, and

Whereas, it is necessary to establish outside user charges for use of Water Quality Management for the Fiscal Year 2020-2021 as proposed in the User Charges Schedule set forth in Appendix C, and

Whereas, it is necessary to maintain required reserves for the Army Waterline and Sewerline, and Regional Waterline projects.

RESOLVED, by the Development Authority of the North Country that:

1. **The Fiscal Year 2020-2021 Water Quality Management Budgets and line items contained therein, as proposed and set forth in Appendices A(1)-A(4), are hereby approved and adopted.**

2. **The Water Quality Management's capital projects for the Fiscal Year 2020-2021, as proposed and set forth in Appendix B are hereby approved. The Executive Director is hereby authorized and directed to undertake and pay for such projects, including contracting therefore on such terms and conditions as he shall determine. Further, capital funds that were previously approved but not fully expended are carried forward for use in Fiscal Year 2020-2021.**

3. **The user charges for Water Quality Management for Fiscal Year 2020-2021, as proposed and set forth in Appendix C, are hereby approved and adopted.**

4. **The Executive Director is authorized and directed to manage reserves for the Army Waterline and Sewerline, and Regional Waterline projects consistent with contractual requirements. To enhance the Authority's ability to respond promptly to customer requirements, the authority to negotiate multi-year contracts is hereby delegated to the Executive Director who will report such actions to the Facilities Committee in a timely manner.**

Army Sewer
BUDGET FYE 2021
APPENDIX A -1

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Customer Billings				
4001	Customer Billings	$2,605,077.52	$2,452,737.00	$1,916,372.99	$2,365,363.00
	Total Customer Billings	**2,605,077.52**	**2,452,737.00**	**1,916,372.99**	**2,365,363.00**
	Other Income				
4164	Miscellaneous	14,487.37	12,501.00	9,375.75	12,501.00
	Total Other Income	**14,487.37**	**12,501.00**	**9,375.75**	**12,501.00**
4201	**Gain on Sale of Assets**	**24,457.50**	**0.00**	**0.00**	**0.00**
	Interest Income				
4108	Reserve Interest	36,341.28	41,200.00	27,341.07	38,400.00
420...	Mark to Market Adjustment	27,527.41	0.00	7,870.73	0.00
	Total Interest Income	**63,868.69**	**41,200.00**	**35,211.80**	**38,400.00**
	Total Income	**2,707,891.08**	**2,506,438.00**	**1,960,960.54**	**2,416,264.00**
	Salaries				
500...	Engineering Wages	24,472.51	24,726.00	12,038.45	37,764.00
500...	Technology Wages	15,583.16	0.00	360.72	0.00
500...	MMF Wages	0.00	0.00	66.78	0.00
500...	WQ Wages	292,119.04	333,081.00	215,703.07	343,288.00
5002	Overtime Wages	28,533.41	26,191.00	21,310.88	25,618.00
5005	On-Call Stipend	3,180.00	3,840.00	2,220.00	3,840.00
	Total Salaries	**363,888.12**	**387,838.00**	**251,699.90**	**410,510.00**
	Fringe Benefits				
503...	FICA Expense	28,970.79	29,670.00	17,768.60	31,403.00
503...	Pension Expense	48,846.91	51,038.00	32,589.47	54,524.00
503...	Health Insurance	52,374.26	53,475.00	35,804.06	58,334.00
503...	Workers Comp	26,533.81	24,407.00	20,765.08	26,785.00
503...	Disability Insurance	169.60	210.00	157.50	204.00
504...	Post Retire Overhead	35,849.91	34,542.00	23,162.85	35,577.00
5054	Employee Physicals & Screening	2,484.75	3,000.00	1,675.00	3,000.00
	Total Fringe Benefits	**195,230.03**	**196,342.00**	**131,922.56**	**209,827.00**
	Operations & Maintenance				
5062	Third Party Temporary - O&M	4,092.00	7,500.00	0.00	7,500.00
5403	Safety Equipment & Supplies	10,930.50	15,000.00	11,647.68	15,000.00
5704	O&M Supplies	30.81	0.00	0.00	0.00
5706	Shop Tools	8,885.00	12,000.00	3,012.63	12,000.00
5815	Chemicals	21,663.71	90,040.00	39,121.00	75,000.00
5902	Lab Fees	0.00	500.00	0.00	500.00
	Total O & M	**45,602.02**	**125,040.00**	**53,781.31**	**110,000.00**
6002	**Sewage Treatment**	**857,038.61**	**1,112,520.00**	**680,235.95**	**1,016,076.00**
6004	**Water Purchases**	**2,872.00**	**3,200.00**	**2,154.00**	**3,200.00**
	Office & Administrative				
5053	Misc Employee Costs	100.00	100.00	0.00	100.00
5104	Office Supplies	3,860.86	5,500.00	3,162.34	5,500.00
5110	Postage & Shipping	615.00	1,500.00	340.00	1,500.00
5112	Telephone	6,927.81	10,120.00	6,835.31	10,000.00
5114	Cellular Services	10,091.97	12,900.00	7,950.90	14,600.00
5120	Dues & Subscriptions	1,548.20	2,000.00	837.20	2,000.00
5122	Public Info & Advertising	81.32	1,500.00	1,087.54	1,500.00
5130	Office Equipment	572.63	1,000.00	0.00	1,000.00
5202	Employee Mileage Reimbursement	10.90	1,000.00	0.00	1,000.00
5204	Empl. Meals & Incidental	828.54	3,000.00	388.82	3,000.00
5206	Empl. Lodging	4,699.72	7,000.00	1,548.00	7,000.00
5270	Travel & Meeting Expense	471.04	0.00	0.00	0.00

Army Sewer
BUDGET FYE 2021
APPENDIX A-1

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
5312	Continuing Education	0.00	5,000.00	0.00	0.00
5370	Training & Development	8,853.95	10,000.00	3,810.44	10,000.00
5402	Employee Uniforms	6,250.93	9,000.00	1,873.47	9,000.00
5508	Cleaning Services	10,980.00	12,000.00	8,310.00	12,000.00
	Total Office & Admin	**55,892.87**	**81,620.00**	**36,144.02**	**78,200.00**
	Utilities				
5802	Gas & Electric	61,187.08	59,750.00	26,958.24	59,750.00
	Total Utilities	**61,187.08**	**59,750.00**	**26,958.24**	**59,750.00**
	Professional Fees				
5924	Legal	7,960.00	3,000.00	0.00	3,000.00
5926	Investment Banking Fees	1,033.79	1,158.00	794.80	1,179.00
	Total Professional Fees	**8,993.79**	**4,158.00**	**794.80**	**4,179.00**
	Repairs & Maintenance				
5804	Building Maintenance & Repair	13,734.96	22,500.00	14,908.07	15,000.00
5808	Site Maint & Repair	8,895.32	25,000.00	18,918.56	25,000.00
5812	Pipeline Maintenance	29,312.16	45,000.00	21,998.00	45,000.00
	Total Repairs & Maintenance	**51,942.44**	**92,500.00**	**55,824.63**	**85,000.00**
	Automobile				
5601	Auto/Light Truck Rep. & Maint.	11,966.79	19,000.00	8,214.86	19,000.00
5602	Auto/Light Truck Fuel	46,780.77	60,000.00	28,932.37	60,000.00
5603	Auto/Light Truck Rental/Lease	93,500.35	126,300.00	85,987.39	127,400.00
5605	Vehicle Ins	16,153.76	30,600.00	22,950.00	35,300.00
	Total Automobile	**168,401.67**	**235,900.00**	**146,084.62**	**241,700.00**
	Computer				
5124	Computer Equipment	15,548.40	13,900.00	8,260.23	4,000.00
5128	Programming & Software	11,613.44	24,560.00	24,460.00	5,622.00
	Total Computer	**27,161.84**	**38,460.00**	**32,720.23**	**9,622.00**
6114	**Insurance**	**35,226.73**	**37,500.00**	**28,125.00**	**34,700.00**
619...	**Admin Allocation**	**189,360.43**	**286,033.00**	**210,944.20**	**289,618.00**
619...	**Engineering Allocation**	**9,889.88**	**10,673.00**	**5,219.24**	**10,720.00**
6208	**NYS Administrative Assessment**	**16,018.00**	**14,700.00**	**0.00**	**13,740.00**
890...	**Water Quality Allocation**	**(168,185.14)**	**(209,796.00)**	**(123,649.01)**	**(210,579.00)**
7032	**Depreciation**	**313,929.82**	**318,900.00**	**197,656.26**	**275,200.00**
	Total Expenses	**2,234,450.19**	**2,795,338.00**	**1,736,615.95**	**2,641,463.00**
	Change in Net Position	**473,440.89**	**(288,900.00)**	**224,344.59**	**(225,199.00)**

Army Sewer
BUDGET FYE 2021
APPENDIX A-1

Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
STATEMENT OF CASH FLOW FROM OPERATIONS				
(This presentation of Cash Flow does not take into account changes in accruals)				
CHANGE IN NET ASSETS				**(225,199.00)**
PLUS DEPRECIATION & AMORTIZATION				**275,200.00**
RESERVE/CAPITAL REQUIREMENTS				
ASL CAPITAL PROJECTS				(50,000.00)
TOTAL RESERVE/CAPITAL REQUIRED				**(50,000.00)**
CASH FLOW				**1.00**

Army Water Line
BUDGET FYE 2021
APPENDIX A-2

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Customer Billings				
4001	Customer Billings	$1,279,409.87	$1,937,009.00	$1,516,403.72	$2,022,314.00
	Total Customer Billings	**1,279,409.87**	**1,937,009.00**	**1,516,403.72**	**2,022,314.00**
	Interest Income				
4108	Reserve Interest	19,822.55	22,400.00	14,913.31	20,900.00
420...	Mark to Market Adjustment	15,014.95	0.00	4,293.12	0.00
	Total Interest Income	**34,837.50**	**22,400.00**	**19,206.43**	**20,900.00**
	Total Income	**1,314,247.37**	**1,959,409.00**	**1,535,610.15**	**2,043,214.00**
	Salaries				
500...	Engineering Wages	19,943.87	24,726.00	10,831.08	36,898.00
500...	Technology Wages	15,567.53	0.00	360.73	0.00
500...	MMF Wages	0.00	0.00	100.17	0.00
500...	WQ Wages	158,966.37	283,461.00	182,967.35	295,190.00
5002	Overtime Wages	3,629.34	5,276.00	6,565.74	11,282.00
5005	On-Call Stipend	3,180.00	3,840.00	2,220.00	3,840.00
	Total Salaries	**201,287.11**	**317,303.00**	**203,045.07**	**347,210.00**
	Fringe Benefits				
503...	FICA Expense	13,307.37	24,274.00	13,934.49	26,562.00
503...	Pension Expense	22,357.30	41,772.00	26,424.73	46,070.00
503...	Health Insurance	30,461.55	43,777.00	29,980.77	49,390.00
503...	Workers Comp	5,700.67	19,687.00	9,333.93	22,316.00
503...	Disability Insurance	139.89	173.00	129.78	174.00
504...	Post Retire Overhead	16,346.22	28,196.00	17,507.91	30,029.00
5054	Employee Physicals & Screening	2,485.50	2,500.00	1,675.00	2,500.00
	Total Fringe Benefits	**90,798.50**	**160,379.00**	**98,986.61**	**177,041.00**
	Operations & Maintenance				
5706	Shop Tools	83.56	4,040.00	0.00	5,000.00
5902	Lab Fees	3,460.00	5,000.00	2,583.00	5,000.00
	Total O & M	**3,543.56**	**9,040.00**	**2,583.00**	**10,000.00**
6004	**Water Purchases**	**503,750.61**	**596,936.00**	**358,708.64**	**686,300.00**
	Office & Administrative				
5122	Public Info & Advertising	0.00	1,000.00	0.00	1,000.00
5202	Employee Mileage Reimbursement	0.00	100.00	0.00	100.00
	Total Office & Admin	**0.00**	**1,100.00**	**0.00**	**1,100.00**
	Utilities				
5802	Gas & Electric	17,470.33	21,250.00	9,048.12	21,250.00
	Total Utilities	**17,470.33**	**21,250.00**	**9,048.12**	**21,250.00**
	Professional Fees				
5924	Legal	4,703.50	1,500.00	0.00	1,500.00
5926	Investment Banking Fees	556.65	745.00	427.97	757.00
	Total Professional Fees	**5,260.15**	**2,245.00**	**427.97**	**2,257.00**
	Repairs & Maintenance				
5804	Building Maintenance & Repair	3,337.95	4,000.00	1,757.54	4,000.00
5808	Site Maint & Repair	1,971.00	7,000.00	3,355.00	7,000.00
5812	Pipeline Maintenance	8,655.86	20,000.00	14,577.21	20,000.00
	Total Repairs & Maintenance	**13,964.81**	**31,000.00**	**19,689.75**	**31,000.00**
	Computer				
5124	Computer Equipment	0.00	1,700.00	0.00	0.00
5128	Programming & Software	0.00	21,960.00	14,430.00	0.00
	Total Computer	**0.00**	**23,660.00**	**14,430.00**	**0.00**

Army Water Line
BUDGET FYE 2021
APPENDIX A-2

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
6114	Insurance	23,923.64	25,300.00	18,974.97	27,500.00
619...	Admin Allocation	99,309.25	119,182.00	87,881.11	152,867.00
619...	Engineering Allocation	9,110.13	10,142.00	4,971.60	10,197.00
6208	NYS Administrative Assessment	10,836.00	10,765.00	0.00	10,851.00
890...	Water Quality Allocation	33,800.32	91,107.00	46,381.96	94,469.00
7032	Depreciation	146,041.92	206,700.00	107,942.24	266,100.00
	Total Expenses	1,159,096.33	1,626,109.00	973,071.04	1,838,142.00
	Change in Net Position	155,151.04	333,300.00	562,539.11	205,072.00

Army Water Line
BUDGET FYE 2021
APPENDIX A-2

Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
STATEMENT OF CASH FLOW FROM OPERATIONS (This presentation of Cash Flow does not take into account changes in accruals)				
CHANGE IN NET ASSETS				**205,072.00**
PLUS DEPRECIATION & AMORTIZATION				**266,100.00**
LESS PRINCIPAL PAYMENTS				**(371,172.00)**
RESERVE/CAPITAL REQUIREMENTS				
AWL CAPITAL PROJECTS				(100,000.00)
TOTAL RESERVE/CAPITAL REQUIRED				**(100,000.00)**
CASH FLOW				**0.00**

Regional Water Line
BUDGET FYE 2021
APPENDIX A-3

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Customer Billings				
4001	Customer Billings	$93,726.50	$106,412.00	$68,367.18	$76,441.00
4005	Capital Billings	278,566.88	277,287.00	207,965.64	274,264.00
	Total Customer Billings	**372,293.38**	**383,699.00**	**276,332.82**	**350,705.00**
	Interest Income				
4102	Investment Interest Income	3,899.35	8,600.00	6,612.55	8,600.00
	Total Interest Income	**3,899.35**	**8,600.00**	**6,612.55**	**8,600.00**
	Total Income	**376,192.73**	**392,299.00**	**282,945.37**	**359,305.00**
	Salaries				
500...	Engineering Wages	5,125.41	7,857.00	2,959.87	8,690.00
500...	WQ Wages	22,624.25	22,647.00	15,824.24	21,018.00
5002	Overtime Wages	866.09	1,381.00	801.67	1,583.00
5005	On-Call Stipend	1,590.00	1,920.00	1,110.00	1,920.00
	Total Salaries	**30,205.75**	**33,805.00**	**20,695.78**	**33,211.00**
	Fringe Benefits				
503...	FICA Expense	1,974.44	2,586.00	1,433.56	2,541.00
503...	Pension Expense	3,321.71	4,608.00	2,805.09	4,370.00
503...	Health Insurance	4,699.79	4,714.00	3,709.43	4,552.00
503...	Workers Comp	1,170.28	1,753.00	946.54	1,776.00
503...	Disability Insurance	16.07	17.00	12.78	17.00
504...	Post Retire Overhead	2,854.04	2,887.00	1,879.29	2,819.00
	Total Fringe Benefits	**14,036.33**	**16,565.00**	**10,786.69**	**16,075.00**
	Operations & Maintenance				
5706	Shop Tools	0.00	500.00	0.00	500.00
5815	Chemicals	1,252.80	3,000.00	800.70	2,000.00
5902	Lab Fees	3,160.00	3,600.00	2,358.00	3,600.00
6010	Cape Vincent Reserve	700.00	700.00	700.00	700.00
	Total O & M	**5,112.80**	**7,800.00**	**3,858.70**	**6,800.00**
6004	**Water Purchases**	**93,906.36**	**106,412.00**	**67,144.28**	**76,441.00**
	Office & Administrative				
5122	Public Info & Advertising	0.00	250.00	0.00	250.00
5202	Employee Mileage Reimbursement	0.00	100.00	0.00	100.00
	Total Office & Admin	**0.00**	**350.00**	**0.00**	**350.00**
	Utilities				
5802	Gas & Electric	20,283.72	25,000.00	13,500.51	25,000.00
	Total Utilities	**20,283.72**	**25,000.00**	**13,500.51**	**25,000.00**
	Professional Fees				
5924	Legal	0.00	500.00	0.00	500.00
	Total Professional Fees	**0.00**	**500.00**	**0.00**	**500.00**
	Repairs & Maintenance				
5804	Building Maintenance & Repair	496.45	9,000.00	4,229.25	9,000.00
5808	Site Maint & Repair	1,801.92	3,500.00	1,701.04	3,500.00
5812	Pipeline Maintenance	4,635.43	20,000.00	10,797.77	20,000.00
	Total Repairs & Maintenance	**6,933.80**	**32,500.00**	**16,728.06**	**32,500.00**
6114	**Insurance**	**4,517.70**	**4,800.00**	**3,600.00**	**5,400.00**
619...	**Admin Allocation**	**11,648.00**	**16,492.00**	**12,217.99**	**17,717.00**
619...	**Engineering Allocation**	**4,768.12**	**5,259.00**	**2,375.38**	**2,747.00**
6208	**NYS Administrative Assessment**	**2,072.00**	**2,131.00**	**0.00**	**2,149.00**
890...	**Water Quality Allocation**	**6,203.50**	**7,759.00**	**4,563.01**	**7,517.00**

Regional Water Line
BUDGET FYE 2021
APPENDIX A-3

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
7032	Depreciation	144,071.56	141,800.00	106,692.41	142,400.00
7002	Amortization	24,366.72	24,400.00	18,275.06	24,400.00
6202	Interest Expense	64,306.88	61,902.00	9,497.25	59,403.00
	Total Expenses	432,433.24	487,475.00	289,935.12	452,610.00
	Change in Net Position	(56,240.51)	(95,176.00)	(6,989.75)	(93,305.00)

Regional Water Line
BUDGET FYE 2021
APPENDIX A-3

Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
STATEMENT OF CASH FLOW FROM OPERATIONS				
(This presentation of Cash Flow does not take into account changes in accruals)				
CHANGE IN NET ASSETS				**(93,305.00)**
PLUS DEPRECIATION & AMORTIZATION				**166,800.00**
LESS PRINCIPAL PAYMENTS				**(73,494.00)**
RESERVE/CAPITAL REQUIREMENTS				
RWL CAPITAL RESERVE				85,000.00
RWL CAPITAL PROJECTS				(85,000.00)
TOTAL RESERVE/CAPITAL REQUIRED				**0.00**
CASH FLOW				**1.00**

Water Sewer Contracts
BUDGET FYE 2021
APPENDIX A-4

	Account Description	FYE 3/31/2019 Actual	FYE 3/31/2020 Amended Budget	Actual 12/31/2019	FYE 3/31/2021 Budget
	Customer Billings				
4001	Customer Billings	$789,891.73	$809,980.00	$571,604.40	$809,620.00
	Total Customer Billings	**789,891.73**	**809,980.00**	**571,604.40**	**809,620.00**
	Total Income	**789,891.73**	**809,980.00**	**571,604.40**	**809,620.00**
	Salaries				
500...	Engineering Wages	15,728.33	17,941.00	7,330.11	19,025.00
500...	WQ Wages	377,346.80	271,162.00	241,006.90	266,581.00
5002	Overtime Wages	87,967.25	82,514.00	58,245.64	84,785.00
5005	On-Call Stipend	8,100.00	8,400.00	5,550.00	8,400.00
	Total Salaries	**489,142.38**	**380,017.00**	**312,132.65**	**378,791.00**
	Fringe Benefits				
503...	FICA Expense	32,254.34	29,025.00	21,934.67	28,931.00
503...	Pension Expense	54,527.32	50,112.00	40,239.38	50,083.00
503...	Health Insurance	57,541.82	51,753.00	38,146.79	52,124.00
503...	Workers Comp	31,825.60	24,253.00	21,427.95	25,774.00
503...	Disability Insurance	169.60	200.00	150.03	184.00
504...	Post Retire Overhead	52,061.24	33,902.00	26,811.00	33,143.00
	Total Fringe Benefits	**228,379.92**	**189,245.00**	**148,709.82**	**190,239.00**
	Operations & Maintenance				
5704	O&M Supplies	0.00	500.00	0.00	500.00
5770	Other Tool, Equip & O&M	264.00	500.00	0.00	500.00
8090	Purchases for Resale	15,905.24	50,000.00	10,398.28	50,000.00
	Total O & M	**16,169.24**	**51,000.00**	**10,398.28**	**51,000.00**
	Office & Administrative				
5202	Employee Mileage Reimbursement	44.15	500.00	0.00	500.00
5270	Travel & Meeting Expense	134.25	300.00	35.00	300.00
	Total Office & Admin	**178.40**	**800.00**	**35.00**	**800.00**
	Professional Fees				
5924	Legal	300.00	0.00	0.00	0.00
	Total Professional Fees	**300.00**	**0.00**	**0.00**	**0.00**
6114	**Insurance**	**13,406.06**	**14,600.00**	**10,950.03**	**17,300.00**
619...	**Admin Allocation**	**27,726.00**	**35,970.00**	**26,496.82**	**36,558.00**
619...	**Engineering Allocation**	**12,344.14**	**16,542.00**	**5,597.80**	**12,294.00**
6208	**NYS Administrative Assessment**	**4,110.00**	**4,503.00**	**0.00**	**4,537.00**
890...	**Water Quality Allocation**	**127,907.96**	**110,930.00**	**72,704.04**	**108,593.00**
	Total Expenses	**919,664.10**	**803,607.00**	**587,024.44**	**800,112.00**
	Change in Net Position	**(129,772.37)**	**6,373.00**	**(15,420.04)**	**9,508.00**

APPENDIX B
WATER QUALITY MANAGEMENT CAPITAL PROJECTS

ARMY SEWER LINE

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	WPS HVAC Evalution/Design Improvements	REV	$ 50,000	$ 200,000	$ -	$ -	$ -
	WPS General Maintenance for upgrading and rehabilitation	TBD	$ -	$ -	$ -	$ 2,000,000	$ -
	WPS ASL Contract 6 Expansion	TBD	$ -	$ -	$ -	$ -	$ 7,850,000
TOTAL ARMY SEWER LINE			**$ 50,000**	**$ 200,000**	**$ -**	**$ 2,000,000**	**$ 7,850,000**

ARMY WATER LINE

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	AWL Waterline Consult/Evaluation/Repairs	REV	$ 100,000	TBD	TBD	$ -	$ -
	AWL BPS 1/2 SCADA Upgrade	REV	$ -	$ -	$ -	$ 40,000	$ -
TOTAL ARMY WATER LINE			**$ 100,000**	**$ -**	**$ -**	**$ 40,000**	**$ -**

REGIONAL WATER LINE

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
43109	RWL TOCV Generator Replacement	CR	$ 25,000	$ -	$ -	$ -	$ -
43310	RWL Chaumont River Crossing Bypass	CR	$ 30,000	$ -	$ -	$ -	$ -
	RWL Mainline Valve Bolt Repair	CR	$ 30,000	$ -	$ -	$ -	$ -
	RWL DBP Mitigation Study	REV	$ -	$ 20,000	$ -	$ -	$ -
	RWL Improvements	REV		$ 20,000	$ 25,000	$ 25,000	
	RWL Water Tower	TBD	$ -	$ -	$ -	$ -	$ 2,500,000
	RWL LBPS Genset Replacement	TBD	$ -	$ -	$ -	$ -	$ 200,000
TOTAL REGIONAL WATER LINE			**$ 85,000**	**$ 40,000**	**$ 25,000**	**$ 25,000**	**$ 2,700,000**

Fund Description(s)

REV Revenue
O Operating Investments
CR Capital Reserve
TBD To Be Determined

APPENDIX C
Development Authority of the North Country
Army Sewer Line/Army Water Line/Regional Water Line
2020-2021 User Charges Schedule

	2019-2020	2020-2021	Change
Army Sewer	4.58	4.41	-0.16
Army Water	6.39	6.63	0.24
Sewer Connection Rates:			
Town of LeRay - Sanford Corners	3.25	3.14	-0.12
Town of Pamelia SD9	3.30	3.18	-0.12
Town of LeRay - North Entry	3.25	3.14	-0.12
Town of Leray SD 4	3.67	3.55	-0.12
Town of Pamelia SD3	3.38	3.25	-0.13
Route 3 Sewer	3.53	3.39	-0.14
Route 12	3.28	3.16	-0.12
Water Connection Rates:			
Pamelia District #2, LeRay District #1	2.72	2.92	0.20
Pamelia District #1	2.78	2.98	0.21
Pamelia District #4 & #5	2.83	3.04	0.21
LeRay District #2	3.01	3.25	0.23
Champion	3.40	3.68	0.28

Regional Water Line (COST COMPARISON FY20 / FY21)

Municipality	FY 2020 Quarterly Fixed Cost	FY 2020 Variable Cost / KGAL	FY 2021 Quarterly Fixed Cost	FY2021 Variable Cost / KGAL
T/Cape Vincent (WD 2,3)	$ 1,507.00	$ 2.09	$ 1,490.57	$ 1.63
Lyme (incl Bus Garage)	$ 12,809.48	$ 2.09	$ 12,669.80	$ 1.63
Chaumont	$ 12,055.98	$ 2.09	$ 11,924.52	$ 1.63
Dexter	$ 9,795.48	$ 2.09	$ 9,688.67	$ 1.63
T/Brownville (incl GBHS)	$ 12,809.48	$ 2.09	$ 12,669.80	$ 1.63
V/Brownville	$ 20,344.46	$ 2.09	$ 20,122.63	$ 1.63

APPENDIX II

FY 2020 – 2021 BUDGET CALENDAR

DATE	Activity
11-07-2019	Budget Calendar Distribution and Review - Managers Meeting
11-07-2019	Division Budget Packets Issued (Standardized Information)
12-XX-2019	Board Review of Preliminary Budget & Financial Plan as required by PAAA – CFO
12-16-2019	IT Budget Submitted to CFO / Managers
12-20-2019	Critical Issues Identified – Managers (Submit to Executive Director)
12-20-2019	Administrative Allocation Distributed to Managers
12-27-2019	Preliminary Budget & Financial Plan Available as required by PAAA – CFO to Post
12-27-2019	Capital Plan Estimates Submitted to CFO – 10 year - Managers shall create a Project Initiation Form for all Projects. - Capital Plans and PIFs will be located in the following folder: \\Fileserver\share\BUDGETS\FYE 2021\FYE 2021 Capital Projects
12-27-2019	Initial Budgets Submitted to CFO
1-06-2020	Budget Information Submitted by CFO to Executive Director
1-08-2020	Initial Budgets Reviewed – Executive Budget Committee - Administration 8:00 - IT 9:30 - Engineering 11:00
1-09-2020	Initial Budgets Reviewed – Executive Budget Committee - Telecom 8:00 - MMF 10:00
1-10-2020	Initial Budgets Reviewed – Executive Budget Committee - Water Quality 8:00 - Reg. Dev. 10:00
1-23-2020	Budget Work Session – Authority Board -Division Presentations (High Level Power Point) -Capital Plan Overview -Reserves Narrative -Debt Service Narrative -Critical Issues
TBD	Regional Water Line Board Review
TBD	Budget Review with US Army
2-27-2020	Budget and Finance Committee Review & Recommendation of Final Budget – Open to Entire Board
3-26-2020	Final Budget Adopted by Board

APPENDIX III

Budget Memorandum FYE 2021

TO: Patti Pastella, Materials Management
Michelle Capone, Regional Development
Laurie Marr, Public Affairs & Communications
Jennifer Staples, Information Technology
Dave Wolf, Technology
Carrie Tuttle, Engineering
Brian Nutting, Water Quality
Amy Austin, Human Resources

FROM: James Wright, Executive Director
Carl Farone, Deputy Executive Director

DATE: November 7, 2019

SUBJECT: FYE 2021 Budget Packet

Introduction:
Budget time is here again which means it's time to evaluate each of our facilities to determine future capital requirements and to take a hard look at business operations to ensure that we are serving our customers in the best possible manner and at a competitive price. To date, we have been fortunate in that our operations provided sufficient revenue to cover operating expenditures and to fund capital and operating reserves. As we prepare for a new fiscal year it is time to reflect upon current year's achievements and to document the resources required in the upcoming fiscal year to meet Authority defined objectives. While Fiscal Year 2021 can be viewed as a fresh start, it is certain to bring forth new challenges for each of us. It is important that we consider and identify these challenges and build our budgets to reflect our internal operating needs but to also consider the ultimate impact on our customers. As a customer revenue-based organization, our sensitivity to customer pricing is critical.

As we have in the past, each of us is tasked with evaluating the capital and operating requirements of our Divisions to ensure that we are serving our customers in the best possible manner and at a competitive price. Fiscal Year 2021 is poised to have challenges but with adequate preparation and foresight these challenges can be mitigated. It is the expectation that FY 2021 Capital and Operating Budgets will be submitted to the CFO on December 27th. The CFO will compile all budgets and deliver to the Executive Director on January 6th.

Budget Team: will be comprised of James Wright, Carl Farone, Laura Tousant, Jennifer Staples, and Laurie Marr.

Objectives:

The primary objective of the budget process is to develop a financial plan which will enable the Authority to produce sufficient revenue to cover operating, administrative, debt service and capital costs while adequately funding reserves. The ability of the Development Authority to remain self-funding and to provide positive operating results is dependent upon continued responsible and prudent fiscal management. In all budget areas, long term planning is a primary concern.

Capital purchases are an integral component of the total budget. Asset additions or replacements of less than $10,000 should be included in individual expense line items. Items over $10,000 should be separately identified in Capital Budgets. Smaller capital purchases, unless otherwise approved, will be purchased through operating revenues. The budget will include a 10 Year Capital Plan to reflect planned capital expenditures; this is consistent with the State's New York Works Capital Planning Process. Consequently, specific attention should be applied to major projects which could involve significant State Funding or participation for years 6 through 10. While estimating capital expenditures for years two through ten is acceptable, **current year capital costs should be backed by supporting documentation**. Each Division Manager is responsible for the oversight of all capital projects within their respective Division. This will include the development of a capital schedule for the fiscal year. It will also incorporate specific designations of internal or external engineering, project management and/or inspection requirements.

For FY 2021, increased emphasis should be placed on developing capital budgets that accurately reflect the actual cost to complete each project. If costs cannot be accurately estimated, the project should be phased with Engineering in Year 1 and Construction in subsequent years. To that end, Consulting Engineers and staff will be held accountable for cost overruns. As always, capital projects are expected to be completed within the schedule identified in the capital plan. Lastly, Management and staff should look to extend the useful life of assets to defer replacement and capital expenditures.

As always, Division Managers have the responsibility for preparation of total budgets and managing such budgets throughout the year. Finance staff will provide managers with support in creating and managing these budgets.

Critical Issues:

Annually, each division is asked to review the prior year's budget to determine progress relative to previously identified critical issues, and then to project the critical issues anticipated for the upcoming fiscal year. Your identification of critical issues is an essential element to our budget planning process and they are due to the Executive Director on or before December 20, 2019.

FYE 2021 Priorities:

1. Further development of Authority-wide asset management plans. In FYE 2018, 2019 and 2020, Asset Management Plans were developed for Water Quality, MMF and Telecommunications, respectively. The FYE 2021 Budget will include the annual update to each Asset Management Plan. Such update in 2021 will be completed by Division Management with assistance from Engineering staff as requested.
2. Increase Capital Budget due diligence to include more accurate estimation of costs. In cases where costs cannot be appropriately estimated, include engineering in year 1 and construction in subsequent years.
3. Identify resources required to implement Board directives.

Attached find the following documents which you will need to begin preparing your budgets:

1. Budget Objectives and Goals Narrative
2. Budget Calendar
3. Wages & Fringe Budget Assumptions
4. Revenue and Expense Data – 5 Year Actual Comparison

A Budget Preparation and Capital Plan Template has been developed for each of you and is located within each of the Divisions Budget Folders. Please feel free to contact me at any time if you should have any questions.

BUDGET OBJECTIVES AND GOALS NARRATIVE (FYE 2021)

ADMINISTRATIVE BUDGET

The Administrative budget will continue to identify direct facility expenses from those which are general overhead charges. Direct facility expenses will be charged to the appropriate facility whenever possible, and not passed through the general administration budget.

Administrative expenses will be charged to the operating facilities as follows:

- Personnel costs (salary and fringe benefits) / General Administrative Office Expenses: Administrative Wages & General Admin Office Expenses are charged to the Administrative Division (CO 10) and distributed to the Operating Divisions via an administrative allocation. The Administrative Allocation will distribute such costs based on each Divisions proportionate share of total Authority expenditures.

INFORMATION TECHNOLOGY BUDGET

The Director of Information Systems will update the centralized plan for the purchase of computer equipment & software and will update the 5 year capital plan for the replacement of computer based technology (Servers, etc). The Information Technology Department will not have a specific Information Technology Division Budget but will create and manage a centralized budget for all Authority IT purchases (equipment & software) which will be purchased at the Division level. Costs of operating the Information Technology Department will be identified and incorporated into the operating divisions of the Authority. Indirect IT expenditures that benefit the Authority as a whole will be charged to the Administrative Division and allocated via the Administrative Allocation. Direct IT costs that benefit a single Authority Division will be charged to the Authority Division obtaining the benefit from the purchase.

Information Technology staff will meet with each Division Manager to ensure that IT Objectives are identified and costs are appropriately budgeted within the operating divisions.

Information Technology staff will update the ECMS Strategic Plan to include ongoing implementation and maintenance.

The costs associated with Nexgen, Bamboo HR, ECMS, Microsoft SL will be included in the Administrative Budget.

ENGINEERING BUDGET

The Director of Engineering will develop an Engineering Division Budget which will identify all revenue and expenses of the Engineering Division. Engineering Staff manages numerous revenue based contracts which should be monitored to ensure profitability or at a minimum, cost reimbursement.

Engineering Labor will be directly charged to the facility in which time is worked. The Director of Engineering will meet with each Division Manager to discuss Engineering staff time allocation to ensure that each of the Division Managers understand the level of Engineering support afforded within the budget. Upon completion of such meetings, a formalized time allocation with deliverables will be documented and included in the budget.

The general expenses associated with running the Engineering Division will be charged directly to the Engineering Division. An allocation will distribute these costs to the operating divisions of the Authority based on a standard hourly overhead rate which is allocated based on actual engineering labor hours charged to each facility.

Authority SCADA and GIS expenses will be charged directly to the Engineering Division. These costs will be allocated to the operating divisions based on utilization of such systems. Engineering staff shall document the methodology utilized in determining GIS and SCADA cost allocations in the FY 2021 Engineering Budget Memo.

REGIONAL DEVELOPMENT

The budget for Regional Development includes 6 distinct budgets which are consolidated for Board reporting and budget approval. Consistent with the 2020 Budget, RD staff wages will be reflected as "RD Wages" in associated budgets. The 6 budgets are as follows:

1. **Community Rental Housing Program (CRHP):** The CRHP was created to establish a revolving loan fund to create affordable housing as a result of the expansion of Fort Drum. The CRHP budget should anticipate receipt of grant funds (if applicable), interest income on loans receivable as well as corresponding expenditures. All loans shall be reviewed for collectability on an ongoing basis.
2. **Community Development (CD):** The Community Development budget includes the following loan funds; 1) the Community Development Loan Fund, 2) the Tourism Fund, 3) the Digital Film Fund, 4) the North Country Revolving Loan Fund, 5) and the North Country Value Added Agriculture Program. The Community Development budget should anticipate the receipt and disbursement of grant funding and will include interest income on loans receivable, interest income on deposits, as well as corresponding expenditures. All loans shall be reviewed for collectability on an ongoing basis.
3. **Affordable Housing Program (ARHP):** The ARHP will be managed conservatively with requests for funding shared with other organizations when possible. The ARHP budget should include interest income on loans receivable, interest income on deposits as well as corresponding expenditures. All loans shall be reviewed for collectability on an ongoing basis.
4. **Regional Development Contracts:** Regional Development Staff manage multiple administrative contracts; many of which are on a time and material basis and others that are on a lump sum basis (e.g. NCA). Staff shall continue to monitor each project to ensure profitability or at a minimum, cost reimbursement. The budget for Regional Development Contracts will include revenue from contracts as well as associated expenditures. Other sources of further administrative reimbursement will be emphasized to the extent possible to maximize revenue potential.
5. **North Country EDF:** Regional Development staff will create a budget for the North Country EDF with full participation of the New York Power Authority.
6. **DANC EDF:** Regional Development staff will create a budget for the Economic Development Fund. The budget for this fund should anticipate the receipt and disbursement of grant funding and will include interest income on loans receivable, interest income on deposits, as well as corresponding expenditures. All loans shall be reviewed for collectability on an ongoing basis.

MATERIALS MANAGEMENT FACILITY

Management will review historical data in projecting waste volumes and associated expenses. Staff will document projected waste volumes as part of the FY 2021 Budget and will provide an explanation of variances over historical trends. A strong emphasis will be placed on environmental compliance and sound fiscal policy. Reserve assumptions will be prepared and reviewed with the Budget Team to ensure third party compliance and facility long term viability.

The FY 2021 Budget will fully define and document the timeline and cost of operating the Landfill Expansion to include reserve utilization. Special emphasis should be attributed to updating the 5 year capital plan which will serve as the foundation for future capital expenditures at the facility.

The Debt Coverage Ratio of the Material Management Facility must be 1.15 to comply with bond requirements.

TELECOMMUNICATIONS

The Telecommunications' budget will reflect the operation and maintenance costs associated with the ongoing network expansion. Staff shall thoroughly review revenue projections and will document projected revenues for FY 2021. Staff will review operating expenditures and will document any additional resources required to manage facility operations and increasing plant expansion. If it is deemed that additional support is required, an analysis of outsourcing versus hiring should be completed.

A thorough analysis of reserve requirements which will include all capital projects should be included with the budget plan.

WATER QUALITY

1. **Army Sewer Line (ASL):** Budgets and rates for the ASL should remain relatively stable. Capital projects should be thoroughly reviewed and consideration should be given to necessity and rate impact. Capital Projects identified should be completed within fiscal year budgeted.
2. **Army Water Line (AWL):** Budgets and rates for the AWL should remain relatively stable. Capital projects should be thoroughly reviewed and consideration should be given to necessity and rate impact. Capital projects identified should be completed within the fiscal year budgeted.
3. **Regional Water Line (RWL):** Budgets and rates for the RWL should be managed to ensure that the rate impact remains relatively stable. Capital projects should be thoroughly reviewed and consideration should be given to necessity and rate impact. Capital projects identified should be completed within the fiscal year budgeted.
4. **Water Quality Contracts (WQC):** Water Quality staff manages numerous contracts; many of which are on a time and material basis and others that are on a lump sum basis. Staff shall monitor each project to ensure profitability and will utilize current project data when renegotiating contracts to ensure proper margins are met. The budget for Water Quality Contracts will include revenue from contracts as well as associated expenditures.

Specific allocation of general operating costs of the Water and Waste Water Facilities is both time-consuming and costly. Therefore, a standard allocation rate for these costs will be determined and applied to projects on a consistent and rational basis. The Division Manager will be responsible for establishment of these rates.

FY 2020 – 2021 BUDGET CALENDAR

DATE	Activity
11-07-2019	Budget Calendar Distribution and Review - Managers Meeting
11-07-2019	Division Budget Packets Issued (Standardized Information)
12-XX-2019	Board Review of Preliminary Budget & Financial Plan as required by PAAA – CFO
12-16-2019	IT Budget Submitted to CFO / Managers
12-20-2019	Critical Issues Identified – Managers (Submit to Executive Director)
12-20-2019	Administrative Allocation Distributed to Managers
12-27-2019	Preliminary Budget & Financial Plan Available as required by PAAA – CFO to Post
12-27-2019	Capital Plan Estimates Submitted to CFO – 10 year - Managers shall create a Project Initiation Form for all Projects. - Capital Plans and PIFs will be located in the following folder: \\Fileserver\share\BUDGETS\FYE 2021\FYE 2021 Capital Projects
12-27-2019	Initial Budgets Submitted to CFO
1-06-2020	Budget Information Submitted by CFO to Executive Director
1-08-2020	Initial Budgets Reviewed – Executive Budget Committee - Administration 8:00 - IT 9:30 - Engineering 11:00
1-09-2020	Initial Budgets Reviewed – Executive Budget Committee - Telecom 8:00 - MMF 10:00
1-10-2020	Initial Budgets Reviewed – Executive Budget Committee - Water Quality 8:00 - Reg. Dev. 10:00
1-23-2020	Budget Work Session – Authority Board -Division Presentations (High Level Power Point) -Capital Plan Overview -Reserves Narrative -Debt Service Narrative -Critical Issues
TBD	Regional Water Line Board Review
TBD	Budget Review with US Army
2-27-2020	Budget and Finance Committee Review & Recommendation of Final Budget – Open to Entire Board
3-26-2020	Final Budget Adopted by Board

ADMINISTRATION
2020-2021 Wage & Fringe Benefit Budget Assumptions

Wages - Pool Percentage				4.00%	Subject to approval.
	Position ID	**WC Code**			
Health Stipend			**$**	**4,000**	
Dawn Caccavo	10-008	8810	$	4,000	
James Wright	10-001	8810	$	4,000	
Laura Tousant	10-006	8810	$	4,000	
Total			$	12,000	
Family Health Insurance (net of employee offset)			**$**	**15,733**	
Vacancy - Administrative Assistant II	10-004	8810	$	15,733	
Angela Marra	10-003	8810	$	15,733	
Carl Farone	10-005	8810	$	15,733	
Keely Barney	10-010	8810	$	15,733	
Stephen Bohmer	10-013	8810	$	15,733	
Total			$	78,665	
Individual Health Insurance (net of employee offset)			**$**	**6,380**	
Laurie Marr	10-002	8810	$	6,380	
Nicholas Moulton	10-014	8810	$	6,380	
Total			$	12,760	
Individual/Spouse (net of employee offset)			**$**	**12,395**	
Amy Austin	10-009	8810	$	12,395	
Dru Escudero	10-007	8810	$	12,395	
Jan Oatman	10-011	8810	$	12,395	
Jennifer Staples	10-012	8810	$	12,395	
Total			$	49,580	
Individual/Children (net of employee offset)			**$**	**11,206**	

FICA		7.65%	of Payroll
Workers' Compensation	**8810**	0.18%	clerical/office
Disability			
Males	$	24.68	per year per employee
Females	$	80.04	per year per employee
Pension Tier 1		21.60%	of Payroll
Pension Tier 2		19.70%	of Payroll
Pension Tier 3 & 4		16.10%	of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)		13.40%	of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)		9.60%	of Payroll
Post Retirement	$	3.00	per hour

REGIONAL DEVELOPMENT
2020-2021 Wage & Fringe Benefit Budget Assumptions

	Position ID	WC Code		
Wages - Pool Percentage				4.00% Subject to approval.
Health Stipend			**$**	**4,000**
Total			$	-
Family Health Insurance (net of employee offset)			**$**	**15,733**
E. Hartley BonisteelSchweitzer	11-004	8810	$	15,733
Matthew Siver	11-003	8810	$	15,733
Total			$	31,466
Individual Health Insurance (net of employee offset)			**$**	**6,380**
Michelle Capone	11-001	8810	$	6,380
Total			$	6,380
Individual/Spouse (net of employee offset)			**$**	**12,395**
Matthew Taylor	11-002	8810	$	12,395
Total			$	12,395
Individual/Children (net of employee offset)			**$**	**11,206**
No Health Coverage - PT Status/Intern				
Vacancy - Housing Code Inspector	11-005	8810		
FICA				7.65% of Payroll
Workers' Compensation		**8810**		0.18% clerical/office
Disability				
Males			$	24.68 per year per employee
Females			$	80.04 per year per employee
Pension Tier 3 & 4				16.10% of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)				13.40% of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)				9.60% of Payroll
Post Retirement			$	3.00 per hour

MMF
2020-2021 Wage & Fringe Benefit Budget Assumptions

Wages - Pool Percentage				4.00% Subject to approval.
	Position ID	**WC Code**		
Health Stipend			**$ 4,000**	
Flint Filson	20-023	6217	$ 4,000	
Mark Tyo	20-022	6217	$ 4,000	
Total			$ 8,000	
Family Health Insurance (net of employee offset)			**$ 15,733**	
Vacancy - Materials Management Supervisor	20-026	8810	$ 15,733	
Vacancy - Customer Service Assistant	20-004	8810	$ 15,733	
Vacancy - Maintenance Technician II	20-016	6217	$ 15,733	
Vacancy - MMF Equipment Operator I	20-025	6217	$ 15,733	
Brian Wohnsiedler	20-002	8810	$ 15,733	
Kimberly Simmons	20-027	6217	$ 15,733	
Kyle Miller	20-006	8810	$ 15,733	
Michael Blackwell	20-015	6217	$ 15,733	
Stuart Tamblin	20-009	6217	$ 15,733	
Total			$ 141,597	
Individual Health Insurance (net of employee offset)			**$ 6,380**	
Benjamin Millard	20-017	6217	$ 6,380	
Brianne Bush	20-005	8810	$ 6,380	
Christopher O'Connor	20-012	6217	$ 6,380	
Howard Widrick	20-020	6217	$ 6,380	
Jason Akins	20-021	6217	$ 6,380	
Joshua Doyle	20-013	6217	$ 6,380	
Leonard Tibbetts	20-024	6217	$ 6,380	
Mark Kline	20-018	6217	$ 6,380	
Monty Phinney	20-007	6217	$ 6,380	
Noah Herne	20-029	6217	$ 6,380	
Patricia Pastella	20-001	8810	$ 6,380	
Total			$ 70,180	
Individual/Spouse (net of employee offset)			**$ 12,395**	
Brian LaRock	20-014	6217	$ 12,395	
David Best	20-030	6217	$ 12,395	
Henry Waite	20-019	6217	$ 12,395	
Peter Chereshnoski	20-028	6217	$ 12,395	
Scott Worden	20-011	6217	$ 12,395	
Valerie Deon	20-003	8810	$ 12,395	
Total			$ 74,370	
Individual/Children (net of employee offset)			**$ 11,206**	
Christopher Sullivan	20-010	6217	$ 11,206	
Total			$ 11,206	
No Health Coverage - PT Status/Intern				
Cody Walters		6217		
Stephen Pierson	20-008	6217		
FICA				7.65% of Payroll
Workers' Compensation		**8810**		0.18% clerical/office
		6217		9.15% excavation & grading
Disability				
Males			$ 24.68	per year per employee
Females			$ 80.04	per year per employee
Pension Tier 3 & 4				16.10% of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)				13.40% of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)				9.60% of Payroll
Post Retirement			$ 3.00	PER HOUR

TELECOMMUNICATIONS
2020-2021 Wage & Fringe Benefit Budget Assumptions

	Position ID	WC Code			
Wages - Pool Percentage				4.00%	Subject to approval.
Health Stipend			**$**	**4,000**	
Daniel Shue	30-016	8810	$	4,000	
Mark Borte	30-002	8810	$	4,000	
Mary Chereshnoski	30-008	8810	$	4,000	
Timothy Buckley	30-007	8810	$	4,000	
Total			$	16,000	
Family Health Insurance (net of employee offset)			**$**	**15,733**	
Anthony Cerrone	30-006	8810	$	15,733	
David Wolf	30-001	8810	$	15,733	
Tim Field	30-004	8810	$	15,733	
Total			$	47,199	
Individual Health Insurance (net of employee offset)			**$**	**6,380**	
John LaFountaine	30-015	8810	$	6,380	
Nicklaus Thomas	30-012	8810	$	6,380	
Total			$	12,760	
Individual/Spouse (net of employee offset)			**$**	**12,395**	
Robert Durantini	30-005	8810	$	12,395	
Total			$	12,395	
Individual/Children (net of employee offset)			**$**	**11,206**	
Stephen Smithers	30-003	8810	$	11,206	
Total			$	11,206	
No Health Coverage - PT Status/Intern					
Thomas Roman	30-017	8810			
Thomas Duffany	30-009	8810			

FICA		7.65%	of Payroll	
Workers' Compensation	**8810**	0.18%	clerical/office	
Disability				
Males		$	24.68	per year per employee
Females		$	80.04	per year per employee
Pension Tier 3 & 4		16.10%	of Payroll	
Pension Tier 5 (See Tier 5 Employee Listing)		13.40%	of Payroll	
Pension Tier 6 (See Tier 6 Employee Listing)		9.60%	of Payroll	
Post Retirement		$	3.00	Per hour

WATER QUALITY
2020-2021 Wage & Fringe Benefit Budget Assumptions

Wages - Pool Percentage				4.00%	Subject to approval.
	Position ID	**WC Code**			
Health Stipend			**$**	**4,000**	
Melissa Durant	41-003	8810	$	4,000	
Michael Roukous	41-012	7520	$	4,000	
Michael Taber	41-004	7520	$	4,000	
Norman W. Jones	41-009	7520	$	4,000	
Steven Marshall	41-010	7520	$	4,000	
Total			$	20,000	
Family Health Insurance (net of employee offset)			**$**	**15,733**	
Vacancy - Operator II	41-007	7520	$	15,733	
Brian Nutting	41-001	8810	$	15,733	
Larry Pete	41-011	7520	$	15,733	
William Jesmore II	41-017	8810	$	15,733	
Total			$	62,932	
Individual Health Insurance (net of employee offset)			**$**	**6,380**	
Brian Mantle	41-008	7520	$	6,380	
Total			$	6,380	
Individual/Spouse (net of employee offset)			**$**	**12,395**	
Andrew Bishop	41-006	7520	$	12,395	
Daniel Jackson	41-016	7520	$	12,395	
Total			$	24,790	
Individual/Children (net of employee offset)			**$**	**11,206**	
Alan Fleming (4)	41-013	7520	$	11,206	
Jerame Roux (3)	41-014	7520	$	11,206	
Kenneth Kizzer (3)	41-015	7520	$	11,206	
Neil O'Dell (4)	41-002	7520	$	11,206	
Scott McConnell (4)	41-005	7520	$	11,206	
Total			$	56,030	
No Health Coverage - PT Status/Intern					
Vacancy - Intern		7520			

FICA			7.65%	of Payroll
Workers' Compensation	**8810**		0.18%	clerical/office
	7520		9.07%	water works operation & drivers
Disability				
Males		$	24.68	per year per employee
Females		$	80.04	per year per employee
Pension Tier 3 & 4			16.10%	of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)			13.40%	of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)			9.60%	of Payroll
Post Retirement		$	3.00	PER HOUR

ENGINEERING
2020-2021 Wage & Fringe Benefit Budget Assumptions

Wages - Pool Percentage				4.00%	Subject to approval.
	Position ID	**WC Code**			
Health Stipend			**$**	**4,000**	
Kari Tremper	60-011	8601	$	4,000	
Robert Stevenson	60-002	7520	$	4,000	
Starr Carter	60-009	8601	$	4,000	
Warren Salo	60-010	8601	$	4,000	
Total			$	16,000	
Family Health Insurance (net of employee offset)			**$**	**15,733**	
Vacancy - Water Quality Supervisor I (O'burg)	60-012	7520	$	15,733	
Vacancy - Controls Engineer	60-016	8803	$	15,733	
Carrie Tuttle	60-001	8601	$	15,733	
Christian Fout	60-013	7520	$	15,733	
Daniel Merrill	60-003	8803	$	15,733	
David Rohe	60-014	7520	$	15,733	
Manasseh Burt	60-004	8601	$	15,733	
Total			$	110,131	
Individual Health Insurance (net of employee offset)			**$**	**6,380**	
Thomas Haynes	60-007	8601	$	6,380	
Total			$	6,380	
Individual/Spouse (net of employee offset)			**$**	**12,395**	
Bart Crary	60-015	7520	$	12,395	
Megan Ervay	60-008	7520	$	12,395	
Terri Belden	60-006	8810	$	12,395	
Total			$	37,185	
Individual/Children (net of employee offset)			**$**	**11,206**	
Total			$	-	

FICA		7.65%	of Payroll
Workers' Compensation	**8810**	0.18%	clerical/office
	8803	0.07%	clerical svc contractors - traveling
	8601	0.60%	engineer or architect - consulting
	7520	9.07%	water works operation & drivers

Disability			
Males	$	24.68	per year per employee
Females	$	80.04	per year per employee

Pension Tier 3 & 4		16.10%	of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)		13.40%	of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)		9.60%	of Payroll
Post Retirement	$	3.00	PER HOUR

RETIREMENT TIERS **(Sorted Alpha w/in Division)**
2020-2021 Wage & Fringe Benefit Budget Assumptions

Division	Last Name	First Name	Position ID
The following Authority Employees are in Tier 1 :			
10	WRIGHT	JAMES	10-001
The following Authority Employees are in Tier 3 :			
30	FIELD	TIMOTHY	30-004
The following Authority Employees are in Tier 5:			
11	SIVER	MATTHEW	11-003
20	SULLIVAN	CHRISTOPHER	20-010
30	MOULTON	NICHOLAS	30-011
30	THOMAS	NICKLAUS	30-012
41	ROUX	JERAME	41-014
60	BELDEN	TERRI	60-006
60	CARTER	STARR	60-009
60	SALO	WARREN	60-010
The following Authority Employees are in Tier 6:			
10	BARNEY	KEELY	10-010
10	CACCAVO	DAWN	10-008
10	DURANT	MELISSA	10-004
10	MARR	LAURIE	10-002
10	MARRA	ANGELA	10-003
20	BEST	DAVID	20-030
20	DOYLE	JOSHUA	20-012
20	FILSON	FLINT	20-023
20	HERNE	NOAH	20-029
20	KLINE	MARK	20-018
20	MILLER	KYLE	20-006
20	O'CONNOR	CHRISTOPHER	20-012
20	PHINNEY	MONTY	20-025
20	SIMMONS	KIMBERLY	20-027
30	CERRONE	ANTHONY	30-006
30	LAFONTAINE	JOHN	30-015
30	SHUE	DANIEL	30-016
30	STAPLES	JENNIFER	30-014
41	BISHOP	ANDREW	41-006
41	JACKSON	DANIEL	41-016
41	KIZZER	KENNETH	41-015
41	PETE	LARRY	41-011
41	ROUKOUS	MICHAEL	41-012
41	TABER	MICHAEL	41-004
60	BURT	MANASSEH	60-004
60	ERVAY	MEGAN	60-008
60	FOUT	CHRISTIAN	60-013
60	HAYNES	THOMAS	60-007
60	ROHE	DAVID	60-014
60	TREMPER	KARI	60-011

All other employees are Tier 3 or 4 (Same Rate)

Summary of All Units
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$16,085,545.03	$16,896,250.59	$18,057,144.75	$18,489,658.32	$19,830,045.03	$19,632,769.08	$19,601,892.63	$19,249,622.73	$18,037,726.32	$18,309,497.42	$19,848,921.00
4004	Dark Fiber Billings	64,410.00	64,410.00	64,410.00	64,410.00	64,410.00	59,325.83	64,410.00	64,410.00	64,410.00	128,896.68	414,444.00
4005	Capital Billings	153,297.60	264,624.00	293,641.92	326,925.36	328,602.32	308,397.56	307,727.72	307,498.76	307,037.44	278,566.88	277,287.00
4006	Replacement Reserve Tip I…	520,691.22	593,882.62	487,518.72	222,388.74	201,997.16	428,159.52	222,626.08	1,103,543.68	892,316.96	1,107,093.28	537,188.00
4007	Liner Reserve Tip Income	1,562,073.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4008	Closure Reserve Tip Income	260,345.61	296,941.31	365,639.07	444,777.48	454,493.63	481,679.48	445,252.16	551,771.84	446,158.48	553,546.64	477,500.00
4010	Tip Fee Stabilization Tip In…	0.00	237,553.04	243,759.36	0.00	403,994.32	214,079.76	222,626.08	551,771.84	446,158.48	553,546.64	0.00
4011	Recycling Rebate Tip Income	0.00	356,329.58	243,759.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4012	Capital Reserve Tip Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	551,771.84	1,059,626.40	830,319.96	477,500.00
4013	Landfill Gas Tip Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	551,771.84	446,158.48	553,546.64	477,500.00
	Total Customer Billings	**18,646,363.12**	**18,709,991.14**	**19,755,873.18**	**19,548,159.90**	**21,283,542.46**	**21,124,411.23**	**20,864,534.67**	**22,932,162.53**	**21,699,592.56**	**22,315,014.14**	**22,510,340.00**
	Grant Revenue											
4181	Federal Grant Income	68,734.00	627,534.54	3,203,272.66	7,584,492.11	2,341,578.81	0.00	0.00	180,472.43	328,619.77	127,089.04	253,465.00
4183	NY State Grants	780,449.40	254,959.00	37,248.00	3,078,573.35	5,749,734.43	1,019,164.97	1,760,142.77	3,744,418.21	2,333,450.47	2,123,913.34	2,199,996.00
4184	Other Grants	0.00	0.00	1,000,000.00	0.00	0.00	400,000.00	0.00	0.00	0.00	438.24	40,000.00
	Total Grant Revenue	**849,183.40**	**882,493.54**	**4,240,520.66**	**10,663,065.46**	**8,091,313.24**	**1,419,164.97**	**1,760,142.77**	**3,924,890.64**	**2,662,070.24**	**2,251,440.62**	**2,493,461.00**
4104	**Loan Interest Income**	**569,416.01**	**586,036.82**	**572,031.62**	**568,405.95**	**504,468.15**	**543,871.46**	**639,583.05**	**664,527.51**	**617,971.80**	**661,274.95**	**699,000.00**
	Other Income											
4162	Processing Fees	0.00	0.00	0.00	0.00	0.00	10,500.00	0.00	26,265.00	46,617.00	39,355.00	29,575.00
4164	Miscellaneous	94,626.09	83,786.93	129,140.85	174,278.92	160,999.86	135,429.33	245,796.83	343,664.47	276,992.00	285,050.25	264,451.00
4166	LFGTE Revenue	0.00	683,805.27	563,964.16	1,009,648.95	1,382,463.22	1,058,804.35	1,025,769.75	679,099.47	758,258.16	581,414.66	582,330.00
4167	Carbon Credit Revenue	771,485.00	715,855.00	434,670.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4190	Recovery of Bad Debts	58.70	0.00	5,875.00	21.90	0.00	0.00	0.00	60,424.16	17,392.00	22,317.89	0.00
	Total Other Income	**866,169.79**	**1,483,447.20**	**1,133,650.01**	**1,183,949.77**	**1,543,463.08**	**1,204,733.68**	**1,271,566.58**	**1,109,453.10**	**1,099,259.16**	**928,137.80**	**876,356.00**
4201	**Gain on Sale of Assets**	**0.00**	**7,539.00**	**0.00**	**0.00**	**0.00**	**33,088.21**	**99,086.00**	**82,150.98**	**29,200.00**	**115,331.18**	**43,000.00**
	Interest Income											
4102	Investment Interest Income	393,065.95	271,359.65	223,007.21	153,598.61	46,988.59	154,276.76	262,326.59	322,978.56	383,553.02	537,799.80	753,655.00
4106…	Trustee Interest	726,127.07	414,819.49	422,308.13	245,724.55	(107,135.66)	332,637.62	263,501.22	360,382.93	257,996.41	285,905.17	147,140.00
4108	Reserve Interest	234,494.82	171,118.57	195,950.33	131,123.15	11,476.98	166,112.89	224,510.15	275,727.57	295,849.89	351,727.65	340,015.00
4116	Replace Reserve Interest I…	50,730.93	104,711.38	46,589.64	53,848.43	3,467.31	52,872.58	81,064.52	55,166.00	82,315.65	115,189.10	124,514.00
4117	Liner Reserve Interest Inco…	583,405.69	256,227.79	198,618.99	67,347.42	(44,240.79)	0.00	0.00	0.00	0.00	0.00	0.00
4118	Closure Reserve Interest In…	302,850.34	138,400.84	188,018.58	109,365.04	(102,791.81)	113,702.22	110,808.41	145,353.65	140,666.78	171,980.27	188,360.00
4119	Post Close Interest Income	95,636.95	164,340.34	136,151.39	79,195.37	(73,007.09)	139,753.77	123,603.20	149,663.97	139,638.84	156,633.68	142,096.00
4120	Wetlands Mitigation Interes…	0.00	0.00	0.00	0.00	0.00	3,083.66	16,979.52	23,609.66	32,406.29	37,890.62	41,092.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	720,739.65	87,513.72	(1,107,776.03)	(387,976.96)	620,041.55	0.00
	Total Interest Income	**2,386,311.75**	**1,520,978.06**	**1,410,644.27**	**840,202.57**	**(265,242.47)**	**1,683,179.15**	**1,170,307.33**	**225,106.31**	**944,449.92**	**2,277,167.84**	**1,736,872.00**
	Total Income	**23,317,444.07**	**23,190,485.76**	**27,112,719.74**	**32,803,783.65**	**31,157,544.46**	**26,008,448.70**	**25,805,220.40**	**28,938,291.07**	**27,052,543.68**	**28,548,366.53**	**28,359,029.00**
	Salaries											
5001-…	Administrative Wages	727,918.05	799,708.74	844,838.58	932,458.21	992,388.90	1,049,581.03	1,030,048.61	776,742.44	844,951.99	860,972.08	1,127,771.00
5001-…	Engineering Wages	0.00	305,394.60	418,545.61	496,993.08	673,621.51	670,993.95	714,124.68	794,575.80	855,906.34	998,879.39	909,665.00
5001-…	Technology Wages	636,822.52	675,497.53	735,861.38	732,860.36	769,165.74	779,157.19	788,199.86	970,960.66	1,080,201.60	1,285,828.15	1,159,837.00
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	60,118.52	276,061.17	274,670.85	295,293.71	338,503.00

Summary of All Units
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5001-…	MMF Wages	870,705.51	939,734.09	885,059.12	929,845.40	943,977.23	971,334.39	1,049,131.49	1,159,253.46	1,209,042.60	1,257,362.12	1,495,022.00
5001-…	WQ Wages	756,424.16	583,651.10	660,439.11	633,973.83	665,933.28	703,528.44	656,216.72	726,373.49	753,175.90	851,568.72	910,351.00
5002 -…	Overtime Wages	84,881.40	97,138.91	123,185.59	129,841.41	124,370.95	104,390.69	100,471.93	115,455.12	142,243.48	158,037.44	153,420.00
5005	On-Call Stipend	23,741.92	23,850.00	26,400.00	25,800.00	25,350.00	25,500.00	24,150.00	23,100.00	23,850.00	23,850.00	25,800.00
	Total Salaries	**3,100,493.56**	**3,424,974.97**	**3,694,329.39**	**3,881,772.29**	**4,194,807.61**	**4,304,485.69**	**4,422,461.81**	**4,842,522.14**	**5,184,042.76**	**5,731,791.61**	**6,120,369.00**
	Fringe Benefits											
5031 -…	FICA Expense	225,746.08	247,397.75	266,147.59	283,895.32	302,299.96	313,305.94	329,693.02	342,516.51	371,005.03	405,946.35	467,941.00
5032 -…	Pension Expense	189,537.09	366,979.91	524,111.16	684,204.29	818,884.95	799,648.62	547,190.39	946,036.37	957,767.65	705,065.07	839,448.00
5033…	Health Insurance	478,108.75	511,671.04	527,198.09	361,736.26	451,974.68	480,929.51	480,139.97	434,354.51	470,669.88	662,869.98	775,655.00
5041…	Retiree Health Insurance	0.00	0.00	0.00	25,299.08	29,447.50	43,417.43	47,574.27	54,609.12	47,399.91	53,275.34	56,380.00
5034…	Workers Comp	65,872.51	48,482.89	73,793.91	92,631.11	100,143.53	122,702.07	141,394.96	135,107.98	150,956.86	166,989.56	220,984.00
5035 -…	Disability Insurance	1,603.53	1,479.04	1,850.94	1,912.68	2,084.73	2,211.51	2,398.85	3,216.11	3,238.14	3,562.63	3,893.00
5036	Unemployment	10,530.00	18,204.85	7,391.25	17,624.50	5,794.35	1,704.96	9,669.00	797.50	0.00	0.00	10,000.00
5042 -…	Post Retire Overhead	326,770.55	362,498.03	354,002.48	418,783.00	447,701.82	436,722.14	422,557.00	460,521.97	482,471.12	480,186.95	478,401.00
5051	Benefit Admin. Fees	0.00	4,469.00	5,442.25	6,742.87	7,691.47	7,238.99	7,393.08	7,886.36	8,378.68	9,603.12	10,000.00
5052	Employee Morale	121.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5054	Employee Physicals & Scr…	5,734.50	6,889.75	9,489.25	12,258.00	9,269.50	8,065.00	11,194.92	9,201.49	9,552.00	13,206.45	15,375.00
	Total Fringe Benefits	**1,304,024.70**	**1,568,072.26**	**1,769,426.92**	**1,905,087.11**	**2,175,292.49**	**2,215,946.17**	**1,999,205.46**	**2,394,247.92**	**2,501,439.27**	**2,500,705.45**	**2,878,077.00**
	Operations & Maintenance											
5062	Third Party Temporary - O&M	33,926.17	28,631.61	38,439.83	74,844.90	137,671.66	96,042.31	16,116.21	27,508.17	19,286.42	21,618.60	49,000.00
5133	Equipment Maintenance C…	121,603.50	121,457.17	100,255.51	87,134.39	146,566.49	163,336.63	164,228.55	212,019.74	228,567.53	224,922.32	325,000.00
5134	Maintenance Contracts	66,819.83	49,527.44	51,603.86	106,864.13	135,723.83	98,540.19	106,041.23	119,124.78	103,250.52	174,312.21	178,692.00
5135	Underground Locating	34,159.38	25,797.78	21,765.61	28,552.04	27,174.98	40,497.56	43,721.60	45,543.83	81,055.89	56,011.69	95,000.00
5403	Safety Equipment & Supplies	14,354.27	16,962.90	23,049.39	17,318.02	18,670.48	23,143.74	28,490.22	28,094.50	27,627.77	31,618.94	38,400.00
5702	Large Parts	84,048.54	54,516.11	90,409.16	83,475.21	88,560.69	112,323.71	88,818.86	86,474.99	93,366.55	84,147.36	95,000.00
5703	Small Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	29,619.81	29,673.56	21,332.71	30,000.00
5704	O&M Supplies	13,267.92	21,580.68	13,815.58	18,322.39	17,439.83	15,549.46	17,957.44	18,269.73	20,734.56	14,457.09	25,000.00
5706	Shop Tools	12,603.01	12,840.84	13,345.46	12,144.77	12,137.43	13,006.61	12,241.51	13,944.24	16,143.10	8,968.56	16,540.00
5708	Fuels	198,954.22	227,368.99	332,839.51	333,994.80	271,176.07	254,296.27	144,776.22	150,760.54	205,141.08	234,408.47	248,000.00
5710	Lubricants	13,843.93	12,633.17	13,949.90	18,402.39	14,310.33	12,567.90	13,801.24	17,407.97	15,138.23	11,209.22	20,000.00
5712	Purchased Maintenance &…	45,470.45	42,970.46	46,594.64	45,962.80	79,256.60	76,137.06	83,794.92	64,347.14	90,687.60	68,224.99	135,000.00
5716	Equipment Rental	89.00	87.75	1,000.55	6,781.25	4,016.83	1,910.97	11,432.82	495.00	5,469.48	8,778.00	10,000.00
5718	Tires	10,931.34	14,395.79	13,610.05	16,550.82	14,920.27	6,444.96	5,261.83	12,393.08	15,284.48	19,128.26	46,000.00
5720	Offnet Circuit Lease	119,189.61	145,132.73	153,695.00	176,420.43	195,014.40	244,034.79	326,326.10	374,863.48	384,515.98	486,374.44	600,000.00
5770	Other Tool, Equip & O&M	931.75	4,437.85	6,618.70	11,512.21	4,690.26	6,465.10	14,958.31	6,869.75	7,482.52	16,525.63	11,000.00
5815	Chemicals	29,053.13	22,914.74	25,803.35	36,058.25	44,842.09	34,864.84	48,969.67	54,307.51	38,703.87	29,406.55	117,040.00
5818	Leachate System Expense	51,793.93	12,211.05	7,537.98	11,513.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5819	SCADA Expense - Non Co…	3,339.00	2,045.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5820	LFG Maintenance	26,804.79	32,604.83	34,099.74	27,521.57	45,300.74	38,564.44	42,508.17	47,634.34	50,752.63	73,306.64	75,000.00
5830	Collo Expense	52,885.81	62,587.00	76,541.04	77,365.38	83,943.49	130,583.97	113,132.96	139,756.43	137,358.40	150,070.10	185,000.00
5832	Emergency Restoration	0.00	0.00	0.00	25,306.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5834	Permitting	2,000.00	125.00	125.00	125.00	125.00	0.00	0.00	0.00	0.00	265.90	3,000.00
5836	Pole Attachment Fees	97,446.25	103,062.30	103,541.87	142,594.14	179,938.74	204,204.29	168,414.89	229,651.30	224,000.27	204,544.82	314,479.00
5838	Conduit Lease	5,504.88	4,706.88	8,530.04	18,353.29	16,283.58	18,446.87	19,695.96	19,695.96	18,446.87	19,695.93	24,696.00
5902	Lab Fees	5,640.00	4,893.00	3,792.00	6,510.00	4,164.00	2,650.00	11,185.00	5,588.00	6,410.00	6,620.00	9,100.00
5904	SCADA	4,841.46	28,890.41	42,321.38	24,412.08	15,829.54	15,674.87	15,468.87	24,129.55	25,304.60	22,717.22	28,820.00
5930	Environmental	0.00	0.00	0.00	10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Summary of All Units
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5932	Monitoring & Testing	77,991.51	85,474.01	79,467.17	78,199.65	67,274.93	69,544.29	88,813.95	94,263.58	90,541.81	94,290.06	115,600.00
6008	Contract Hauling	15,343.17	0.00	36,390.34	0.00	20,676.25	9,800.00	960.00	23,037.50	21,565.00	26,528.75	27,500.00
6010	Cape Vincent Reserve	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00
6106	Annual Report	9,133.45	24,897.75	1,200.00	3,075.00	0.00	6,925.46	0.00	0.00	0.00	0.00	5,000.00
6110	Marketing	0.00	0.00	20,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
8090	Purchases for Resale	45,094.35	28,328.29	145,886.85	75,136.90	47,365.56	85,464.86	51,592.73	37,875.24	92,955.42	101,971.83	152,000.00
	Total O & M	**1,197,764.65**	**1,191,782.19**	**1,506,929.51**	**1,580,151.54**	**1,698,774.07**	**1,786,721.15**	**1,644,409.26**	**1,889,376.16**	**2,055,164.14**	**2,217,156.29**	**2,985,567.00**
	Recycling Transfer Station											
5001-…	Material Reprocessing Wa…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	86,757.00
5031-…	FICA Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,637.00
5032-…	Pension Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,068.00
5033-…	Health Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23,120.00
5034-…	Workers Comp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,552.00
5035-…	Disability Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	49.00
5042-…	Post Retire Overhead	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,040.00
6300	RTS -Safety Equipment &…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,350.00
6305	RTS - Large Parts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,500.00
6310	RTS - Small Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,005.00
6315	RTS - O&M Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,000.00
6320	RTS - Fuels	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,500.00
6325	RTS - Purchased Maintena…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,500.00
6330	RTS - Contract Hauling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	160,000.00
6335	RTS - Office Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	250.00
6340	RTS - Cellular Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,020.00
6345	RTS - Other Communications	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,400.00
6350	RTS - Office Equipment Ma…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
6355	RTS - Employee Mileage R…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00
6360	RTS - Employee Uniforms	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00
6365	RTS - Gas & Electric	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
6370	RTS - Propane	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,500.00
6375	RTS - Building Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
6380	RTS - Site Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
6385	RTS - Building Maintenanc…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6390	RTS - Site Maintenance &…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,000.00
6395	RTS - Auto/Light Truck Rep…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,000.00
6400	RTS - Auto/Light Truck Fuel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6410	RTS - Programming & Soft…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
	Total Recycling Transfer…	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**371,048.00**
	Waste Diversion											
5125	Promotional Materials - RRR	0.00	48,518.84	61,347.20	82,258.39	70,734.66	79,246.01	50,951.05	57,558.24	55,024.60	25,396.88	75,000.00
6009	Household Hazardous Waste	0.00	58,220.69	46,974.02	63,179.81	58,501.32	54,845.38	46,006.20	54,745.32	57,795.30	68,422.72	70,000.00
6011	Recycling Incentive	0.00	175,000.00	175,000.00	175,000.00	175,000.00	0.00	0.00	27,135.85	26,400.70	49,019.45	67,755.00
6012	Recycling Incentive-County…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	310,533.85	0.00	600,000.00
6013	CRT Recycling	0.00	0.00	0.00	0.00	0.00	26,238.95	153,374.00	145,245.45	112,449.40	95,782.40	115,000.00
6015	Ag Plastics Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
6017	Book Debinding	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,000.00	6,086.31	7,500.00
6018	Mattress Recycling - All Co…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	42,494.00	150,000.00

Summary of All Units
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
6019	Fort Drum - Public Partners…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18,262.36	17,308.80	0.00
6020	Waste Audit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	35,000.00
6021	Regional Tire Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	45,000.00
	Total Waste Diversion	**0.00**	**281,739.53**	**283,321.22**	**320,438.20**	**304,235.98**	**160,330.34**	**250,331.25**	**284,684.86**	**586,466.21**	**304,510.56**	**1,170,255.00**
6002	**Sewage Treatment**	**664,861.58**	**822,575.90**	**759,796.97**	**955,748.35**	**1,011,592.09**	**1,087,855.43**	**1,351,529.67**	**1,392,832.79**	**1,639,180.90**	**1,196,193.97**	**1,510,963.00**
6004	**Water Purchases**	**730,659.88**	**707,608.21**	**706,986.22**	**909,477.48**	**902,468.06**	**783,597.50**	**763,455.39**	**1,078,561.30**	**539,082.26**	**600,528.97**	**706,548.00**
6016…	**Closure & Post Closure C…**	**660,602.49**	**599,682.49**	**689,809.04**	**633,337.89**	**605,991.00**	**699,099.54**	**744,728.94**	**846,789.46**	**640,861.62**	**1,037,920.58**	**807,956.00**
6006	**Host Community Benefits**	**756,494.34**	**707,381.98**	**738,590.86**	**702,302.88**	**642,350.97**	**695,645.89**	**712,175.92**	**905,058.61**	**756,682.64**	**987,945.04**	**902,316.00**
6007	**LFGTE Revenue Sharing**	**0.00**	**108,546.03**	**11,737.99**	**8,789.65**	**83,636.32**	**21,372.03**	**0.00**	**0.00**	**9,197.36**	**0.00**	**10,000.00**
	Office & Administrative											
5053	Misc Employee Costs	6,414.48	4,673.89	5,074.87	7,374.55	5,893.88	5,346.36	5,258.52	7,003.96	8,921.49	12,092.73	10,170.00
5102	Office Rent	77,061.52	76,357.09	81,300.20	92,322.00	92,322.01	92,322.01	111,183.50	111,185.56	111,185.56	125,450.04	129,289.00
5104	Office Supplies	23,571.44	21,707.22	22,316.25	21,164.93	18,767.81	18,547.16	17,421.35	20,520.68	20,258.70	14,734.31	25,750.00
5110	Postage & Shipping	7,705.28	6,638.42	5,332.05	7,282.19	6,619.72	6,236.19	6,401.57	6,531.82	5,989.10	6,137.41	8,500.00
5112	Telephone	38,769.53	25,705.91	27,236.81	22,491.00	22,700.96	24,715.66	26,259.46	27,401.37	28,471.13	31,292.49	32,240.00
5114	Cellular Services	16,253.50	29,194.20	26,187.88	29,260.22	30,444.25	31,572.35	27,796.25	27,747.07	29,271.77	33,392.68	38,500.00
5118	Other Communications	19,274.39	20,408.90	16,560.92	13,658.31	11,590.82	12,668.74	11,603.77	8,635.82	8,568.49	9,342.79	11,600.00
5120	Dues & Subscriptions	13,879.33	8,198.98	8,798.08	8,001.49	6,938.93	5,732.62	7,672.45	8,248.15	9,154.25	9,078.40	12,125.00
5122	Public Info & Advertising	20,642.28	12,255.65	5,394.09	8,051.80	5,818.49	7,113.85	5,557.15	8,272.62	12,021.80	11,253.89	12,750.00
5123	Promotional Materials	0.00	33,780.74	5,417.19	6,045.01	16,084.10	11,620.21	19,834.11	1,903.10	11,224.13	10,314.05	16,000.00
5130	Office Equipment	4,241.77	5,704.14	7,201.18	4,230.74	17,919.60	4,975.54	14,459.60	17,121.82	25,569.48	4,556.18	15,500.00
5132	Office Equip Maintenance	525.00	525.00	620.00	639.78	971.25	751.17	1,085.68	540.00	540.00	0.00	1,200.00
5136	Break Room Supplies	1,835.36	1,413.90	1,561.80	1,710.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5170	Other Office Expenses	1,943.23	1,071.96	3,924.28	1,732.06	2,153.22	2,892.00	8,890.98	7,554.62	7,834.26	878.45	7,670.00
5172	Filing Fees	390.14	5,577.58	9,772.59	12,767.07	10,056.53	14,054.90	14,379.33	10,327.10	7,654.09	4,329.26	11,300.00
5173	Credit Card Processing Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	836.17	1,200.00
5202	Employee Mileage Reimbu…	18,815.14	22,554.66	17,588.54	24,128.74	26,077.20	21,110.70	21,883.29	26,479.28	26,488.06	27,576.65	31,162.00
5204	Empl. Meals & Incidental	4,741.72	7,341.04	12,959.46	31,346.77	26,169.54	17,231.94	19,634.73	10,803.96	10,463.40	12,330.58	21,175.00
5206	Empl. Lodging	9,618.50	10,279.51	19,952.49	42,577.83	29,649.40	23,761.60	26,045.33	22,325.43	28,777.81	36,664.26	41,650.00
5270	Travel & Meeting Expense	2,455.76	2,703.42	4,073.21	2,285.23	2,114.70	4,031.72	4,757.44	5,220.63	4,265.27	6,896.56	8,200.00
5312	Continuing Education	0.00	43,295.85	26,664.80	22,692.60	4,451.00	1,826.00	0.00	0.00	0.00	399.00	8,000.00
5370	Training & Development	67,708.14	32,283.99	27,842.11	21,610.09	27,081.95	31,571.86	34,383.47	26,823.00	26,314.86	33,127.01	50,100.00
5402	Employee Uniforms	18,540.88	17,769.28	18,217.45	21,768.40	19,027.79	21,344.32	27,868.69	24,445.71	19,365.00	17,855.54	33,075.00
5508	Cleaning Services	1,812.50	8,851.25	10,942.50	21,268.65	21,114.25	21,636.00	18,247.25	18,981.00	23,751.00	25,277.50	27,000.00
5570	Other General Expense	5,032.09	300.00	1,646.64	858.76	1,269.58	472.21	515.06	476.61	1,046.11	1,182.84	3,500.00
6102	Board Member Travel & Ex…	959.36	1,410.20	1,042.00	935.82	351.36	766.20	2,319.15	819.44	641.18	827.44	1,750.00
6104	Sponsorships	9,348.18	8,739.12	12,035.96	8,460.03	4,420.00	2,710.00	2,600.00	1,000.00	3,284.00	3,080.00	9,000.00
6210	Trustee Fees	60,231.42	17,227.50	26,310.00	14,359.00	11,942.00	9,773.60	10,801.60	9,926.60	9,026.60	6,766.20	8,500.00
	Total Office & Admin	**431,770.94**	**425,969.40**	**405,973.35**	**449,023.88**	**421,950.34**	**394,784.91**	**446,859.73**	**410,295.35**	**440,087.54**	**445,672.43**	**576,906.00**
	Utilities											
5801	Waste Oil	2,035.23	3,680.30	619.06	631.80	399.40	0.00	0.00	0.00	0.00	0.00	0.00
5802	Gas & Electric	184,239.74	192,456.62	173,362.44	166,354.87	211,704.04	168,471.26	118,232.85	126,024.29	137,473.12	140,572.73	150,400.00
5803	Propane	19,424.52	16,741.74	13,356.32	13,462.00	26,700.00	18,572.02	13,228.78	18,113.51	24,217.32	21,854.09	25,000.00
	Total Utilities	**205,699.49**	**212,878.66**	**187,337.82**	**180,448.67**	**238,803.44**	**187,043.28**	**131,461.63**	**144,137.80**	**161,690.44**	**162,426.82**	**175,400.00**
	Materials & Supplies											

Summary of All Units
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5806	Building Supplies	3,458.35	6,022.09	2,266.35	1,458.74	2,452.34	3,836.63	5,611.74	5,251.80	4,898.99	3,297.70	7,000.00
5810	Site Supplies	18,946.01	26,172.18	19,906.24	20,872.90	32,767.65	14,740.30	21,600.63	19,869.79	31,580.89	34,694.60	20,000.00
5824	Sand, Gravel & Stone	124,349.62	119,465.86	120,000.00	118,660.43	126,291.86	134,812.27	149,950.89	149,096.67	174,466.26	199,892.60	200,000.00
5826	Seed & Mulch	15,117.80	9,394.80	5,021.25	7,208.00	6,734.00	19,183.70	29,288.41	21,957.43	26,094.04	22,840.00	30,000.00
	Total Materials & Supplies	**161,871.78**	**161,054.93**	**147,193.84**	**148,200.07**	**168,245.85**	**172,572.90**	**206,451.67**	**196,175.69**	**237,040.18**	**260,724.90**	**257,000.00**
	Professional Fees											
5924	Legal	28,891.12	31,506.50	43,243.20	18,765.85	33,624.06	57,298.07	38,641.00	36,188.70	42,106.85	62,289.46	118,000.00
5926	Investment Banking Fees	3,513.03	36,192.83	27,134.79	30,788.29	24,297.24	24,356.34	31,927.01	33,586.00	34,796.33	35,652.96	47,159.00
5928…	Accounting Fees	40,000.00	42,500.00	43,500.00	48,389.08	40,100.00	39,500.00	37,000.00	34,000.00	38,500.00	34,000.00	41,700.00
5934	Engineering	1,624.00	(87.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5970	Consulting	100,809.22	43,330.23	39,989.98	40,937.55	75,176.20	38,831.96	122,950.07	228,770.45	258,025.00	87,794.56	291,150.00
5971	Carbon Credit Expense	0.00	42,951.30	26,080.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Professional Fees	**174,837.37**	**196,393.86**	**179,948.17**	**138,880.77**	**173,197.50**	**159,986.37**	**230,518.08**	**332,545.15**	**373,428.18**	**219,736.98**	**498,009.00**
	Repairs & Maintenance											
5804	Building Maintenance & Re…	41,618.96	41,005.60	41,703.90	42,910.75	19,888.55	29,546.41	46,010.62	35,931.83	56,893.36	41,198.53	60,500.00
5808	Site Maint & Repair	19,463.98	13,942.45	20,655.13	20,491.76	30,036.90	31,579.71	27,929.77	37,068.72	33,247.59	12,668.24	35,500.00
5812	Pipeline Maintenance	43,517.07	29,607.00	47,938.79	31,919.18	42,818.52	57,857.28	72,443.94	74,576.17	72,280.50	42,603.45	85,000.00
	Total Repairs & Maintena…	**104,600.01**	**84,555.05**	**110,297.82**	**95,321.69**	**92,743.97**	**118,983.40**	**146,384.33**	**147,576.72**	**162,421.45**	**96,470.22**	**181,000.00**
	Automobile											
5601	Auto/Light Truck Rep. & M…	13,337.55	14,129.86	22,880.52	15,455.81	19,208.02	16,669.92	25,628.24	17,258.34	28,128.30	22,506.89	34,877.00
5602	Auto/Light Truck Fuel	42,408.00	52,987.38	74,834.26	94,538.96	91,720.46	78,859.55	52,235.18	51,033.67	60,602.84	72,997.11	89,500.00
5603	Auto/Light Truck Rental/Le…	53,944.78	59,538.85	66,621.45	75,089.02	82,289.37	88,382.38	95,391.04	112,826.82	145,864.47	166,931.71	206,200.00
5604	Parts & Supplies	0.00	0.00	0.00	0.00	0.00	0.00	244.00	0.00	0.00	0.00	0.00
5605	Vehicle Ins	22,363.22	22,023.20	12,464.22	15,088.61	14,366.36	22,715.34	17,813.58	20,777.52	20,749.31	25,238.04	44,500.00
	Total Automobile	**132,053.55**	**148,679.29**	**176,800.45**	**200,172.40**	**207,584.21**	**206,627.19**	**191,312.04**	**201,896.35**	**255,344.92**	**287,673.75**	**375,077.00**
	Computer											
5124	Computer Equipment	32,171.83	48,656.26	27,304.17	39,526.04	35,512.12	26,002.83	31,742.18	36,472.43	38,204.35	62,698.53	60,640.00
5126	Computer Maintenance	960.58	351.65	0.00	822.04	0.00	329.09	968.98	6,933.66	31,599.38	2,881.75	13,000.00
5128	Programming & Software	73,391.59	76,233.39	38,413.41	73,170.92	66,379.63	66,632.67	76,312.49	62,978.98	64,485.00	148,635.82	191,129.00
5129	ECMS Expense	0.00	0.00	0.00	0.00	19,683.98	20,000.00	19,166.00	17,501.39	16,585.00	18,112.55	18,656.00
6108	Web Page Design & Maint…	519.40	519.40	1,151.40	1,310.40	1,356.38	1,825.83	2,275.38	9,675.87	10,059.88	2,359.88	2,690.00
5906	GIS	0.00	45,203.51	30,687.16	30,377.99	89,371.22	24,828.75	34,379.11	38,914.18	40,065.42	42,045.51	42,450.00
	Total Computer	**107,043.40**	**170,964.21**	**97,556.14**	**145,207.39**	**212,303.33**	**139,619.17**	**164,844.14**	**172,476.51**	**200,999.03**	**276,734.04**	**328,565.00**
6122	**Bad Debt Expense**	**56,338.73**	**0.00**	**0.00**	**4,858.01**	**0.00**	**250,000.00**	**0.00**	**0.00**	**245,149.93**	**12,112.35**	**0.00**
6114	**Insurance**	**180,895.72**	**190,566.78**	**200,537.93**	**223,953.41**	**245,065.89**	**278,915.05**	**343,603.29**	**341,240.68**	**358,209.00**	**383,826.53**	**388,600.00**
6120	**Grants**	**110,000.00**	**270,000.00**	**0.00**	**700.00**	**0.00**	**0.00**	**0.00**	**631,753.16**	**524,871.32**	**732,672.04**	**812,500.00**
6190…	**Admin Allocation**	**(8,962.69)**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6208	**NYS Administrative Asse…**	**236,421.00**	**236,421.00**	**112,440.00**	**121,810.00**	**122,000.00**	**122,000.00**	**122,000.00**	**122,000.00**	**122,000.00**	**122,000.00**	**125,047.00**
7032	**Depreciation**	**7,459,673.80**	**5,293,288.88**	**5,254,270.20**	**5,575,156.56**	**8,234,158.57**	**9,361,196.49**	**9,741,457.15**	**10,121,531.28**	**10,990,417.61**	**9,062,315.33**	**8,806,100.00**
7002	**Amortization**	**29,564.52**	**29,564.52**	**29,564.34**	**201,859.14**	**(21,732.84)**	**(9,549.45)**	**(33,949.61)**	**24,366.72**	**24,366.72**	**24,366.72**	**24,400.00**
7102	**Refunding Loss Amortiza…**	**144,893.97**	**154,551.33**	**165,249.40**	**176,294.38**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
4165	**SWAP Gain/Loss**	**(69,201.95)**	**(22,738.54)**	**(12,781.59)**	**(129,378.37)**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6202	**Interest Expense**	**940,254.71**	**803,851.19**	**758,165.88**	**564,027.92**	**410,899.38**	**267,478.61**	**259,029.17**	**343,344.28**	**335,702.03**	**322,626.62**	**646,199.00**
7170	**Bond Issuance Costs**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**173,545.29**	**0.00**	**0.00**	**0.00**	**130,000.00**

Summary of All Units
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
6901	**Contingency**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**57,930.00**
	Total Expenses	**18,812,655.55**	**17,768,364.12**	**17,973,481.87**	**18,993,641.31**	**22,124,368.23**	**23,404,711.66**	**24,011,814.61**	**26,823,412.93**	**28,343,845.51**	**26,986,111.20**	**30,845,832.00**
	Change in Net Position	**4,504,788.52**	**5,422,121.64**	**9,139,237.87**	**13,810,142.34**	**9,033,176.23**	**2,603,737.04**	**1,793,405.79**	**2,114,878.14**	**(1,291,301.83)**	**1,562,255.33**	**(2,486,803.00)**

Administration
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Grant Revenue											
4183	NY State Grants	$931.00	$0.00	$37,248.00	$49,499.00	$64,834.40	$15,516.80	$7,998.00	$6,690.00	$0.00	$5,175.00	$10,000.00
	Total Grant Revenue	**931.00**	**0.00**	**37,248.00**	**49,499.00**	**64,834.40**	**15,516.80**	**7,998.00**	**6,690.00**	**0.00**	**5,175.00**	**10,000.00**
	Other Income											
4164	Miscellaneous	147.43	38,584.35	57,753.40	75,089.02	82,312.04	89,490.01	111,356.23	112,829.61	145,898.80	169,865.86	172,900.00
	Total Other Income	**147.43**	**38,584.35**	**57,753.40**	**75,089.02**	**82,312.04**	**89,490.01**	**111,356.23**	**112,829.61**	**145,898.80**	**169,865.86**	**172,900.00**
4201	**Gain on Sale of Assets**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**15,188.21**	**43,900.00**	**37,551.84**	**23,100.00**	**49,163.68**	**28,000.00**
	Interest Income											
4102	Investment Interest Income	323,975.14	166,194.29	166,634.96	119,387.12	17,324.17	118,921.88	175,147.77	182,432.87	215,924.56	310,346.81	313,200.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	20,022.44	(15,580.30)	(114,133.01)	(76,561.41)	94,113.50	0.00
	Total Interest Income	**323,975.14**	**166,194.29**	**166,634.96**	**119,387.12**	**17,324.17**	**138,944.32**	**159,567.47**	**68,299.86**	**139,363.15**	**404,460.31**	**313,200.00**
	Total Income	**325,053.57**	**204,778.64**	**261,636.36**	**243,975.14**	**164,470.61**	**259,139.34**	**322,821.70**	**225,371.31**	**308,361.95**	**628,664.85**	**524,100.00**
	Salaries											
5001-…	Administrative Wages	46,059.62	32,823.76	55,036.85	72,004.71	50,684.00	36,808.83	33,250.83	47,132.28	49,912.79	850,999.68	1,116,610.00
5001-…	Engineering Wages	0.00	1,662.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5001-…	WQ Wages	5,051.91	0.00	0.00	0.00	0.00	0.00	0.00	69.28	0.00	0.00	0.00
5002 -…	Overtime Wages	0.00	0.00	0.00	0.00	190.50	0.00	617.25	93.29	149.00	541.76	0.00
	Total Salaries	**51,111.53**	**34,486.32**	**55,036.85**	**72,004.71**	**50,874.50**	**36,808.83**	**33,868.08**	**47,294.85**	**50,061.79**	**851,541.44**	**1,116,610.00**
	Fringe Benefits											
5031 -…	FICA Expense	3,809.59	2,909.21	3,948.30	5,094.04	3,562.37	2,564.52	2,509.48	3,221.97	3,399.65	58,503.82	85,421.00
5032 -…	Pension Expense	3,124.51	4,129.86	8,148.06	13,570.24	10,807.24	7,301.51	4,922.56	10,477.51	9,899.49	114,602.92	156,928.00
5033…	Health Insurance	36,152.83	36,272.12	37,128.22	1,374.22	2,302.99	1,266.86	1,534.71	650.00	600.00	71,594.40	115,730.00
5041…	Retiree Health Insurance	0.00	0.00	0.00	25,299.08	29,447.50	43,417.43	47,574.27	54,609.12	47,399.91	53,275.34	56,380.00
5034…	Workers Comp	184.00	44.30	85.30	20.99	289.11	231.20	542.71	138.97	122.23	1,789.73	2,094.00
5035 -…	Disability Insurance	1,056.64	26.03	13.22	15.24	11.28	5.04	8.04	8.13	8.49	708.82	965.00
5036	Unemployment	0.00	18,204.85	7,391.25	17,624.50	5,794.35	1,704.96	9,669.00	797.50	0.00	0.00	10,000.00
5042 -…	Post Retire Overhead	138,433.48	3,288.01	3,887.96	3,542.52	2,410.63	1,454.78	2,219.42	2,033.60	2,136.46	75,466.33	76,231.00
5051	Benefit Admin. Fees	0.00	4,469.00	5,442.25	6,742.87	7,691.47	7,238.99	7,393.08	7,886.36	8,378.68	9,603.12	10,000.00
5052	Employee Morale	188.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5054	Employee Physicals & Scr…	132.00	110.00	947.75	338.00	330.00	434.00	823.00	554.00	304.25	22.00	875.00
	Total Fringe Benefits	**183,081.65**	**69,453.38**	**66,992.31**	**73,621.70**	**62,646.94**	**65,619.29**	**77,196.27**	**80,377.16**	**72,249.16**	**385,566.48**	**514,624.00**
	Operations & Maintenance											
5134	Maintenance Contracts	2,455.76	2,177.36	2,351.55	7,218.30	4,509.09	4,527.60	5,111.88	6,395.51	3,087.51	2,587.30	3,692.00
5403	Safety Equipment & Supplies	0.00	0.00	0.00	0.00	0.00	4,486.33	4,896.53	3,883.77	5,029.88	6,892.65	7,500.00
6106	Annual Report	9,133.45	24,897.75	1,200.00	3,075.00	0.00	6,925.46	0.00	0.00	0.00	0.00	5,000.00
	Total O & M	**11,589.21**	**27,075.11**	**3,551.55**	**10,293.30**	**4,509.09**	**15,939.39**	**10,008.41**	**10,279.28**	**8,117.39**	**9,479.95**	**16,192.00**
	Office & Administrative											
5053	Misc Employee Costs	4,427.12	2,265.51	2,858.41	5,021.86	3,924.76	2,451.62	4,018.77	4,942.86	5,495.00	9,371.47	5,670.00
5102	Office Rent	56,641.04	56,697.16	57,509.32	58,372.99	58,372.97	58,173.30	55,545.18	55,530.74	55,653.05	68,348.80	74,249.00
5104	Office Supplies	8,358.66	10,083.25	8,149.25	8,099.76	7,683.44	8,512.83	6,902.05	8,436.41	8,919.93	5,253.65	10,000.00
5110	Postage & Shipping	5,881.01	5,339.02	3,814.71	5,351.89	5,160.22	5,315.65	5,351.29	5,161.69	5,167.06	5,424.97	6,000.00

Administration
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5112	Telephone	6,728.67	7,751.17	6,551.68	2,905.72	2,447.74	3,022.30	2,498.11	2,622.37	2,735.65	3,022.73	3,240.00
5114	Cellular Services	466.67	1,154.09	1,440.00	1,440.00	2,520.00	2,659.98	2,510.00	1,411.61	1,826.81	2,320.00	4,000.00
5118	Other Communications	13,983.09	16,207.34	12,270.80	10,676.30	10,414.42	11,453.92	10,348.80	7,382.42	7,315.09	8,089.39	10,000.00
5120	Dues & Subscriptions	6,982.33	4,596.43	3,728.03	4,504.50	3,993.80	3,038.67	3,409.00	3,343.60	4,049.20	4,393.20	5,000.00
5122	Public Info & Advertising	1,325.00	1,585.30	847.46	1,371.12	1,312.47	1,875.00	1,149.75	1,054.59	493.74	1,708.67	2,500.00
5123	Promotional Materials	0.00	26,082.51	1,447.62	2,900.81	5,818.62	2,136.73	11,101.90	1,595.00	4,951.54	2,939.25	3,000.00
5130	Office Equipment	303.25	923.00	777.90	1,321.80	0.00	853.70	0.00	5,532.45	12,151.64	0.00	2,500.00
5136	Break Room Supplies	521.15	531.18	548.27	460.32	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5170	Other Office Expenses	1,943.23	1,071.96	1,234.99	1,260.57	701.28	710.66	3,875.76	6,082.00	3,531.69	420.00	2,670.00
5173	Credit Card Processing Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	836.17	1,200.00
5202	Employee Mileage Reimbu…	1,860.55	2,370.00	3,681.93	4,087.80	4,850.30	5,084.79	5,574.11	4,055.20	4,902.73	3,396.84	6,000.00
5204	Empl. Meals & Incidental	1,626.30	803.44	1,281.59	969.80	2,065.00	3,688.54	2,084.84	1,511.37	1,259.51	384.37	2,150.00
5206	Empl. Lodging	126.00	684.00	918.15	801.00	990.05	2,622.41	2,223.20	2,654.00	2,646.91	1,286.00	2,700.00
5270	Travel & Meeting Expense	104.57	772.92	1,970.34	1,560.18	392.05	1,945.35	2,332.47	2,492.45	2,508.72	1,689.34	2,850.00
5312	Continuing Education	0.00	2,860.22	1,632.80	1,462.50	1,127.00	0.00	0.00	0.00	0.00	0.00	0.00
5370	Training & Development	3,936.00	4,635.70	3,332.95	5,803.95	12,237.35	16,329.41	16,372.81	9,704.00	7,201.00	10,704.81	13,000.00
5402	Employee Uniforms	0.00	0.00	0.00	0.00	0.00	0.00	576.00	678.00	822.00	168.00	1,350.00
5508	Cleaning Services	1,812.50	2,875.00	4,022.50	3,055.00	3,437.50	3,640.00	3,500.00	3,640.00	3,810.00	3,640.00	5,000.00
5570	Other General Expense	0.00	0.00	0.00	0.00	0.00	(20.52)	0.00	0.00	0.00	0.00	0.00
6102	Board Member Travel & Ex…	959.36	1,410.20	1,042.00	935.82	351.36	766.20	2,319.15	819.44	641.18	827.44	1,750.00
6104	Sponsorships	9,348.18	8,739.12	12,035.96	8,460.03	4,420.00	2,710.00	2,600.00	1,000.00	3,284.00	3,080.00	9,000.00
6210	Trustee Fees	29,557.42	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Office & Admin	**156,892.10**	**159,438.52**	**131,096.66**	**130,823.72**	**132,220.33**	**136,970.54**	**144,293.19**	**129,650.20**	**139,366.45**	**137,305.10**	**173,829.00**
	Professional Fees											
5924	Legal	3,210.00	3,962.25	6,923.15	9,026.75	16,687.54	29,540.57	25,313.37	15,504.03	16,995.39	33,862.06	30,000.00
5926	Investment Banking Fees	127.07	5,730.59	4,168.14	5,032.33	5,498.94	5,527.27	6,680.78	7,068.59	7,116.89	7,636.85	8,900.00
5928…	Accounting Fees	40,000.00	42,500.00	43,500.00	48,389.08	40,100.00	39,500.00	37,000.00	34,000.00	38,500.00	34,000.00	41,700.00
5970	Consulting	46.58	1,400.00	1,500.00	0.00	42,518.75	12,250.00	4,184.19	10,750.00	10,281.00	0.00	10,000.00
	Total Professional Fees	**43,383.65**	**53,592.84**	**56,091.29**	**62,448.16**	**104,805.23**	**86,817.84**	**73,178.34**	**67,322.62**	**72,893.28**	**75,498.91**	**90,600.00**
	Automobile											
5601	Auto/Light Truck Rep. & M…	410.93	109.76	30.51	85.89	736.10	706.23	980.18	977.95	277.38	485.07	1,000.00
5602	Auto/Light Truck Fuel	1,529.72	885.35	1,220.31	1,206.38	857.03	430.33	671.38	341.09	286.74	215.66	1,500.00
5603	Auto/Light Truck Rental/Le…	1,967.28	163.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Automobile	**3,907.93**	**1,159.05**	**1,250.82**	**1,292.27**	**1,593.13**	**1,136.56**	**1,651.56**	**1,319.04**	**564.12**	**700.73**	**2,500.00**
	Computer											
5124	Computer Equipment	13,139.31	20,247.01	7,028.81	8,348.95	13,657.80	13,087.64	6,025.73	14,489.87	10,832.00	37,427.13	25,640.00
5126	Computer Maintenance	0.00	0.00	0.00	0.00	0.00	329.09	968.98	6,384.63	31,249.38	1,713.75	13,000.00
5128	Programming & Software	37,443.38	35,657.64	27,279.83	55,583.59	43,896.28	61,070.23	68,832.28	50,501.67	47,305.65	92,098.49	126,506.00
5129	ECMS Expense	0.00	0.00	0.00	0.00	19,683.98	20,000.00	19,166.00	17,501.39	16,585.00	18,112.55	18,656.00
6108	Web Page Design & Maint…	519.40	519.40	1,151.40	1,310.40	1,108.13	993.38	1,317.63	7,175.87	10,059.88	2,359.88	2,690.00
5906	GIS	0.00	0.00	0.00	0.00	66,068.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Computer	**51,102.09**	**56,424.05**	**35,460.04**	**65,242.94**	**144,414.19**	**95,480.34**	**96,310.62**	**96,053.43**	**116,031.91**	**151,711.80**	**186,492.00**
6114	**Insurance**	**11,708.31**	**11,678.85**	**10,574.55**	**10,739.44**	**11,977.45**	**14,783.83**	**15,713.56**	**16,605.58**	**18,274.17**	**17,462.94**	**17,800.00**
6120	**Grants**	**10,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6190…	**Admin Allocation**	**(271,209.80)**	**(306,019.04)**	**(293,839.58)**	**(317,836.55)**	**(361,871.52)**	**(367,504.74)**	**(403,869.65)**	**(316,250.55)**	**(416,091.92)**	**(1,675,740.19)**	**(1,995,799.00)**

Administration
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
7032	**Depreciation**	**10,136.72**	**48,138.39**	**68,956.60**	**90,714.13**	**126,221.16**	**157,438.18**	**162,336.50**	**183,982.11**	**216,299.05**	**224,925.68**	**255,800.00**
6901	**Contingency**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**22,930.00**
	Total Expenses	**261,703.39**	**155,427.47**	**135,171.09**	**199,343.82**	**277,390.50**	**243,490.06**	**210,686.88**	**316,633.72**	**277,765.40**	**178,452.84**	**401,578.00**
	Change in Net Position	**63,350.18**	**49,351.17**	**126,465.27**	**44,631.32**	**(112,919.89)**	**15,649.28**	**112,134.82**	**(91,262.41)**	**30,596.55**	**450,212.01**	**122,522.00**

Materials Management
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$6,649,328.96	$6,974,131.06	$7,204,651.50	$7,607,462.48	$7,305,532.59	$7,477,361.91	$8,088,476.30	$6,694,313.42	$5,791,875.97	$6,245,615.08	$7,331,188.00
4006	Replacement Reserve Tip I…	520,691.22	593,882.62	487,518.72	222,388.74	201,997.16	428,159.52	222,626.08	1,103,543.68	892,316.96	1,107,093.28	537,188.00
4007	Liner Reserve Tip Income	1,562,073.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4008	Closure Reserve Tip Income	260,345.61	296,941.31	365,639.07	444,777.48	454,493.63	481,679.48	445,252.16	551,771.84	446,158.48	553,546.64	477,500.00
4010	Tip Fee Stabilization Tip In…	0.00	237,553.04	243,759.36	0.00	403,994.32	214,079.76	222,626.08	551,771.84	446,158.48	553,546.64	0.00
4011	Recycling Rebate Tip Income	0.00	356,329.58	243,759.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4012	Capital Reserve Tip Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	551,771.84	1,059,626.40	830,319.96	477,500.00
4013	Landfill Gas Tip Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	551,771.84	446,158.48	553,546.64	477,500.00
	Total Customer Billings	**8,992,439.45**	**8,458,837.61**	**8,545,328.01**	**8,274,628.70**	**8,366,017.70**	**8,601,280.67**	**8,978,980.62**	**10,004,944.46**	**9,082,294.77**	**9,843,668.24**	**9,300,876.00**
	Grant Revenue											
4183	NY State Grants	0.00	0.00	0.00	29,074.35	1,008,271.03	247,648.17	654,114.77	22,727.80	295,747.13	73,019.14	120,000.00
	Total Grant Revenue	**0.00**	**0.00**	**0.00**	**29,074.35**	**1,008,271.03**	**247,648.17**	**654,114.77**	**22,727.80**	**295,747.13**	**73,019.14**	**120,000.00**
	Other Income											
4164	Miscellaneous	6,981.64	26,886.32	19,678.77	19,402.66	29,457.97	12,607.28	25,043.63	119,856.99	18,552.30	19,516.65	15,000.00
4166	LFGTE Revenue	0.00	683,805.27	563,964.16	1,009,648.95	1,382,463.22	1,058,804.35	1,025,769.75	679,099.47	758,258.16	581,414.66	582,330.00
4167	Carbon Credit Revenue	771,485.00	715,855.00	434,670.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Other Income	**778,466.64**	**1,426,546.59**	**1,018,312.93**	**1,029,051.61**	**1,411,921.19**	**1,071,411.63**	**1,050,813.38**	**798,956.46**	**776,810.46**	**600,931.31**	**597,330.00**
4201	**Gain on Sale of Assets**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**17,900.00**	**54,926.00**	**44,461.14**	**6,100.00**	**41,710.00**	**15,000.00**
	Interest Income											
4102	Investment Interest Income	0.00	672.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4106…	Trustee Interest	726,127.07	414,819.49	422,308.13	245,724.55	(107,135.66)	332,637.62	263,501.22	360,382.93	257,996.41	285,843.85	147,140.00
4108	Reserve Interest	8,890.58	21,865.20	44,352.59	24,084.25	1,095.91	38,410.14	42,866.89	65,670.09	90,148.45	112,475.54	116,222.00
4116	Replace Reserve Interest I…	50,730.93	104,711.38	46,589.64	53,848.43	3,467.31	52,872.58	81,064.52	55,166.00	82,315.65	115,189.10	124,514.00
4117	Liner Reserve Interest Inco…	583,405.69	256,227.79	198,618.99	67,347.42	(44,240.79)	0.00	0.00	0.00	0.00	0.00	0.00
4118	Closure Reserve Interest In…	302,850.34	138,400.84	188,018.58	109,365.04	(102,791.81)	113,702.22	110,808.41	145,353.65	140,666.78	171,980.27	188,360.00
4119	Post Close Interest Income	95,636.95	164,340.34	136,151.39	79,195.37	(73,007.09)	139,753.77	123,603.20	149,663.97	139,638.84	156,633.68	142,096.00
4120	Wetlands Mitigation Interes…	0.00	0.00	0.00	0.00	0.00	3,083.66	16,979.52	23,609.66	32,406.29	37,890.62	41,092.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	638,254.76	108,429.61	(718,901.59)	(225,216.60)	379,903.56	0.00
	Total Interest Income	**1,767,641.56**	**1,101,037.06**	**1,036,039.32**	**579,565.06**	**(322,612.13)**	**1,318,714.75**	**747,253.37**	**80,944.71**	**517,955.82**	**1,259,916.62**	**759,424.00**
	Total Income	**11,538,547.65**	**10,986,421.26**	**10,599,680.26**	**9,912,319.72**	**10,463,597.79**	**11,256,955.22**	**11,486,088.14**	**10,952,034.57**	**10,678,908.18**	**11,819,245.31**	**10,792,630.00**
	Salaries											
5001-…	Administrative Wages	187,971.97	245,461.10	212,201.24	256,273.73	287,015.78	322,468.61	313,819.28	276,446.32	299,822.14	0.00	0.00
5001-…	Engineering Wages	0.00	98,136.50	143,008.19	133,880.58	169,739.26	168,167.88	150,888.59	114,534.43	91,539.52	111,614.53	101,488.00
5001-…	Technology Wages	0.00	0.00	0.00	2,734.25	1,670.48	0.00	6,744.38	24,707.46	31,558.30	31,077.15	0.00
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	1,057.60	77.47	0.00	0.00	0.00
5001-…	MMF Wages	870,705.51	939,734.09	885,059.12	929,406.58	943,222.00	971,334.39	1,047,109.89	1,159,253.46	1,209,042.60	1,257,362.12	1,495,022.00
5001-…	WQ Wages	33,633.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5002 -…	Overtime Wages	34,313.65	36,666.42	50,378.16	41,036.98	34,066.56	20,316.39	16,459.65	23,286.32	31,121.45	33,399.06	35,438.00
5005	On-Call Stipend	6,300.00	6,600.00	8,100.00	7,800.00	7,800.00	7,800.00	7,950.00	7,500.00	7,950.00	7,800.00	7,800.00
	Total Salaries	**1,132,924.31**	**1,326,598.11**	**1,298,746.71**	**1,371,132.12**	**1,443,514.08**	**1,490,087.27**	**1,544,029.39**	**1,605,805.46**	**1,671,034.01**	**1,441,252.86**	**1,639,748.00**
	Fringe Benefits											
5031 -…	FICA Expense	81,631.31	95,575.35	92,622.89	99,679.74	103,844.68	106,187.51	116,547.14	113,510.28	118,970.82	101,889.19	125,397.00

Materials Management
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5032 -…	Pension Expense	69,257.10	144,885.34	184,500.78	245,064.77	288,137.66	278,135.33	203,150.59	317,213.43	310,668.11	177,994.17	230,211.00
5033…	Health Insurance	226,710.68	245,887.41	235,394.93	171,136.04	192,011.23	196,722.99	214,240.16	176,888.78	185,144.36	209,286.54	248,331.00
5034…	Workers Comp	40,057.94	33,177.19	48,584.37	61,543.47	57,271.06	68,293.62	83,317.37	74,785.06	83,532.21	83,291.57	113,726.00
5035 -…	Disability Insurance	180.50	587.63	859.04	830.28	953.61	1,019.31	1,017.77	1,229.26	1,249.94	1,062.38	1,168.00
5042 -…	Post Retire Overhead	88,259.25	171,651.53	149,587.38	172,783.21	175,341.24	167,821.34	166,838.75	174,349.51	176,587.74	140,385.23	156,547.00
5052	Employee Morale	(483.13)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5054	Employee Physicals & Scr…	3,407.00	3,376.50	3,586.00	7,020.00	3,726.00	4,309.00	6,164.92	4,220.00	5,125.00	7,100.20	8,000.00
	Total Fringe Benefits	**509,020.65**	**695,140.95**	**715,135.39**	**758,057.51**	**821,285.48**	**822,489.10**	**791,276.70**	**862,196.32**	**881,278.18**	**721,009.28**	**883,380.00**
	Operations & Maintenance											
5062	Third Party Temporary - O&M	24,957.17	27,391.61	38,439.83	67,516.90	92,951.96	96,042.31	16,116.21	18,033.78	18,657.42	17,526.60	36,000.00
5403	Safety Equipment & Supplies	7,853.19	10,138.42	12,832.81	8,750.87	10,977.18	10,114.39	11,919.05	12,211.28	11,875.75	11,874.05	14,000.00
5702	Large Parts	84,048.54	54,516.11	90,409.16	83,475.21	88,560.69	112,323.71	88,818.86	86,474.99	93,366.55	84,147.36	95,000.00
5703	Small Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	29,619.81	29,673.56	21,332.71	30,000.00
5704	O&M Supplies	13,079.11	17,793.47	11,608.95	15,432.35	14,123.51	12,627.35	15,052.60	14,080.70	19,638.23	11,823.67	20,000.00
5708	Fuels	198,954.22	227,368.99	332,839.51	333,994.80	271,176.07	254,296.27	144,776.22	150,760.54	205,141.08	234,408.47	248,000.00
5710	Lubricants	13,843.93	12,633.17	13,949.90	18,402.39	14,310.33	12,567.90	13,801.24	17,407.97	15,138.23	11,209.22	20,000.00
5712	Purchased Maintenance &…	17,961.40	27,457.85	27,598.07	31,364.41	45,929.32	46,773.01	51,850.63	38,701.31	71,304.95	53,903.29	90,000.00
5716	Equipment Rental	89.00	87.75	1,000.55	6,781.25	4,016.83	1,910.97	11,432.82	495.00	5,469.48	8,778.00	10,000.00
5718	Tires	10,931.34	14,395.79	13,610.05	16,550.82	14,920.27	6,444.96	5,261.83	12,393.08	15,284.48	19,128.26	46,000.00
5770	Other Tool, Equip & O&M	0.00	0.00	1,973.74	1,999.98	1,759.81	1,839.39	2,000.00	1,979.24	1,999.64	2,467.18	2,500.00
5815	Chemicals	13,068.06	3,074.09	12,233.25	18,637.65	20,256.50	16,668.69	29,608.03	30,736.71	15,418.20	6,490.04	20,000.00
5818	Leachate System Expense	51,793.93	12,211.05	7,537.98	11,513.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5820	LFG Maintenance	26,804.79	32,604.83	34,099.74	27,521.57	45,300.74	38,564.44	42,508.17	47,634.34	50,752.63	73,306.64	75,000.00
5904	SCADA	1,409.75	2,497.50	11,414.09	7,015.30	5,687.56	0.00	0.00	0.00	0.00	0.00	0.00
5932	Monitoring & Testing	77,991.51	85,474.01	79,467.17	78,199.65	67,274.93	69,544.29	88,813.95	94,263.58	90,541.81	94,290.06	115,600.00
6008	Contract Hauling	15,343.17	0.00	36,390.34	0.00	20,676.25	9,800.00	960.00	23,037.50	21,565.00	26,528.75	27,500.00
	Total O & M	**558,129.11**	**527,644.64**	**725,405.14**	**727,156.44**	**717,921.95**	**689,517.68**	**522,919.61**	**577,829.83**	**665,827.01**	**677,214.30**	**849,600.00**
	Recycling Transfer Station											
5001-…	Material Reprocessing Wa…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	86,757.00
5031-…	FICA Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,637.00
5032-…	Pension Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,068.00
5033-…	Health Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23,120.00
5034-…	Workers Comp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,552.00
5035-…	Disability Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	49.00
5042-…	Post Retire Overhead	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,040.00
6300	RTS -Safety Equipment &…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,350.00
6305	RTS - Large Parts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,500.00
6310	RTS - Small Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,005.00
6315	RTS - O&M Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,000.00
6320	RTS - Fuels	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,500.00
6325	RTS - Purchased Maintena…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,500.00
6330	RTS - Contract Hauling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	160,000.00
6335	RTS - Office Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	250.00
6340	RTS - Cellular Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,020.00
6345	RTS - Other Communications	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,400.00
6350	RTS - Office Equipment Ma…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
6355	RTS - Employee Mileage R…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00

Materials Management
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
6360	RTS - Employee Uniforms	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00
6365	RTS - Gas & Electric	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
6370	RTS - Propane	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,500.00
6375	RTS - Building Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
6380	RTS - Site Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
6385	RTS - Building Maintenanc…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6390	RTS - Site Maintenance &…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,000.00
6395	RTS - Auto/Light Truck Rep…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,000.00
6400	RTS - Auto/Light Truck Fuel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6410	RTS - Programming & Soft…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
	Total Recycling Transfer…	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**371,048.00**
	Waste Diversion											
5125	Promotional Materials - RRR	0.00	48,518.84	61,347.20	82,258.39	70,734.66	79,246.01	50,951.05	57,558.24	55,024.60	25,396.88	75,000.00
6009	Household Hazardous Waste	0.00	58,220.69	46,974.02	63,179.81	58,501.32	54,845.38	46,006.20	54,745.32	57,795.30	68,422.72	70,000.00
6011	Recycling Incentive	0.00	175,000.00	175,000.00	175,000.00	175,000.00	0.00	0.00	27,135.85	26,400.70	49,019.45	67,755.00
6012	Recycling Incentive-County…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	310,533.85	0.00	600,000.00
6013	CRT Recycling	0.00	0.00	0.00	0.00	0.00	26,238.95	153,374.00	145,245.45	112,449.40	95,782.40	115,000.00
6015	Ag Plastics Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
6017	Book Debinding	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,000.00	6,086.31	7,500.00
6018	Mattress Recycling - All Co…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	42,494.00	150,000.00
6019	Fort Drum - Public Partners…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18,262.36	17,308.80	0.00
6020	Waste Audit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	35,000.00
6021	Regional Tire Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	45,000.00
	Total Waste Diversion	**0.00**	**281,739.53**	**283,321.22**	**320,438.20**	**304,235.98**	**160,330.34**	**250,331.25**	**284,684.86**	**586,466.21**	**304,510.56**	**1,170,255.00**
6002	**Sewage Treatment**	**40,726.19**	**87,798.63**	**162,347.17**	**217,660.60**	**237,847.41**	**271,907.65**	**232,389.99**	**283,333.24**	**391,618.80**	**339,155.36**	**398,443.00**
6016…	**Closure & Post Closure C…**	**660,602.49**	**599,682.49**	**689,809.04**	**633,337.89**	**605,991.00**	**699,099.54**	**744,728.94**	**846,789.46**	**640,861.62**	**1,037,920.58**	**807,956.00**
6006	**Host Community Benefits**	**756,494.34**	**707,381.98**	**738,590.86**	**702,302.88**	**642,350.97**	**695,645.89**	**712,175.92**	**884,301.09**	**735,924.92**	**928,647.88**	**813,373.00**
6007	**LFGTE Revenue Sharing**	**0.00**	**108,546.03**	**11,737.99**	**8,789.65**	**83,636.32**	**21,372.03**	**0.00**	**0.00**	**9,197.36**	**0.00**	**10,000.00**
	Office & Administrative											
5053	Misc Employee Costs	98.19	822.55	493.50	765.03	526.00	501.00	856.50	431.20	1,083.00	582.23	1,000.00
5104	Office Supplies	8,385.20	5,380.51	6,832.15	3,604.20	4,288.15	3,385.12	4,130.92	3,530.36	2,710.83	2,850.59	5,000.00
5112	Telephone	8,560.00	8,774.39	9,072.28	5,945.98	5,979.98	5,600.80	6,200.82	6,388.13	6,560.51	6,837.33	7,640.00
5114	Cellular Services	6,839.08	8,330.16	6,650.04	6,703.91	6,031.44	6,242.77	6,531.61	6,810.00	6,845.25	7,624.72	9,100.00
5118	Other Communications	223.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5120	Dues & Subscriptions	4,140.20	1,768.95	2,658.95	1,716.45	1,744.95	1,534.95	1,703.83	2,534.95	1,836.60	1,539.00	3,000.00
5122	Public Info & Advertising	6,297.75	3,606.77	365.87	897.35	589.95	1,370.00	750.92	1,839.13	2,801.97	3,226.52	2,500.00
5123	Promotional Materials	0.00	5,879.61	3,472.57	3,144.20	5,280.34	7,478.07	5,644.21	8.10	5,972.59	6,819.68	8,000.00
5130	Office Equipment	1,201.42	1,625.59	172.95	0.00	668.94	0.00	7,435.17	395.00	56.91	0.00	1,000.00
5132	Office Equip Maintenance	525.00	525.00	620.00	639.78	971.25	751.17	1,085.68	540.00	540.00	0.00	1,200.00
5202	Employee Mileage Reimbu…	1,732.61	3,009.22	2,923.30	2,638.31	2,014.08	1,717.79	2,586.52	2,314.96	1,351.90	1,433.30	5,000.00
5204	Empl. Meals & Incidental	609.30	1,371.27	779.60	554.08	506.10	294.40	711.39	598.80	290.08	93.83	1,800.00
5206	Empl. Lodging	2,007.99	2,704.85	1,675.00	2,353.00	2,240.00	2,017.00	2,558.00	3,476.84	3,488.57	2,633.20	4,800.00
5270	Travel & Meeting Expense	42.00	218.45	163.88	0.00	223.74	359.75	128.99	0.00	0.00	9.00	750.00
5312	Continuing Education	0.00	0.00	0.00	2,763.18	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00
5370	Training & Development	4,261.64	4,890.34	5,405.45	4,619.95	2,830.90	1,869.50	2,008.70	3,929.00	6,906.85	5,358.23	8,000.00
5402	Employee Uniforms	13,646.08	13,479.58	14,000.00	15,912.10	16,307.47	15,777.80	19,197.00	15,391.84	13,751.95	10,781.71	20,100.00

Materials Management
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5508	Cleaning Services	0.00	5,976.25	6,920.00	7,142.40	7,200.00	7,280.00	4,031.25	4,625.00	9,225.00	10,657.50	10,000.00
6210	Trustee Fees	30,674.00	17,227.50	26,310.00	14,359.00	11,942.00	9,773.60	10,801.60	9,926.60	9,026.60	6,766.20	8,500.00
	Total Office & Admin	**89,244.33**	**85,590.99**	**88,515.54**	**73,758.92**	**69,345.29**	**65,953.72**	**76,363.11**	**62,739.91**	**72,448.61**	**67,213.04**	**100,390.00**
	Utilities											
5801	Waste Oil	2,035.23	3,680.30	619.06	631.80	399.40	0.00	0.00	0.00	0.00	0.00	0.00
5802	Gas & Electric	61,270.07	56,632.58	49,951.64	48,884.73	78,766.19	53,463.86	39,633.01	39,487.83	39,683.29	38,036.28	40,000.00
5803	Propane	19,424.52	16,741.74	13,356.32	13,462.00	26,700.00	18,572.02	13,228.78	18,113.51	24,217.32	21,854.09	25,000.00
	Total Utilities	**82,729.82**	**77,054.62**	**63,927.02**	**62,978.53**	**105,865.59**	**72,035.88**	**52,861.79**	**57,601.34**	**63,900.61**	**59,890.37**	**65,000.00**
	Materials & Supplies											
5806	Building Supplies	3,458.35	6,022.09	2,266.35	1,458.74	2,452.34	3,836.63	5,611.74	5,251.80	4,898.99	3,297.70	7,000.00
5810	Site Supplies	18,946.01	26,172.18	19,906.24	20,872.90	32,767.65	14,740.30	21,600.63	19,869.79	31,580.89	34,694.60	20,000.00
5824	Sand, Gravel & Stone	124,349.62	119,465.86	120,000.00	118,660.43	126,291.86	134,812.27	149,950.89	149,096.67	174,466.26	199,892.60	200,000.00
5826	Seed & Mulch	15,117.80	9,394.80	5,021.25	7,208.00	6,734.00	19,183.70	29,288.41	21,957.43	26,094.04	22,840.00	30,000.00
	Total Materials & Supplies	**161,871.78**	**161,054.93**	**147,193.84**	**148,200.07**	**168,245.85**	**172,572.90**	**206,451.67**	**196,175.69**	**237,040.18**	**260,724.90**	**257,000.00**
	Professional Fees											
5924	Legal	3,534.42	8,899.00	5,438.55	4,864.20	2,333.47	3,464.75	571.13	4,860.77	3,433.50	780.00	5,500.00
5926	Investment Banking Fees	0.00	18,219.32	13,263.82	15,152.71	12,883.92	12,168.96	12,845.36	13,874.28	14,324.96	14,714.17	18,034.00
5970	Consulting	92,829.99	23,556.05	31,530.68	17,062.55	13,817.27	11,569.56	2,465.88	3,000.00	2,635.00	2,635.00	3,500.00
5971	Carbon Credit Expense	0.00	42,951.30	26,080.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Professional Fees	**96,364.41**	**93,625.67**	**76,313.25**	**37,079.46**	**29,034.66**	**27,203.27**	**15,882.37**	**21,735.05**	**20,393.46**	**18,129.17**	**27,034.00**
	Repairs & Maintenance											
5804	Building Maintenance & Re…	18,019.21	20,017.51	18,516.74	24,596.24	7,429.10	16,110.23	20,940.24	16,315.07	20,032.51	23,629.17	25,000.00
	Total Repairs & Maintena…	**18,019.21**	**20,017.51**	**18,516.74**	**24,596.24**	**7,429.10**	**16,110.23**	**20,940.24**	**16,315.07**	**20,032.51**	**23,629.17**	**25,000.00**
	Automobile											
5603	Auto/Light Truck Rental/Le…	1,967.28	2,509.24	2,814.36	2,814.36	2,814.36	11,418.62	15,219.22	20,286.35	28,350.23	31,743.84	23,400.00
	Total Automobile	**1,967.28**	**2,509.24**	**2,814.36**	**2,814.36**	**2,814.36**	**11,418.62**	**15,219.22**	**20,286.35**	**28,350.23**	**31,743.84**	**23,400.00**
	Computer											
5124	Computer Equipment	4,005.63	11,237.10	9,595.46	6,455.23	4,037.10	1,711.20	8,874.81	7,985.47	6,080.61	1,762.53	8,300.00
5128	Programming & Software	14,364.76	20,301.33	6,507.03	8,548.32	7,434.05	3,662.44	3,662.44	10,485.74	4,834.62	15,053.93	5,000.00
6108	Web Page Design & Maint…	0.00	0.00	0.00	0.00	248.25	832.45	957.75	2,500.00	0.00	0.00	0.00
5906	GIS	0.00	19,442.00	7,770.10	9,704.43	7,921.98	0.00	0.00	0.00	0.00	0.00	0.00
	Total Computer	**18,370.39**	**50,980.43**	**23,872.59**	**24,707.98**	**19,641.38**	**6,206.09**	**13,495.00**	**20,971.21**	**10,915.23**	**16,816.46**	**13,300.00**
6122	**Bad Debt Expense**	**4,396.12**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**12,112.35**	**0.00**
6114	**Insurance**	**99,359.39**	**104,745.71**	**105,081.08**	**104,804.64**	**114,329.19**	**124,003.61**	**150,617.31**	**142,571.68**	**149,906.03**	**153,519.64**	**146,000.00**
6190…	**Admin Allocation**	**77,270.32**	**92,262.30**	**75,025.27**	**88,730.08**	**102,127.01**	**107,336.09**	**113,376.04**	**112,277.31**	**145,982.37**	**702,056.51**	**769,515.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**22,445.62**	**32,477.25**	**27,748.58**	**26,709.39**	**31,394.55**	**32,073.00**
6208	**NYS Administrative Asse…**	**111,527.27**	**108,908.00**	**46,921.00**	**51,330.00**	**49,040.00**	**49,262.00**	**51,201.00**	**48,537.00**	**50,876.00**	**49,605.00**	**51,703.00**
8901…	**Water Quality Allocation**	**0.00**	**0.00**	**0.00**	**25,836.56**	**24,318.75**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
7032	**Depreciation**	**4,470,653.41**	**2,874,116.16**	**3,069,023.98**	**3,321,482.13**	**4,622,334.11**	**4,891,645.06**	**4,980,214.91**	**5,142,510.32**	**5,616,791.61**	**4,263,466.41**	**4,162,900.00**
7002	**Amortization**	**29,564.52**	**29,564.52**	**29,564.34**	**201,859.14**	**(21,732.84)**	**(21,732.84)**	**(58,316.33)**	**0.00**	**0.00**	**0.00**	**0.00**
7102	**Refunding Loss Amortiza…**	**144,893.97**	**154,551.33**	**165,249.40**	**176,294.38**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6202	**Interest Expense**	**660,921.03**	**567,173.96**	**507,482.82**	**356,571.00**	**250,032.66**	**145,155.61**	**160,336.87**	**267,664.72**	**269,080.67**	**258,319.74**	**580,297.00**

Materials Management
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
7170	**Bond Issuance Costs**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**173,545.29**	**0.00**	**0.00**	**0.00**	**130,000.00**
6901	**Contingency**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**30,000.00**
	Total Expenses	**9,725,050.34**	**8,756,687.73**	**9,044,594.75**	**9,439,918.78**	**10,399,608.30**	**10,540,065.36**	**10,802,517.54**	**11,482,074.49**	**12,294,635.01**	**11,398,331.97**	**13,357,415.00**
	Change in Net Position	**1,813,497.31**	**2,229,733.53**	**1,555,085.51**	**472,400.94**	**63,989.49**	**716,889.86**	**683,570.60**	**(530,039.92)**	**(1,615,726.83)**	**420,913.34**	**(2,564,785.00)**

Telecommunications
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$5,379,062.36	$5,640,911.26	$5,767,947.63	$5,588,485.91	$6,291,902.34	$6,283,878.08	$5,632,828.53	$5,575,997.06	$5,776,105.48	$5,842,465.49	$5,782,654.00
4004	Dark Fiber Billings	64,410.00	64,410.00	64,410.00	64,410.00	64,410.00	59,325.83	64,410.00	64,410.00	64,410.00	128,896.68	414,444.00
	Total Customer Billings	**5,443,472.36**	**5,705,321.26**	**5,832,357.63**	**5,652,895.91**	**6,356,312.34**	**6,343,203.91**	**5,697,238.53**	**5,640,407.06**	**5,840,515.48**	**5,971,362.17**	**6,197,098.00**
	Grant Revenue											
4181	Federal Grant Income	0.00	534,504.54	3,162,807.66	7,537,207.11	2,341,578.81	0.00	0.00	0.00	0.00	0.00	0.00
4183	NY State Grants	44,620.00	4,959.00	0.00	0.00	676,629.00	250,000.00	300,030.00	2,222,000.00	0.00	100,000.00	0.00
	Total Grant Revenue	**44,620.00**	**539,463.54**	**3,162,807.66**	**7,537,207.11**	**3,018,207.81**	**250,000.00**	**300,030.00**	**2,222,000.00**	**0.00**	**100,000.00**	**0.00**
	Other Income											
4164	Miscellaneous	63,774.68	15,331.49	16,239.59	17,298.02	44,607.44	20,511.86	61,800.85	57,076.19	57,320.58	51,594.67	47,050.00
4190	Recovery of Bad Debts	58.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Other Income	**63,833.38**	**15,331.49**	**16,239.59**	**17,298.02**	**44,607.44**	**20,511.86**	**61,800.85**	**57,076.19**	**57,320.58**	**51,594.67**	**47,050.00**
4201	**Gain on Sale of Assets**	**0.00**	**7,539.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**138.00**	**0.00**	**0.00**	**0.00**
	Interest Income											
4102	Investment Interest Income	631.56	3,184.41	6,202.48	7,709.16	7,183.28	4,565.87	4,778.16	4,772.37	4,754.55	2,954.29	2,915.00
4108	Reserve Interest	125,557.10	97,599.72	81,535.41	62,232.40	26,148.80	94,689.24	147,495.23	174,237.48	162,805.01	183,088.28	160,193.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	60,411.51	(24,438.53)	(171,653.02)	(49,292.22)	65,245.33	0.00
	Total Interest Income	**126,188.66**	**100,784.13**	**87,737.89**	**69,941.56**	**33,332.08**	**159,666.62**	**127,834.86**	**7,356.83**	**118,267.34**	**251,287.90**	**163,108.00**
	Total Income	**5,678,114.40**	**6,368,439.42**	**9,099,142.77**	**13,277,342.60**	**9,452,459.67**	**6,773,382.39**	**6,186,904.24**	**7,926,978.08**	**6,016,103.40**	**6,374,244.74**	**6,407,256.00**
	Salaries											
5001-…	Administrative Wages	127,828.44	136,356.81	190,777.93	207,451.26	245,855.80	262,706.14	284,455.96	222,240.82	244,698.54	0.00	0.00
5001-…	Engineering Wages	0.00	17,184.95	34,278.42	74,499.46	71,039.06	68,788.35	56,337.30	27,452.78	13,074.67	32,148.16	37,944.00
5001-…	Technology Wages	636,822.52	672,797.53	735,861.38	728,621.39	766,159.18	779,157.19	774,441.51	913,863.38	997,505.20	1,208,063.64	1,159,837.00
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	1,073.79	77.47	0.00	0.00	0.00
5001-…	MMF Wages	0.00	0.00	0.00	438.82	444.19	0.00	1,948.28	0.00	0.00	0.00	0.00
5001-…	WQ Wages	16,591.87	0.00	0.00	0.00	63.08	0.00	0.00	0.00	0.00	69.63	0.00
5002 -…	Overtime Wages	0.00	564.00	1,728.00	635.42	1,748.25	654.09	970.17	1,040.98	2,389.78	2,228.90	2,350.00
	Total Salaries	**781,242.83**	**826,903.29**	**962,645.73**	**1,011,646.35**	**1,085,309.56**	**1,111,305.77**	**1,119,227.01**	**1,164,675.43**	**1,257,668.19**	**1,242,510.33**	**1,200,131.00**
	Fringe Benefits											
5031 -…	FICA Expense	57,077.83	59,999.35	69,985.22	74,360.01	78,403.90	82,393.15	83,482.04	83,095.67	91,639.50	90,341.28	91,631.00
5032 -…	Pension Expense	47,758.36	87,018.48	130,801.72	169,673.61	205,047.90	199,788.38	141,368.46	228,661.07	234,613.09	145,923.69	174,617.00
5033…	Health Insurance	47,914.31	53,940.59	60,452.20	45,333.36	55,896.37	74,269.70	78,596.25	67,609.37	75,064.95	87,304.55	111,155.00
5034…	Workers Comp	2,812.47	908.48	1,491.90	949.71	1,513.58	2,476.10	3,242.46	2,610.64	2,562.16	2,397.86	2,900.00
5035 -…	Disability Insurance	71.88	239.46	273.00	389.28	392.28	429.00	450.00	472.97	569.21	359.45	429.00
5042 -…	Post Retire Overhead	28,005.25	56,692.17	61,790.38	76,716.82	82,981.71	82,486.95	77,870.66	80,992.88	86,419.25	73,304.46	72,036.00
5054	Employee Physicals & Scr…	0.00	427.25	490.50	153.50	293.50	242.00	0.00	265.50	0.00	272.25	500.00
	Total Fringe Benefits	**183,640.10**	**259,225.78**	**325,284.92**	**367,576.29**	**424,529.24**	**442,085.28**	**385,009.87**	**463,708.10**	**490,868.16**	**399,903.54**	**453,268.00**
	Operations & Maintenance											
5062	Third Party Temporary - O&M	8,969.00	1,240.00	0.00	7,328.00	44,719.70	0.00	0.00	5,595.72	629.00	0.00	5,500.00
5133	Equipment Maintenance C…	121,603.50	121,457.17	100,255.51	87,134.39	146,566.49	163,336.63	164,228.55	212,019.74	228,567.53	224,922.32	325,000.00
5134	Maintenance Contracts	64,364.07	47,350.08	49,252.31	99,645.83	131,214.74	94,012.59	100,929.35	112,729.27	100,163.01	171,724.91	175,000.00
5135	Underground Locating	34,159.38	25,797.78	21,765.61	28,552.04	27,174.98	40,497.56	43,721.60	45,543.83	81,055.89	56,011.69	95,000.00

Telecommunications
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5403	Safety Equipment & Supplies	0.00	0.00	1,385.00	604.45	425.45	0.00	591.11	453.86	0.00	813.30	900.00
5704	O&M Supplies	188.81	3,775.50	2,206.63	2,759.12	3,316.32	2,771.33	2,904.84	4,153.40	1,096.33	2,602.61	4,500.00
5712	Purchased Maintenance &…	27,509.05	15,512.61	18,996.57	14,598.39	33,327.28	24,235.05	31,944.29	25,645.83	19,382.65	14,321.70	45,000.00
5720	Offnet Circuit Lease	119,189.61	145,132.73	153,695.00	176,420.43	195,014.40	244,034.79	326,326.10	374,863.48	384,515.98	486,374.44	600,000.00
5770	Other Tool, Equip & O&M	931.75	4,437.85	4,644.96	9,512.23	2,930.45	4,189.31	12,958.31	4,890.51	5,482.88	13,794.45	8,000.00
5830	Collo Expense	52,885.81	62,587.00	76,541.04	77,365.38	83,943.49	130,583.97	113,132.96	139,756.43	137,358.40	150,070.10	185,000.00
5834	Permitting	2,000.00	125.00	125.00	125.00	125.00	0.00	0.00	0.00	0.00	265.90	3,000.00
5836	Pole Attachment Fees	97,446.25	103,062.30	103,541.87	142,594.14	179,938.74	204,204.29	168,414.89	229,651.30	224,000.27	204,544.82	314,479.00
5838	Conduit Lease	5,504.88	4,706.88	8,530.04	18,353.29	16,283.58	18,446.87	19,695.96	19,695.96	18,446.87	19,695.93	24,696.00
	Total O & M	**534,752.11**	**535,184.90**	**540,939.54**	**664,992.69**	**864,980.62**	**926,312.39**	**984,847.96**	**1,174,999.33**	**1,200,698.81**	**1,345,142.17**	**1,786,075.00**
	Office & Administrative											
5053	Misc Employee Costs	1,131.13	787.42	235.29	748.56	1,088.12	1,197.44	311.25	309.60	1,794.74	1,308.21	2,400.00
5102	Office Rent	17,960.48	17,904.36	23,790.88	33,949.01	33,949.04	34,148.71	44,046.32	44,060.78	43,938.47	44,385.20	44,279.00
5104	Office Supplies	823.45	883.73	1,184.14	1,691.79	1,637.24	1,294.31	972.06	1,804.47	1,628.90	1,905.47	2,200.00
5110	Postage & Shipping	767.17	466.86	609.21	342.74	221.48	96.37	122.21	237.66	197.44	97.44	1,000.00
5112	Telephone	4,594.99	4,377.62	6,663.38	8,854.90	9,378.11	9,778.27	9,881.24	10,348.30	10,608.34	11,482.03	12,000.00
5114	Cellular Services	8,947.75	6,167.83	4,768.24	4,730.67	4,754.24	5,198.67	3,887.76	5,217.98	5,127.54	6,408.05	5,700.00
5118	Other Communications	5,067.43	4,201.56	4,290.12	2,982.01	1,176.40	1,214.82	1,254.97	1,253.40	1,253.40	1,253.40	1,600.00
5120	Dues & Subscriptions	10.92	11.72	166.22	416.66	13.18	0.00	314.00	154.00	150.00	60.00	500.00
5122	Public Info & Advertising	2,457.65	736.61	1,110.47	1,259.01	531.43	1,230.00	0.00	642.11	650.00	1,671.60	2,000.00
5123	Promotional Materials	0.00	1,818.62	497.00	0.00	4,985.14	2,005.41	3,088.00	300.00	300.00	555.12	5,000.00
5130	Office Equipment	0.00	1,277.28	2,277.28	0.00	14,786.24	0.00	0.00	4,777.21	4,324.93	907.60	5,000.00
5170	Other Office Expenses	0.00	0.00	2,689.29	471.49	1,451.94	2,181.34	776.72	1,472.62	4,302.57	458.45	5,000.00
5172	Filing Fees	390.14	5,577.58	9,772.59	12,517.07	9,796.53	13,514.90	13,589.33	10,047.10	7,094.09	3,749.26	10,000.00
5202	Employee Mileage Reimbu…	6,137.43	9,682.90	4,085.27	10,478.60	10,372.12	5,690.24	2,201.30	489.03	1,888.01	2,387.13	1,962.00
5204	Empl. Meals & Incidental	1,095.39	2,165.64	8,484.13	27,216.22	17,866.53	10,275.00	13,497.00	6,509.24	7,766.33	8,532.94	9,500.00
5206	Empl. Lodging	2,406.02	2,132.95	10,986.55	33,458.08	19,093.00	12,121.00	15,146.00	9,552.60	16,518.43	17,653.23	15,850.00
5270	Travel & Meeting Expense	1,902.79	1,558.05	1,095.20	664.45	414.41	277.60	33.90	19.20	274.22	133.25	500.00
5312	Continuing Education	0.00	19,865.02	3,656.00	4,912.32	1,932.00	1,826.00	0.00	0.00	0.00	399.00	0.00
5370	Training & Development	31,263.97	14,488.95	9,895.96	2,048.79	3,032.90	6,052.39	5,146.16	0.00	638.95	188.95	9,300.00
5402	Employee Uniforms	1,036.59	661.36	0.00	0.00	354.25	290.67	821.15	1,192.31	1,018.00	21.00	1,450.00
5570	Other General Expense	4,492.09	0.00	817.66	417.47	698.78	0.00	0.00	0.00	150.00	813.20	1,000.00
	Total Office & Admin	**90,485.39**	**94,766.06**	**97,074.88**	**147,159.84**	**137,533.08**	**108,393.14**	**115,089.37**	**98,387.61**	**109,624.36**	**104,370.53**	**136,241.00**
	Utilities											
5802	Gas & Electric	0.00	0.00	0.00	0.00	0.00	3,048.09	2,333.82	2,462.28	3,095.97	3,595.32	4,400.00
	Total Utilities	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**3,048.09**	**2,333.82**	**2,462.28**	**3,095.97**	**3,595.32**	**4,400.00**
	Professional Fees											
5924	Legal	17,131.90	14,853.10	21,884.00	1,368.00	11,631.00	19,422.75	12,060.00	11,500.00	17,939.41	12,360.00	18,500.00
5926	Investment Banking Fees	3,305.00	6,354.47	5,427.22	6,250.27	3,275.50	3,936.98	4,162.13	4,252.50	4,515.81	4,480.42	4,760.00
5934	Engineering	1,624.00	(87.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5970	Consulting	7,220.00	7,421.00	0.00	925.00	137.00	0.00	22,800.00	15,900.00	0.00	15,730.00	14,650.00
	Total Professional Fees	**29,280.90**	**28,541.57**	**27,311.22**	**8,543.27**	**15,043.50**	**23,359.73**	**39,022.13**	**31,652.50**	**22,455.22**	**32,570.42**	**37,910.00**
	Automobile											
5601	Auto/Light Truck Rep. & M…	3,077.87	598.05	2,235.79	4,273.34	7,205.60	3,854.58	5,365.44	3,587.04	13,434.32	7,627.56	12,000.00

Telecommunications
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5602	Auto/Light Truck Fuel	8,730.36	12,715.48	22,319.02	30,028.66	23,979.65	21,782.91	15,656.55	14,525.88	17,454.67	21,735.62	22,000.00
5603	Auto/Light Truck Rental/Le…	15,738.24	15,742.63	17,609.04	17,609.04	17,609.04	18,536.72	22,305.90	25,611.33	29,088.44	29,523.48	47,900.00
5605	Vehicle Ins	5,896.14	5,806.49	2,327.70	4,122.98	2,577.49	3,950.49	4,307.55	5,371.59	5,339.11	6,887.01	11,200.00
	Total Automobile	**33,442.61**	**34,862.65**	**44,491.55**	**56,034.02**	**51,371.78**	**48,124.70**	**47,635.44**	**49,095.84**	**65,316.54**	**65,773.67**	**93,100.00**
	Computer											
5124	Computer Equipment	5,709.51	9,015.22	2,183.52	8,206.62	8,948.65	2,565.84	3,250.90	3,407.29	7,990.97	4,900.89	8,000.00
5126	Computer Maintenance	960.58	351.65	0.00	822.04	0.00	0.00	0.00	549.03	350.00	1,168.00	0.00
5128	Programming & Software	6,704.19	6,820.85	283.97	4,650.72	7,271.05	100.00	270.77	1,201.15	7,344.73	20,202.18	12,000.00
5906	GIS	0.00	6,449.58	11,199.52	10,695.00	7,713.24	0.00	0.00	0.00	0.00	0.00	0.00
	Total Computer	**13,374.28**	**22,637.30**	**13,667.01**	**24,374.38**	**23,932.94**	**2,665.84**	**3,521.67**	**5,157.47**	**15,685.70**	**26,271.07**	**20,000.00**
6122	**Bad Debt Expense**	**0.00**	**0.00**	**0.00**	**4,858.01**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6114	**Insurance**	**37,125.67**	**39,968.29**	**45,465.26**	**49,830.54**	**62,424.57**	**83,419.69**	**105,362.37**	**94,266.84**	**106,750.33**	**111,692.79**	**116,300.00**
6120	**Grants**	**100,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6190…	**Admin Allocation**	**40,132.63**	**52,032.74**	**71,867.11**	**78,702.55**	**88,603.75**	**91,074.90**	**99,574.69**	**94,042.15**	**125,536.71**	**470,544.00**	**570,964.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**15,489.83**	**20,768.23**	**17,429.55**	**15,007.94**	**20,732.59**	**16,959.00**
6208	**NYS Administrative Asse…**	**64,952.04**	**66,756.00**	**33,855.00**	**34,697.00**	**34,550.00**	**33,686.00**	**27,807.00**	**31,424.00**	**33,122.00**	**31,981.00**	**34,608.00**
8901…	**Water Quality Allocation**	**0.00**	**0.00**	**0.00**	**18,345.71**	**14,470.89**	**0.00**	**0.00**	**0.00**	**0.00**	**18.22**	**0.00**
7032	**Depreciation**	**1,825,282.34**	**1,218,055.72**	**1,401,155.04**	**1,416,838.49**	**2,727,683.30**	**3,507,012.88**	**3,785,253.51**	**3,990,365.45**	**4,382,517.83**	**3,942,662.68**	**3,684,400.00**
6202	**Interest Expense**	**94,458.26**	**53,535.01**	**41,854.40**	**29,974.77**	**14,878.46**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6901	**Contingency**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**5,000.00**
	Total Expenses	**3,828,169.16**	**3,232,469.31**	**3,605,611.66**	**3,913,573.91**	**5,545,311.69**	**6,395,978.24**	**6,735,453.07**	**7,217,666.55**	**7,828,347.76**	**7,797,768.33**	**8,159,356.00**
Change in Net Position		**1,849,945.24**	**3,135,970.11**	**5,493,531.11**	**9,363,768.69**	**3,907,147.98**	**377,404.15**	**(548,548.83)**	**709,311.53**	**(1,812,244.36)**	**(1,423,523.59)**	**(1,752,100.00)**

Water Quality
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$3,972,718.71	$4,204,532.79	$4,986,125.16	$5,200,774.55	$6,095,267.60	$5,179,407.35	$5,112,403.55	$5,963,812.34	$5,191,345.72	$4,768,105.62	$5,306,138.00
4005	Capital Billings	153,297.60	264,624.00	293,641.92	326,925.36	328,602.32	308,397.56	307,727.72	307,498.76	307,037.44	278,566.88	277,287.00
	Total Customer Billings	**4,126,016.31**	**4,469,156.79**	**5,279,767.08**	**5,527,699.91**	**6,423,869.92**	**5,487,804.91**	**5,420,131.27**	**6,271,311.10**	**5,498,383.16**	**5,046,672.50**	**5,583,425.00**
	Other Income											
4164	Miscellaneous	3,928.06	1,954.78	612.10	1,776.76	1,740.00	3,122.09	13,408.46	13,786.03	14,394.16	14,487.37	12,501.00
	Total Other Income	**3,928.06**	**1,954.78**	**612.10**	**1,776.76**	**1,740.00**	**3,122.09**	**13,408.46**	**13,786.03**	**14,394.16**	**14,487.37**	**12,501.00**
4201	**Gain on Sale of Assets**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**260.00**	**0.00**	**0.00**	**24,457.50**	**0.00**
	Interest Income											
4102	Investment Interest Income	3,738.24	2,254.28	5,638.44	1,547.21	832.34	696.06	434.28	506.13	590.74	3,899.35	8,600.00
4108	Reserve Interest	100,047.14	51,653.65	70,062.33	44,806.50	(15,767.73)	33,013.51	34,148.03	35,820.00	42,896.43	56,163.83	63,600.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	1,736.39	810.17	(63,608.52)	(13,644.85)	42,542.36	0.00
	Total Interest Income	**103,785.38**	**53,907.93**	**75,700.77**	**46,353.71**	**(14,935.39)**	**35,445.96**	**35,392.48**	**(27,282.39)**	**29,842.32**	**102,605.54**	**72,200.00**
	Total Income	**4,233,729.75**	**4,525,019.50**	**5,356,079.95**	**5,575,830.38**	**6,410,674.53**	**5,526,372.96**	**5,469,192.21**	**6,257,814.74**	**5,542,619.64**	**5,188,222.91**	**5,668,126.00**
	Salaries											
5001-…	Administrative Wages	123,652.20	130,529.91	154,949.05	179,350.68	182,354.53	186,491.88	183,268.90	167,960.48	184,386.93	0.00	0.00
5001-…	Engineering Wages	0.00	188,410.59	241,259.00	288,613.04	426,591.93	128,908.61	135,947.22	123,079.47	51,129.05	65,270.12	75,250.00
5001-…	Technology Wages	0.00	2,700.00	0.00	1,504.72	954.56	0.00	5,800.63	23,526.83	33,493.04	31,150.69	0.00
5001-…	MMF Wages	0.00	0.00	0.00	0.00	311.04	0.00	73.32	0.00	0.00	0.00	0.00
5001-…	WQ Wages	701,147.20	583,651.10	660,439.11	633,973.83	665,870.20	701,886.59	655,892.78	725,699.75	752,678.00	851,056.46	910,351.00
5002 -…	Overtime Wages	50,567.75	59,908.49	71,079.43	88,169.01	88,365.64	83,179.74	82,178.64	90,864.21	107,439.16	120,996.09	115,362.00
5005	On-Call Stipend	17,441.92	17,250.00	18,300.00	18,000.00	17,550.00	17,700.00	16,200.00	15,600.00	15,900.00	16,050.00	18,000.00
	Total Salaries	**892,809.07**	**982,450.09**	**1,146,026.59**	**1,209,611.28**	**1,381,997.90**	**1,118,166.82**	**1,079,361.49**	**1,146,730.74**	**1,145,026.18**	**1,084,523.36**	**1,118,963.00**
	Fringe Benefits											
5031 -…	FICA Expense	65,156.53	70,564.12	82,956.75	89,382.91	100,150.17	79,475.73	83,208.34	81,355.46	81,496.57	76,506.94	85,555.00
5032 -…	Pension Expense	54,578.55	104,898.14	166,332.74	214,927.96	265,547.50	204,781.03	120,504.59	220,671.73	208,843.60	129,053.24	147,530.00
5033…	Health Insurance	125,616.54	134,368.98	154,432.20	119,441.43	173,767.79	149,549.58	127,157.39	108,762.11	115,948.49	145,077.42	153,719.00
5034…	Workers Comp	21,945.43	14,072.98	23,272.99	29,935.17	40,720.36	50,339.47	52,150.18	55,331.18	62,510.15	65,230.36	70,100.00
5035 -…	Disability Insurance	238.59	486.25	531.30	540.00	592.56	600.12	596.04	851.11	824.37	495.16	600.00
5036	Unemployment	10,530.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5042 -…	Post Retire Overhead	59,171.92	111,719.14	119,454.76	144,389.99	163,670.16	127,253.24	119,389.16	124,057.28	124,602.84	107,111.41	99,527.00
5052	Employee Morale	416.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5054	Employee Physicals & Scr…	2,195.50	2,976.00	4,465.00	4,746.50	4,920.00	2,893.50	3,592.50	3,742.49	3,866.50	4,970.25	5,500.00
	Total Fringe Benefits	**339,849.28**	**439,085.61**	**551,445.74**	**603,363.96**	**749,368.54**	**614,892.67**	**506,598.20**	**594,771.36**	**598,092.52**	**528,444.78**	**562,531.00**
	Operations & Maintenance											
5062	Third Party Temporary - O&M	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,878.67	0.00	4,092.00	7,500.00
5403	Safety Equipment & Supplies	6,501.08	6,824.48	8,831.58	7,962.70	7,267.85	7,494.04	8,328.97	10,189.24	8,693.78	10,930.50	15,000.00
5704	O&M Supplies	0.00	11.71	0.00	130.92	0.00	150.78	0.00	35.63	0.00	30.81	500.00
5706	Shop Tools	12,603.01	12,840.84	13,345.46	12,144.77	12,137.43	13,006.61	12,241.51	13,944.24	16,143.10	8,968.56	16,540.00
5770	Other Tool, Equip & O&M	0.00	0.00	0.00	0.00	0.00	436.40	0.00	0.00	0.00	264.00	500.00
5815	Chemicals	15,985.07	19,840.65	13,570.10	17,420.60	24,585.59	18,196.15	19,361.64	23,570.80	23,285.67	22,916.51	97,040.00
5819	SCADA Expense - Non Co…	3,339.00	2,045.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5832	Emergency Restoration	0.00	0.00	0.00	25,306.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Water Quality
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5902	Lab Fees	5,640.00	4,893.00	3,792.00	6,510.00	4,164.00	2,650.00	11,185.00	5,588.00	6,410.00	6,620.00	9,100.00
5904	SCADA	3,431.71	26,392.91	30,907.29	17,396.78	10,141.98	0.00	0.00	0.00	0.00	0.00	0.00
5930	Environmental	0.00	0.00	0.00	10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6010	Cape Vincent Reserve	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00
8090	Purchases for Resale	45,094.35	28,328.29	145,861.95	74,454.03	46,719.76	32,738.02	14,083.16	6,711.50	10,947.44	15,905.24	50,000.00
	Total O & M	**93,294.22**	**101,877.54**	**217,008.38**	**172,026.24**	**105,716.61**	**75,372.00**	**65,900.28**	**64,618.08**	**66,179.99**	**70,427.62**	**196,880.00**
6002	**Sewage Treatment**	**624,135.39**	**734,777.27**	**597,449.80**	**738,087.75**	**773,744.68**	**815,947.78**	**1,119,139.68**	**1,109,499.55**	**1,247,562.10**	**857,038.61**	**1,112,520.00**
6004	**Water Purchases**	**730,659.88**	**707,608.21**	**706,986.22**	**909,477.48**	**902,468.06**	**783,597.50**	**763,455.39**	**1,078,561.30**	**539,082.26**	**600,528.97**	**706,548.00**
	Office & Administrative											
5053	Misc Employee Costs	719.14	702.92	1,405.67	828.36	355.00	985.30	72.00	300.43	2.75	100.00	100.00
5102	Office Rent	2,460.00	1,755.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5104	Office Supplies	6,004.13	5,337.23	5,959.82	7,769.18	5,044.98	5,354.90	3,317.54	4,242.51	4,168.18	3,860.86	5,500.00
5110	Postage & Shipping	1,049.69	797.54	908.13	1,587.56	1,238.02	824.17	928.07	1,132.47	624.60	615.00	1,500.00
5112	Telephone	18,885.87	4,802.73	4,949.47	4,784.40	4,895.13	4,341.72	5,181.47	5,422.83	5,831.16	6,927.81	6,120.00
5114	Cellular Services	0.00	13,542.12	13,329.60	16,385.64	17,138.57	11,184.24	9,134.19	9,258.81	9,401.51	10,091.97	12,900.00
5120	Dues & Subscriptions	1,907.88	1,212.88	1,479.88	1,323.88	1,062.00	587.00	810.60	909.60	2,088.45	1,548.20	2,000.00
5122	Public Info & Advertising	4,650.12	2,994.99	1,494.23	4,160.28	1,598.35	1,346.99	554.03	40.00	2,355.28	81.32	2,750.00
5130	Office Equipment	2,737.10	1,878.27	3,973.05	2,908.94	2,464.42	4,121.84	638.77	584.32	572.63	572.63	1,000.00
5136	Break Room Supplies	1,314.21	882.72	1,013.53	1,250.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5202	Employee Mileage Reimbu…	7,472.14	5,548.65	5,705.93	6,413.08	7,796.68	2,271.84	290.11	269.47	281.59	55.05	1,700.00
5204	Empl. Meals & Incidental	958.40	1,956.60	1,225.62	1,485.42	4,485.66	1,312.00	153.00	456.07	101.27	828.54	3,000.00
5206	Empl. Lodging	2,852.20	2,325.00	3,011.96	3,244.80	4,364.89	2,817.00	534.00	2,091.00	1,156.49	4,699.72	7,000.00
5270	Travel & Meeting Expense	0.00	0.00	21.60	0.00	0.00	0.00	0.00	200.75	111.75	605.29	300.00
5312	Continuing Education	0.00	20,570.61	21,376.00	13,316.60	1,392.00	0.00	0.00	0.00	0.00	0.00	5,000.00
5370	Training & Development	26,531.53	7,805.00	8,047.75	8,348.40	7,480.80	5,569.71	7,650.90	10,955.10	7,186.26	8,853.95	10,000.00
5402	Employee Uniforms	3,858.21	3,628.34	4,217.45	5,856.30	2,366.07	5,275.85	6,366.54	6,950.56	3,287.05	6,250.93	9,000.00
5508	Cleaning Services	0.00	0.00	0.00	11,071.25	10,476.75	10,716.00	10,716.00	10,716.00	10,716.00	10,980.00	12,000.00
	Total Office & Admin	**81,400.62**	**75,741.17**	**78,119.69**	**90,734.58**	**72,159.32**	**56,708.56**	**46,347.22**	**53,529.92**	**47,884.97**	**56,071.27**	**79,870.00**
	Utilities											
5802	Gas & Electric	122,969.67	135,824.04	123,410.80	117,470.14	132,937.85	111,959.31	76,266.02	84,074.18	94,693.86	98,941.13	106,000.00
	Total Utilities	**122,969.67**	**135,824.04**	**123,410.80**	**117,470.14**	**132,937.85**	**111,959.31**	**76,266.02**	**84,074.18**	**94,693.86**	**98,941.13**	**106,000.00**
	Professional Fees											
5924	Legal	2,118.00	1,987.00	2,570.57	811.00	840.50	0.00	0.00	1,872.00	1,092.00	12,963.50	5,000.00
5926	Investment Banking Fees	0.00	2,035.20	1,544.91	1,998.00	1,934.93	1,891.75	1,671.10	1,627.71	1,597.94	1,590.44	1,903.00
5970	Consulting	37.55	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Professional Fees	**2,155.55**	**9,022.20**	**4,115.48**	**2,809.00**	**2,775.43**	**1,891.75**	**1,671.10**	**3,499.71**	**2,689.94**	**14,553.94**	**6,903.00**
	Repairs & Maintenance											
5804	Building Maintenance & Re…	23,599.75	20,988.09	23,187.16	18,314.51	12,459.45	13,436.18	25,070.38	19,616.76	36,860.85	17,569.36	35,500.00
5808	Site Maint & Repair	19,463.98	13,942.45	20,655.13	20,491.76	30,036.90	31,579.71	27,929.77	37,068.72	33,247.59	12,668.24	35,500.00
5812	Pipeline Maintenance	43,517.07	29,607.00	47,938.79	31,919.18	42,818.52	57,857.28	72,443.94	74,576.17	72,280.50	42,603.45	85,000.00
	Total Repairs & Maintena…	**86,580.80**	**64,537.54**	**91,781.08**	**70,725.45**	**85,314.87**	**102,873.17**	**125,444.09**	**131,261.65**	**142,388.94**	**72,841.05**	**156,000.00**
	Automobile											
5601	Auto/Light Truck Rep. & M…	9,848.75	13,422.05	20,614.22	11,096.58	11,266.32	11,331.30	18,178.30	12,213.59	13,376.39	11,966.79	19,000.00

Water Quality
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5602	Auto/Light Truck Fuel	32,147.92	39,386.55	51,294.93	63,303.92	66,883.78	51,997.37	32,526.87	32,554.97	39,251.99	46,780.77	60,000.00
5603	Auto/Light Truck Rental/Le…	34,271.98	41,123.04	46,198.05	54,665.62	61,865.97	49,721.88	48,167.28	56,352.62	76,261.76	93,500.35	126,300.00
5605	Vehicle Ins	16,467.08	16,216.71	10,136.52	10,965.63	11,788.87	16,789.60	12,198.66	13,182.73	13,227.24	16,153.76	30,600.00
	Total Automobile	**92,735.73**	**110,148.35**	**128,243.72**	**140,031.75**	**151,804.94**	**129,840.15**	**111,071.11**	**114,303.91**	**142,117.38**	**168,401.67**	**235,900.00**
	Computer											
5124	Computer Equipment	9,317.38	8,156.93	8,496.38	16,515.24	8,868.57	5,095.15	4,795.97	5,746.31	6,915.31	15,548.40	15,600.00
5128	Programming & Software	14,879.26	13,453.57	4,342.58	4,388.29	7,778.25	1,800.00	1,800.00	0.00	2,500.00	11,613.44	46,520.00
5906	GIS	0.00	19,311.93	11,717.54	9,978.56	7,668.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Computer	**24,196.64**	**40,922.43**	**24,556.50**	**30,882.09**	**24,314.82**	**6,895.15**	**6,595.97**	**5,746.31**	**9,415.31**	**27,161.84**	**62,120.00**
6114	**Insurance**	**32,702.35**	**34,173.93**	**39,417.04**	**58,578.79**	**56,334.68**	**51,780.40**	**66,197.94**	**77,920.31**	**69,790.63**	**77,074.13**	**82,200.00**
6190…	**Admin Allocation**	**51,966.72**	**56,751.06**	**56,787.69**	**61,808.85**	**67,819.26**	**66,777.98**	**71,486.46**	**73,473.10**	**100,520.05**	**328,043.68**	**457,677.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**30,556.24**	**35,657.10**	**38,473.82**	**32,981.46**	**36,112.27**	**42,616.00**
6208	**NYS Administrative Asse…**	**59,941.69**	**60,757.00**	**31,664.00**	**35,783.00**	**38,410.00**	**35,568.00**	**39,547.00**	**37,131.00**	**32,486.00**	**33,036.00**	**32,099.00**
8901…	**Water Quality Allocation**	**0.00**	**0.00**	**0.00**	**(44,182.27)**	**(38,789.64)**	**0.00**	**(163.17)**	**(246.46)**	**(375.15)**	**(273.36)**	**0.00**
7032	**Depreciation**	**1,153,601.33**	**1,152,978.61**	**715,134.58**	**746,121.81**	**757,920.00**	**805,100.37**	**806,524.87**	**782,416.42**	**748,287.06**	**604,043.30**	**667,400.00**
7002	**Amortization**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**12,183.39**	**24,366.72**	**24,366.72**	**24,366.72**	**24,366.72**	**24,400.00**
4165	**SWAP Gain/Loss**	**(69,201.95)**	**(22,738.54)**	**(12,781.59)**	**(129,378.37)**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6202	**Interest Expense**	**184,875.42**	**183,142.22**	**208,828.66**	**177,482.15**	**145,988.26**	**122,323.00**	**98,692.30**	**75,679.56**	**66,621.36**	**64,306.88**	**61,902.00**
	Total Expenses	**4,504,672.41**	**4,867,058.73**	**4,708,194.38**	**4,991,433.68**	**5,410,285.58**	**4,942,434.24**	**5,044,159.77**	**5,495,811.18**	**5,109,811.58**	**4,745,643.86**	**5,712,529.00**
	Change in Net Position	**(270,942.66)**	**(342,039.23)**	**647,885.57**	**584,396.70**	**1,000,388.95**	**583,938.72**	**425,032.44**	**762,003.56**	**432,808.06**	**442,579.05**	**(44,403.00)**

Army Sewer
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$1,987,507.25	$2,043,434.58	$2,368,162.34	$2,483,704.48	$3,147,546.37	$2,759,437.11	$2,887,779.20	$3,604,306.13	$2,442,093.58	$2,605,077.52	$2,452,737.00
	Total Customer Billings	**1,987,507.25**	**2,043,434.58**	**2,368,162.34**	**2,483,704.48**	**3,147,546.37**	**2,759,437.11**	**2,887,779.20**	**3,604,306.13**	**2,442,093.58**	**2,605,077.52**	**2,452,737.00**
	Other Income											
4164	Miscellaneous	1,753.69	1,454.18	337.20	1,764.68	1,740.00	1,740.00	13,408.46	13,334.04	14,394.16	14,487.37	12,501.00
	Total Other Income	**1,753.69**	**1,454.18**	**337.20**	**1,764.68**	**1,740.00**	**1,740.00**	**13,408.46**	**13,334.04**	**14,394.16**	**14,487.37**	**12,501.00**
4201	**Gain on Sale of Assets**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**24,457.50**	**0.00**
	Interest Income											
4102	Investment Interest Income	228.35	828.90	4,864.27	727.82	121.32	65.58	0.00	0.00	0.00	0.00	0.00
4108	Reserve Interest	64,509.16	33,187.56	44,859.79	28,588.86	(10,058.43)	20,643.97	21,574.23	22,931.49	27,756.52	36,341.28	41,200.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	1,123.55	524.22	(41,158.45)	(8,829.02)	27,527.41	0.00
	Total Interest Income	**64,737.51**	**34,016.46**	**49,724.06**	**29,316.68**	**(9,937.11)**	**21,833.10**	**22,098.45**	**(18,226.96)**	**18,927.50**	**63,868.69**	**41,200.00**
	Total Income	**2,053,998.45**	**2,078,905.22**	**2,418,223.60**	**2,514,785.84**	**3,139,349.26**	**2,783,010.21**	**2,923,286.11**	**3,599,413.21**	**2,475,415.24**	**2,707,891.08**	**2,506,438.00**
	Salaries											
5001-…	Administrative Wages	18,907.88	61,467.30	71,124.32	83,905.49	86,423.56	88,589.71	85,684.67	80,224.97	88,020.66	0.00	0.00
5001-…	Engineering Wages	0.00	77,038.75	101,981.13	93,559.19	98,421.64	78,597.42	76,335.82	62,648.94	16,041.65	24,472.51	24,726.00
5001-…	Technology Wages	0.00	1,476.00	0.00	752.36	477.28	0.00	2,900.31	11,700.96	16,806.22	15,583.16	0.00
5001-…	WQ Wages	277,777.69	193,367.00	194,933.40	179,991.41	208,201.88	225,302.71	213,838.38	235,244.20	271,155.35	292,119.04	333,081.00
5002 -…	Overtime Wages	16,891.12	20,443.10	22,971.92	15,853.26	17,122.35	21,602.86	21,383.93	21,769.73	27,229.21	28,533.41	26,191.00
5005	On-Call Stipend	4,500.00	3,975.00	4,125.00	4,950.00	4,050.00	4,200.00	3,825.00	3,750.00	3,810.00	3,180.00	3,840.00
	Total Salaries	**318,076.69**	**357,767.15**	**395,135.77**	**379,011.71**	**414,696.71**	**418,292.70**	**403,968.11**	**415,338.80**	**423,063.09**	**363,888.12**	**387,838.00**
	Fringe Benefits											
5031 -…	FICA Expense	23,342.41	25,503.52	28,554.41	27,876.65	29,976.19	29,439.15	31,202.14	28,262.93	30,045.45	28,970.79	29,670.00
5032 -…	Pension Expense	19,444.43	37,705.43	57,274.56	67,534.05	80,498.09	75,951.36	41,658.68	77,462.48	77,563.06	48,846.91	51,038.00
5033…	Health Insurance	47,883.38	40,652.75	46,225.54	34,627.55	52,094.60	54,387.41	47,705.77	39,346.91	40,275.68	52,374.26	53,475.00
5034…	Workers Comp	7,444.90	5,067.94	8,024.24	9,407.57	12,251.10	17,490.99	18,122.91	19,819.10	24,472.56	26,533.81	24,407.00
5035 -…	Disability Insurance	82.38	176.97	175.70	178.32	201.24	221.04	227.04	325.29	306.33	169.60	210.00
5042 -…	Post Retire Overhead	19,925.42	43,173.57	45,919.84	52,027.63	54,491.80	48,096.86	38,975.69	38,442.78	42,642.71	35,849.91	34,542.00
5052	Employee Morale	227.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5054	Employee Physicals & Scr…	1,346.00	1,252.50	2,160.00	2,653.25	2,439.25	1,075.75	2,390.00	2,254.74	2,422.25	2,484.75	3,000.00
	Total Fringe Benefits	**119,696.53**	**153,532.68**	**188,334.29**	**194,305.02**	**231,952.27**	**226,662.56**	**180,282.23**	**205,914.23**	**217,728.04**	**195,230.03**	**196,342.00**
	Operations & Maintenance											
5062	Third Party Temporary - O&M	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,878.67	0.00	4,092.00	7,500.00
5403	Safety Equipment & Supplies	6,501.08	6,824.48	8,831.58	7,962.70	7,267.85	7,494.04	8,328.97	10,189.24	8,693.78	10,930.50	15,000.00
5704	O&M Supplies	0.00	11.71	0.00	130.92	0.00	0.00	0.00	0.00	0.00	30.81	0.00
5706	Shop Tools	8,952.40	8,701.47	8,955.46	8,469.52	9,239.54	9,283.00	9,051.04	10,149.74	12,154.38	8,885.00	12,000.00
5815	Chemicals	13,664.87	17,929.50	12,600.60	15,921.20	22,878.24	17,342.50	18,730.54	22,431.30	22,253.47	21,663.71	94,040.00
5832	Emergency Restoration	0.00	0.00	0.00	25,306.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5902	Lab Fees	654.00	754.00	422.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
5904	SCADA	1,303.87	10,908.70	9,988.22	8,348.20	4,376.45	0.00	0.00	0.00	0.00	0.00	0.00
	Total O & M	**31,076.22**	**45,129.86**	**40,797.86**	**66,138.98**	**43,762.08**	**34,119.54**	**36,110.55**	**46,648.95**	**43,101.63**	**45,602.02**	**129,040.00**
6002	**Sewage Treatment**	**624,135.39**	**734,777.27**	**597,449.80**	**738,087.75**	**773,744.68**	**815,947.78**	**1,119,139.68**	**1,109,499.55**	**1,247,562.10**	**857,038.61**	**1,112,520.00**

Army Sewer
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
6004	**Water Purchases**	**0.00**	**0.00**	**0.00**	**15,749.24**	**25,521.17**	**18,670.80**	**8,750.00**	**2,400.00**	**2,818.00**	**2,872.00**	**3,200.00**
	Office & Administrative											
5053	Misc Employee Costs	691.73	682.86	1,311.52	740.38	355.00	985.30	72.00	300.43	0.00	100.00	100.00
5102	Office Rent	2,460.00	1,755.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5104	Office Supplies	6,004.13	5,337.23	5,959.82	7,769.18	5,044.98	5,354.90	3,317.54	4,242.51	4,168.18	3,860.86	5,500.00
5110	Postage & Shipping	1,049.69	797.54	908.13	1,587.56	1,238.02	824.17	928.07	1,132.47	624.60	615.00	1,500.00
5112	Telephone	18,885.87	4,802.73	4,949.47	4,784.40	4,895.13	4,341.72	5,181.47	5,422.83	5,831.16	6,927.81	6,120.00
5114	Cellular Services	0.00	13,542.12	13,329.60	16,385.64	17,138.57	11,184.24	9,134.19	9,258.81	9,401.51	10,091.97	12,900.00
5120	Dues & Subscriptions	1,907.88	1,212.88	1,479.88	1,323.88	1,062.00	587.00	810.60	909.60	2,088.45	1,548.20	2,000.00
5122	Public Info & Advertising	3,387.35	2,075.67	1,434.28	4,160.28	1,598.35	1,346.99	554.03	0.00	2,355.28	81.32	1,500.00
5130	Office Equipment	2,737.10	1,878.27	3,973.05	2,908.94	2,464.42	4,121.84	638.77	584.32	572.63	572.63	1,000.00
5136	Break Room Supplies	1,314.21	882.72	1,013.53	1,250.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5202	Employee Mileage Reimbu…	3,934.94	3,276.60	2,947.85	1,636.11	863.24	767.49	151.51	186.74	188.50	10.90	1,000.00
5204	Empl. Meals & Incidental	958.40	1,819.60	775.62	908.42	3,273.66	1,138.00	153.00	456.07	101.27	828.54	3,000.00
5206	Empl. Lodging	2,852.20	2,325.00	3,011.96	3,244.80	4,364.89	2,817.00	534.00	2,091.00	1,156.49	4,699.72	7,000.00
5270	Travel & Meeting Expense	0.00	0.00	21.60	0.00	0.00	0.00	0.00	0.00	0.00	471.04	0.00
5312	Continuing Education	0.00	20,570.61	21,376.00	13,316.60	1,392.00	0.00	0.00	0.00	0.00	0.00	5,000.00
5370	Training & Development	26,531.53	7,805.00	8,047.75	8,348.40	7,480.80	5,569.71	7,650.90	10,955.10	7,186.26	8,853.95	10,000.00
5402	Employee Uniforms	3,858.21	3,628.34	4,217.45	5,856.30	2,366.07	5,275.85	6,366.54	6,950.56	3,287.05	6,250.93	9,000.00
5508	Cleaning Services	0.00	0.00	0.00	11,071.25	10,476.75	10,716.00	10,716.00	10,716.00	10,716.00	10,980.00	12,000.00
	Total Office & Admin	**76,573.24**	**72,392.74**	**74,757.51**	**85,292.63**	**64,013.88**	**55,030.21**	**46,208.62**	**53,206.44**	**47,677.38**	**55,892.87**	**77,620.00**
	Utilities											
5802	Gas & Electric	71,198.38	75,875.33	73,150.67	68,401.05	82,039.93	64,385.70	47,773.55	47,910.74	57,303.43	61,187.08	59,750.00
	Total Utilities	**71,198.38**	**75,875.33**	**73,150.67**	**68,401.05**	**82,039.93**	**64,385.70**	**47,773.55**	**47,910.74**	**57,303.43**	**61,187.08**	**59,750.00**
	Professional Fees											
5924	Legal	995.50	1,511.50	2,257.57	772.00	102.50	0.00	0.00	1,189.50	1,092.00	7,960.00	3,000.00
5926	Investment Banking Fees	0.00	1,287.47	1,004.19	1,298.69	1,257.70	1,229.64	1,086.22	1,058.02	1,038.66	1,033.79	1,158.00
5970	Consulting	18.78	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Professional Fees	**1,014.28**	**7,798.97**	**3,261.76**	**2,070.69**	**1,360.20**	**1,229.64**	**1,086.22**	**2,247.52**	**2,130.66**	**8,993.79**	**4,158.00**
	Repairs & Maintenance											
5804	Building Maintenance & Re…	12,685.82	10,101.47	12,694.32	12,501.63	7,549.75	8,706.25	18,948.94	15,388.55	22,871.98	13,734.96	22,500.00
5808	Site Maint & Repair	15,460.07	11,173.06	13,539.75	14,088.01	16,986.88	19,661.15	17,758.49	24,772.49	26,397.25	8,895.32	25,000.00
5812	Pipeline Maintenance	12,331.72	10,983.62	16,274.78	11,375.04	14,988.87	22,838.73	37,907.10	41,793.73	38,670.14	29,312.16	45,000.00
	Total Repairs & Maintena…	**40,477.61**	**32,258.15**	**42,508.85**	**37,964.68**	**39,525.50**	**51,206.13**	**74,614.53**	**81,954.77**	**87,939.37**	**51,942.44**	**92,500.00**
	Automobile											
5601	Auto/Light Truck Rep. & M…	9,848.75	13,422.05	20,614.22	11,096.58	11,266.32	11,331.30	18,178.30	12,213.59	13,376.39	11,966.79	19,000.00
5602	Auto/Light Truck Fuel	32,147.92	39,386.55	51,294.93	63,303.92	66,883.78	51,997.37	32,526.87	32,554.97	39,251.99	46,780.77	60,000.00
5603	Auto/Light Truck Rental/Le…	34,271.98	41,123.04	46,198.05	54,665.62	61,865.97	49,721.88	48,167.28	56,352.62	76,261.76	93,500.35	126,300.00
5605	Vehicle Ins	16,467.08	16,216.71	10,136.52	10,965.63	11,788.87	16,789.60	12,198.66	13,182.73	13,227.24	16,153.76	30,600.00
	Total Automobile	**92,735.73**	**110,148.35**	**128,243.72**	**140,031.75**	**151,804.94**	**129,840.15**	**111,071.11**	**114,303.91**	**142,117.38**	**168,401.67**	**235,900.00**
	Computer											
5124	Computer Equipment	9,317.38	8,156.93	8,496.38	16,515.24	8,868.57	5,095.15	4,795.97	5,746.31	6,915.31	15,548.40	13,900.00
5128	Programming & Software	14,879.26	13,453.57	2,095.64	3,209.46	6,103.25	1,800.00	1,800.00	0.00	2,500.00	11,613.44	24,560.00

Army Sewer
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5906	GIS	0.00	6,437.06	5,642.46	4,494.00	3,384.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Computer	**24,196.64**	**28,047.56**	**16,234.48**	**24,218.70**	**18,355.82**	**6,895.15**	**6,595.97**	**5,746.31**	**9,415.31**	**27,161.84**	**38,460.00**
6114	**Insurance**	**14,576.96**	**15,690.45**	**18,189.46**	**25,010.00**	**25,081.85**	**26,713.70**	**35,847.19**	**39,824.33**	**30,942.00**	**35,226.73**	**37,500.00**
6190…	**Admin Allocation**	**24,470.06**	**27,283.45**	**24,840.18**	**28,479.34**	**31,604.78**	**31,250.26**	**33,206.45**	**34,566.98**	**47,576.47**	**189,360.43**	**286,033.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**15,280.43**	**17,888.45**	**18,041.01**	**8,107.73**	**9,889.88**	**10,673.00**
6208	**NYS Administrative Asse…**	**26,176.07**	**27,304.00**	**14,252.00**	**16,773.00**	**18,805.00**	**18,674.00**	**20,891.00**	**19,789.00**	**14,690.00**	**16,018.00**	**14,700.00**
8901…	**Water Quality Allocation**	**(135,390.06)**	**(144,836.93)**	**(156,031.79)**	**(190,363.61)**	**(184,496.03)**	**(143,296.19)**	**(124,072.52)**	**(135,907.57)**	**(138,510.14)**	**(168,185.14)**	**(209,796.00)**
7032	**Depreciation**	**411,885.38**	**404,541.45**	**422,956.14**	**486,119.14**	**497,014.25**	**537,765.65**	**542,184.52**	**528,392.91**	**489,904.32**	**313,929.82**	**318,900.00**
4165	**SWAP Gain/Loss**	**(69,201.95)**	**(22,738.54)**	**(12,781.59)**	**(129,378.37)**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6202	**Interest Expense**	**110,506.02**	**97,667.95**	**112,472.62**	**90,748.21**	**69,158.87**	**47,430.03**	**25,593.08**	**6,830.57**	**0.00**	**0.00**	**0.00**
	Total Expenses	**1,782,203.19**	**2,022,639.89**	**1,983,771.73**	**2,078,659.91**	**2,303,945.90**	**2,356,098.24**	**2,587,138.74**	**2,596,708.45**	**2,733,566.77**	**2,234,450.19**	**2,795,338.00**
	Change in Net Position	**271,795.26**	**56,265.33**	**434,451.87**	**436,125.93**	**835,403.36**	**426,911.97**	**336,147.37**	**1,002,704.76**	**(258,151.53)**	**473,440.89**	**(288,900.00)**

Army Water Line
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$1,098,783.41	$1,278,913.91	$1,519,408.83	$1,576,420.89	$1,726,584.97	$1,575,485.19	$1,424,817.86	$1,558,077.44	$1,898,559.75	$1,279,409.87	$1,937,009.00
	Total Customer Billings	**1,098,783.41**	**1,278,913.91**	**1,519,408.83**	**1,576,420.89**	**1,726,584.97**	**1,575,485.19**	**1,424,817.86**	**1,558,077.44**	**1,898,559.75**	**1,279,409.87**	**1,937,009.00**
	Other Income											
4164	Miscellaneous	2,112.31	439.06	252.20	10.00	0.00	1,382.09	0.00	0.00	0.00	0.00	0.00
	Total Other Income	**2,112.31**	**439.06**	**252.20**	**10.00**	**0.00**	**1,382.09**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Interest Income											
4108	Reserve Interest	35,537.98	18,466.09	25,202.54	16,217.64	(5,709.30)	12,369.54	12,573.80	12,888.51	15,139.91	19,822.55	22,400.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	612.84	285.95	(22,450.07)	(4,815.83)	15,014.95	0.00
	Total Interest Income	**35,537.98**	**18,466.09**	**25,202.54**	**16,217.64**	**(5,709.30)**	**12,982.38**	**12,859.75**	**(9,561.56)**	**10,324.08**	**34,837.50**	**22,400.00**
	Total Income	**1,136,433.70**	**1,297,819.06**	**1,544,863.57**	**1,592,648.53**	**1,720,875.67**	**1,589,849.66**	**1,437,677.61**	**1,548,515.88**	**1,908,883.83**	**1,314,247.37**	**1,959,409.00**
	Salaries											
5001-…	Administrative Wages	97,781.71	60,314.14	69,866.97	80,730.00	81,008.31	85,789.36	84,273.69	74,769.79	85,417.81	0.00	0.00
5001-…	Engineering Wages	0.00	62,634.33	67,274.11	73,525.25	66,072.40	41,097.28	49,383.99	47,269.21	15,679.98	19,943.87	24,726.00
5001-…	Technology Wages	0.00	0.00	0.00	752.36	477.28	0.00	2,900.32	11,680.74	16,664.14	15,567.53	0.00
5001-…	WQ Wages	132,256.62	122,315.39	136,650.94	96,230.03	145,155.47	165,649.92	171,325.43	181,465.00	171,553.08	158,966.37	283,461.00
5002 -…	Overtime Wages	4,060.38	3,172.97	2,855.42	16,859.86	9,666.69	1,020.22	1,084.59	2,258.67	749.05	3,629.34	5,276.00
5005	On-Call Stipend	4,500.00	3,975.00	4,125.00	4,500.00	4,050.00	4,200.00	3,825.00	3,750.00	3,810.00	3,180.00	3,840.00
	Total Salaries	**238,598.71**	**252,411.83**	**280,772.44**	**272,597.50**	**306,430.15**	**297,756.78**	**312,793.02**	**321,193.41**	**293,874.06**	**201,287.11**	**317,303.00**
	Fringe Benefits											
5031 -…	FICA Expense	17,428.17	17,838.37	20,276.23	19,944.28	22,102.60	21,007.86	24,063.80	21,709.90	20,791.93	13,307.37	24,274.00
5032 -…	Pension Expense	14,585.84	26,218.20	40,765.50	48,656.31	59,885.92	54,833.15	32,453.04	60,064.07	54,304.68	22,357.30	41,772.00
5033…	Health Insurance	27,650.49	28,508.07	30,490.02	24,839.24	36,128.71	36,890.01	38,802.58	29,152.26	30,914.96	30,461.55	43,777.00
5034…	Workers Comp	5,223.62	3,535.91	5,701.80	7,535.41	6,171.75	6,132.03	7,215.55	6,922.92	6,488.60	5,700.67	19,687.00
5035 -…	Disability Insurance	62.28	128.50	146.63	144.24	162.00	186.00	197.04	288.69	292.15	139.89	173.00
5042 -…	Post Retire Overhead	14,892.34	20,103.51	20,160.51	21,872.38	24,140.88	23,947.88	26,625.40	27,441.76	24,189.90	16,346.22	28,196.00
5052	Employee Morale	188.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5054	Employee Physicals & Scr…	849.50	1,723.50	2,305.00	2,093.25	2,480.75	1,817.75	1,202.50	1,487.75	1,444.25	2,485.50	2,500.00
	Total Fringe Benefits	**80,880.85**	**98,056.06**	**119,845.69**	**125,085.11**	**151,072.61**	**144,814.68**	**130,559.91**	**147,067.35**	**138,426.47**	**90,798.50**	**160,379.00**
	Operations & Maintenance											
5706	Shop Tools	3,352.11	3,747.14	3,900.00	3,675.25	2,897.89	3,723.61	3,190.47	3,794.50	3,988.72	83.56	4,040.00
5902	Lab Fees	946.50	1,184.00	746.00	3,385.00	1,835.00	880.00	5,710.00	2,719.00	3,340.00	3,460.00	5,000.00
5904	SCADA	1,632.84	14,697.96	19,804.07	8,062.58	5,453.24	0.00	0.00	0.00	0.00	0.00	0.00
	Total O & M	**5,931.45**	**19,629.10**	**24,450.07**	**15,122.83**	**10,186.13**	**4,603.61**	**8,900.47**	**6,513.50**	**7,328.72**	**3,543.56**	**9,040.00**
6004	**Water Purchases**	**547,828.72**	**581,402.07**	**571,786.70**	**724,810.63**	**758,669.32**	**668,045.86**	**622,628.92**	**921,122.14**	**420,674.66**	**503,750.61**	**596,936.00**
	Office & Administrative											
5053	Misc Employee Costs	0.00	0.00	0.00	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5122	Public Info & Advertising	1,000.00	919.32	59.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
5202	Employee Mileage Reimbu…	756.20	487.89	102.40	0.00	6.78	26.46	12.65	0.00	0.00	0.00	100.00
5204	Empl. Meals & Incidental	0.00	0.00	0.00	0.00	626.00	174.00	0.00	0.00	0.00	0.00	0.00
	Total Office & Admin	**1,756.20**	**1,407.21**	**162.35**	**15.00**	**632.78**	**200.46**	**12.65**	**0.00**	**0.00**	**0.00**	**1,100.00**

Army Water Line
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Utilities											
5802	Gas & Electric	24,642.89	32,177.64	28,330.74	22,866.46	24,220.71	28,223.94	11,887.63	17,907.20	15,702.87	17,470.33	21,250.00
	Total Utilities	**24,642.89**	**32,177.64**	**28,330.74**	**22,866.46**	**24,220.71**	**28,223.94**	**11,887.63**	**17,907.20**	**15,702.87**	**17,470.33**	**21,250.00**
	Professional Fees											
5924	Legal	710.00	277.50	273.00	39.00	574.00	0.00	0.00	682.50	0.00	4,703.50	1,500.00
5926	Investment Banking Fees	0.00	747.73	540.72	699.31	677.23	662.11	584.88	569.69	559.28	556.65	745.00
5970	Consulting	18.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Professional Fees	**728.77**	**1,025.23**	**813.72**	**738.31**	**1,251.23**	**662.11**	**584.88**	**1,252.19**	**559.28**	**5,260.15**	**2,245.00**
	Repairs & Maintenance											
5804	Building Maintenance & Re…	7,177.98	6,113.74	6,678.09	1,968.56	2,224.00	2,316.43	3,373.03	2,894.33	10,672.40	3,337.95	4,000.00
5808	Site Maint & Repair	959.00	688.73	4,716.19	4,117.28	11,199.31	10,209.05	7,490.96	9,885.00	4,348.34	1,971.00	7,000.00
5812	Pipeline Maintenance	17,103.84	7,644.68	24,646.31	8,810.47	15,645.87	22,898.45	19,498.26	19,944.25	15,411.92	8,655.86	20,000.00
	Total Repairs & Maintena…	**25,240.82**	**14,447.15**	**36,040.59**	**14,896.31**	**29,069.18**	**35,423.93**	**30,362.25**	**32,723.58**	**30,432.66**	**13,964.81**	**31,000.00**
	Computer											
5124	Computer Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,700.00
5128	Programming & Software	0.00	0.00	1,846.94	928.32	1,375.00	0.00	0.00	0.00	0.00	0.00	21,960.00
5906	GIS	0.00	10,875.00	4,846.91	4,485.00	3,384.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Computer	**0.00**	**10,875.00**	**6,693.85**	**5,413.32**	**4,759.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**23,660.00**
6114	**Insurance**	**12,223.85**	**11,871.18**	**13,170.53**	**24,185.20**	**19,380.54**	**15,581.86**	**18,990.06**	**25,503.73**	**24,160.26**	**23,923.64**	**25,300.00**
6190…	**Admin Allocation**	**24,152.65**	**26,969.73**	**23,667.77**	**27,910.12**	**30,462.09**	**30,641.80**	**32,771.21**	**33,161.55**	**46,814.48**	**99,309.25**	**119,182.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**13,201.19**	**14,781.86**	**16,118.25**	**7,715.17**	**9,110.13**	**10,142.00**
6208	**NYS Administrative Asse…**	**20,341.47**	**18,170.00**	**9,031.00**	**10,038.00**	**10,377.00**	**10,806.00**	**11,709.00**	**10,979.00**	**11,436.00**	**10,836.00**	**10,765.00**
8901…	**Water Quality Allocation**	**36,346.21**	**37,062.70**	**29,567.50**	**26,039.20**	**24,843.02**	**28,351.39**	**27,413.94**	**30,304.90**	**28,050.05**	**33,800.32**	**91,107.00**
7032	**Depreciation**	**606,415.48**	**611,109.43**	**158,251.18**	**128,118.19**	**127,406.53**	**126,953.20**	**122,753.18**	**109,718.66**	**114,083.87**	**146,041.92**	**206,700.00**
6202	**Interest Expense**	**11,043.82**	**23,398.72**	**35,586.77**	**27,329.73**	**18,851.67**	**9,507.76**	**2,106.09**	**0.00**	**0.00**	**0.00**	**0.00**
	Total Expenses	**1,636,131.89**	**1,740,013.05**	**1,338,170.90**	**1,425,165.91**	**1,517,611.96**	**1,414,774.57**	**1,348,255.07**	**1,673,565.46**	**1,139,258.55**	**1,159,096.33**	**1,626,109.00**
	Change in Net Position	**(499,698.19)**	**(442,193.99)**	**206,692.67**	**167,482.62**	**203,263.71**	**175,075.09**	**89,422.54**	**(125,049.58)**	**769,625.28**	**155,151.04**	**333,300.00**

Regional Water Line
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$263,802.65	$150,334.01	$112,208.97	$154,641.68	$94,216.00	$84,203.67	$84,295.31	$125,262.99	$109,644.25	$93,726.50	$106,412.00
4005	Capital Billings	153,297.60	264,624.00	293,641.92	326,925.36	328,602.32	308,397.56	307,727.72	307,498.76	307,037.44	278,566.88	277,287.00
	Total Customer Billings	**417,100.25**	**414,958.01**	**405,850.89**	**481,567.04**	**422,818.32**	**392,601.23**	**392,023.03**	**432,761.75**	**416,681.69**	**372,293.38**	**383,699.00**
	Other Income											
4164	Miscellaneous	62.06	61.62	22.70	2.08	0.00	0.00	0.00	425.80	0.00	0.00	0.00
	Total Other Income	**62.06**	**61.62**	**22.70**	**2.08**	**0.00**	**0.00**	**0.00**	**425.80**	**0.00**	**0.00**	**0.00**
4201	**Gain on Sale of Assets**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**260.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Interest Income											
4102	Investment Interest Income	3,509.89	1,425.38	774.17	819.39	711.02	630.48	434.28	506.13	590.74	3,899.35	8,600.00
	Total Interest Income	**3,509.89**	**1,425.38**	**774.17**	**819.39**	**711.02**	**630.48**	**434.28**	**506.13**	**590.74**	**3,899.35**	**8,600.00**
	Total Income	**420,672.20**	**416,445.01**	**406,647.76**	**482,388.51**	**423,529.34**	**393,231.71**	**392,717.31**	**433,693.68**	**417,272.43**	**376,192.73**	**392,299.00**
	Salaries											
5001-…	Administrative Wages	5,962.61	5,031.25	4,845.56	6,017.57	6,344.97	6,366.87	6,235.24	5,465.59	7,217.19	0.00	0.00
5001-…	Engineering Wages	0.00	5,641.84	6,071.76	13,358.19	19,847.30	6,099.64	7,058.93	5,317.29	6,857.55	5,125.41	7,857.00
5001-…	Technology Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	145.13	22.68	0.00	0.00
5001-…	WQ Wages	23,801.38	16,347.38	21,641.55	14,799.48	19,914.48	21,262.46	19,705.02	22,195.98	23,883.72	22,624.25	22,647.00
5002 -…	Overtime Wages	1,019.22	796.92	2,295.82	2,164.11	864.00	541.98	191.52	592.14	1,210.74	866.09	1,381.00
5005	On-Call Stipend	300.00	1,500.00	1,950.00	600.00	1,500.00	1,500.00	600.00	300.00	630.00	1,590.00	1,920.00
	Total Salaries	**31,083.21**	**29,317.39**	**36,804.69**	**36,939.35**	**48,470.75**	**35,770.95**	**33,790.71**	**34,016.13**	**39,821.88**	**30,205.75**	**33,805.00**
	Fringe Benefits											
5031 -…	FICA Expense	2,291.51	2,155.14	2,666.84	2,715.83	3,509.10	2,525.58	2,585.81	2,886.15	2,830.21	1,974.44	2,586.00
5032 -…	Pension Expense	1,900.16	3,198.14	5,351.28	6,504.30	9,291.64	6,496.88	3,438.41	7,801.65	7,235.30	3,321.71	4,608.00
5033…	Health Insurance	5,188.56	4,937.06	6,295.41	4,294.60	6,226.83	5,559.48	5,354.64	3,367.66	4,230.21	4,699.79	4,714.00
5034…	Workers Comp	771.39	429.79	747.41	1,023.84	1,943.06	829.68	736.06	820.54	1,354.48	1,170.28	1,753.00
5035 -…	Disability Insurance	7.55	7.55	17.55	17.52	18.72	17.04	18.00	28.46	20.76	16.07	17.00
5042 -…	Post Retire Overhead	2,337.02	3,442.25	3,848.75	4,244.95	5,176.91	3,666.04	3,818.26	3,743.34	4,489.76	2,854.04	2,887.00
	Total Fringe Benefits	**12,496.19**	**14,169.93**	**18,927.24**	**18,801.04**	**26,166.26**	**19,094.70**	**15,951.18**	**18,647.80**	**20,160.72**	**14,036.33**	**16,565.00**
	Operations & Maintenance											
5706	Shop Tools	298.50	392.23	490.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
5815	Chemicals	2,320.20	1,911.15	969.50	1,499.40	1,707.35	853.65	631.10	1,139.50	1,032.20	1,252.80	3,000.00
5902	Lab Fees	4,039.50	2,955.00	2,624.00	3,125.00	2,329.00	1,770.00	5,475.00	2,869.00	3,070.00	3,160.00	3,600.00
5904	SCADA	495.00	786.25	1,115.00	986.00	312.29	0.00	0.00	0.00	0.00	0.00	0.00
6010	Cape Vincent Reserve	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00	700.00
	Total O & M	**7,853.20**	**6,744.63**	**5,898.50**	**6,310.40**	**5,048.64**	**3,323.65**	**6,806.10**	**4,708.50**	**4,802.20**	**5,112.80**	**7,800.00**
6004	**Water Purchases**	**182,831.16**	**126,206.14**	**135,199.52**	**168,917.61**	**118,277.57**	**96,880.84**	**132,076.47**	**155,039.16**	**115,589.60**	**93,906.36**	**106,412.00**
	Office & Administrative											
5122	Public Info & Advertising	262.77	0.00	0.00	0.00	0.00	0.00	0.00	40.00	0.00	0.00	250.00
5202	Employee Mileage Reimbu…	226.70	50.90	119.21	94.95	172.90	71.38	12.08	0.00	9.63	0.00	100.00
5204	Empl. Meals & Incidental	0.00	0.00	23.00	23.00	23.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Office & Admin	**489.47**	**50.90**	**142.21**	**117.95**	**195.90**	**71.38**	**12.08**	**40.00**	**9.63**	**0.00**	**350.00**

Regional Water Line
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Utilities											
5802	Gas & Electric	27,128.40	27,771.07	21,929.39	26,202.63	26,677.21	19,349.67	16,604.84	18,256.24	21,687.56	20,283.72	25,000.00
	Total Utilities	**27,128.40**	**27,771.07**	**21,929.39**	**26,202.63**	**26,677.21**	**19,349.67**	**16,604.84**	**18,256.24**	**21,687.56**	**20,283.72**	**25,000.00**
	Professional Fees											
5924	Legal	412.50	198.00	40.00	0.00	164.00	0.00	0.00	0.00	0.00	0.00	500.00
	Total Professional Fees	**412.50**	**198.00**	**40.00**	**0.00**	**164.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**500.00**
	Repairs & Maintenance											
5804	Building Maintenance & Re…	3,735.95	4,772.88	3,814.75	3,844.32	2,685.70	2,413.50	2,748.41	1,333.88	3,316.47	496.45	9,000.00
5808	Site Maint & Repair	3,044.91	2,080.66	2,399.19	2,286.47	1,850.71	1,709.51	2,680.32	2,411.23	2,502.00	1,801.92	3,500.00
5812	Pipeline Maintenance	14,081.51	10,978.70	7,017.70	11,733.67	12,183.78	12,120.10	15,038.58	12,838.19	18,198.44	4,635.43	20,000.00
	Total Repairs & Maintena…	**20,862.37**	**17,832.24**	**13,231.64**	**17,864.46**	**16,720.19**	**16,243.11**	**20,467.31**	**16,583.30**	**24,016.91**	**6,933.80**	**32,500.00**
	Computer											
5128	Programming & Software	0.00	0.00	400.00	250.51	300.00	0.00	0.00	0.00	0.00	0.00	0.00
5906	GIS	0.00	1,999.87	1,228.17	999.56	900.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Computer	**0.00**	**1,999.87**	**1,628.17**	**1,250.07**	**1,200.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
6114	**Insurance**	**2,265.31**	**2,460.84**	**2,343.64**	**3,000.00**	**4,638.74**	**3,573.35**	**4,018.86**	**4,938.14**	**4,911.95**	**4,517.70**	**4,800.00**
6190…	**Admin Allocation**	**3,344.01**	**2,497.88**	**2,055.06**	**2,409.42**	**2,539.44**	**2,453.79**	**2,448.88**	**2,212.94**	**3,409.27**	**11,648.00**	**16,492.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**1,868.03**	**2,615.82**	**3,671.75**	**4,524.20**	**4,768.12**	**5,259.00**
6208	**NYS Administrative Asse…**	**5,427.12**	**5,886.00**	**2,438.00**	**2,841.00**	**2,723.00**	**2,526.00**	**2,482.00**	**2,472.00**	**2,358.00**	**2,072.00**	**2,131.00**
8901…	**Water Quality Allocation**	**8,121.91**	**7,254.16**	**8,360.97**	**6,452.52**	**6,774.36**	**5,739.91**	**4,978.15**	**5,478.96**	**6,850.16**	**6,203.50**	**7,759.00**
7032	**Depreciation**	**135,300.47**	**137,327.73**	**133,927.26**	**131,884.48**	**133,499.22**	**140,381.52**	**141,587.17**	**144,304.85**	**144,298.87**	**144,071.56**	**141,800.00**
7002	**Amortization**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**12,183.39**	**24,366.72**	**24,366.72**	**24,366.72**	**24,366.72**	**24,400.00**
6202	**Interest Expense**	**63,325.58**	**62,075.55**	**60,769.27**	**59,404.21**	**57,977.72**	**65,385.21**	**70,993.13**	**68,848.99**	**66,621.36**	**64,306.88**	**61,902.00**
	Total Expenses	**500,940.90**	**441,792.33**	**443,695.56**	**482,395.14**	**451,073.00**	**424,845.50**	**479,199.42**	**503,585.48**	**483,429.03**	**432,433.24**	**487,475.00**
	Change in Net Position	**(80,268.70)**	**(25,347.32)**	**(37,047.80)**	**(6.63)**	**(27,543.66)**	**(31,613.79)**	**(86,482.11)**	**(69,891.80)**	**(66,156.60)**	**(56,240.51)**	**(95,176.00)**

Water Sewer Contracts
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$622,625.40	$731,850.29	$986,345.02	$986,007.50	$1,126,920.26	$760,281.38	$715,511.18	$676,165.78	$741,048.14	$789,891.73	$809,980.00
	Total Customer Billings	**622,625.40**	**731,850.29**	**986,345.02**	**986,007.50**	**1,126,920.26**	**760,281.38**	**715,511.18**	**676,165.78**	**741,048.14**	**789,891.73**	**809,980.00**
	Other Income											
4164	Miscellaneous	0.00	(0.08)	0.00	0.00	0.00	0.00	0.00	26.19	0.00	0.00	0.00
	Total Other Income	**0.00**	**(0.08)**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**26.19**	**0.00**	**0.00**	**0.00**
	Total Income	**622,625.40**	**731,850.21**	**986,345.02**	**986,007.50**	**1,126,920.26**	**760,281.38**	**715,511.18**	**676,191.97**	**741,048.14**	**789,891.73**	**809,980.00**
	Salaries											
5001-…	Administrative Wages	1,000.00	3,717.22	9,112.20	8,697.62	8,577.69	5,745.94	7,075.30	7,500.13	3,731.27	0.00	0.00
5001-…	Engineering Wages	0.00	43,095.67	65,932.00	108,170.41	242,250.59	3,114.27	3,168.48	7,844.03	12,549.87	15,728.33	17,941.00
5001-…	Technology Wages	0.00	1,224.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5001-…	MMF Wages	0.00	0.00	0.00	0.00	311.04	0.00	73.32	0.00	0.00	0.00	0.00
5001-…	WQ Wages	267,311.51	251,621.33	307,213.22	342,952.91	292,598.37	289,671.50	251,023.95	286,794.57	286,085.85	377,346.80	271,162.00
5002 -…	Overtime Wages	28,597.03	35,495.50	42,956.27	53,291.78	60,712.60	60,014.68	59,518.60	66,243.67	78,250.16	87,967.25	82,514.00
5005	On-Call Stipend	8,141.92	7,800.00	8,100.00	7,950.00	7,950.00	7,800.00	7,950.00	7,800.00	7,650.00	8,100.00	8,400.00
	Total Salaries	**305,050.46**	**342,953.72**	**433,313.69**	**521,062.72**	**612,400.29**	**366,346.39**	**328,809.65**	**376,182.40**	**388,267.15**	**489,142.38**	**380,017.00**
	Fringe Benefits											
5031 -…	FICA Expense	22,094.44	25,067.09	31,459.27	38,846.15	44,562.28	26,503.14	25,356.59	28,496.48	27,828.98	32,254.34	29,025.00
5032 -…	Pension Expense	18,648.12	37,776.37	62,941.40	92,233.30	115,871.85	67,499.64	42,954.46	75,343.53	69,740.56	54,527.32	50,112.00
5033…	Health Insurance	44,894.11	60,271.10	71,421.23	55,680.04	79,317.65	52,712.68	35,294.40	36,895.28	40,527.64	57,541.82	51,753.00
5034…	Workers Comp	8,505.52	5,039.34	8,799.54	11,968.35	20,354.45	25,886.77	26,075.66	27,768.62	30,194.51	31,825.60	24,253.00
5035 -…	Disability Insurance	86.38	173.23	191.42	199.92	210.60	176.04	153.96	208.67	205.13	169.60	200.00
5036	Unemployment	10,530.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5042 -…	Post Retire Overhead	22,017.14	44,999.81	49,525.66	66,245.03	79,860.57	51,542.46	49,969.81	54,429.40	53,280.47	52,061.24	33,902.00
	Total Fringe Benefits	**126,775.71**	**173,326.94**	**224,338.52**	**265,172.79**	**340,177.40**	**224,320.73**	**179,804.88**	**223,141.98**	**221,777.29**	**228,379.92**	**189,245.00**
	Operations & Maintenance											
5704	O&M Supplies	0.00	0.00	0.00	0.00	0.00	150.78	0.00	35.63	0.00	0.00	500.00
5770	Other Tool, Equip & O&M	0.00	0.00	0.00	0.00	0.00	436.40	0.00	0.00	0.00	264.00	500.00
5819	SCADA Expense - Non Co…	3,339.00	2,045.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5930	Environmental	0.00	0.00	0.00	10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8090	Purchases for Resale	45,094.35	28,328.29	145,861.95	74,454.03	46,719.76	32,738.02	14,083.16	6,711.50	10,947.44	15,905.24	50,000.00
	Total O & M	**48,433.35**	**30,373.95**	**145,861.95**	**84,454.03**	**46,719.76**	**33,325.20**	**14,083.16**	**6,747.13**	**10,947.44**	**16,169.24**	**51,000.00**
	Office & Administrative											
5053	Misc Employee Costs	27.41	20.06	94.15	72.98	0.00	0.00	0.00	0.00	2.75	0.00	0.00
5202	Employee Mileage Reimbu…	2,554.30	1,733.26	2,536.47	4,682.02	6,753.76	1,406.51	113.87	82.73	83.46	44.15	500.00
5204	Empl. Meals & Incidental	0.00	137.00	427.00	554.00	563.00	0.00	0.00	0.00	0.00	0.00	0.00
5270	Travel & Meeting Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	200.75	111.75	134.25	300.00
	Total Office & Admin	**2,581.71**	**1,890.32**	**3,057.62**	**5,309.00**	**7,316.76**	**1,406.51**	**113.87**	**283.48**	**197.96**	**178.40**	**800.00**
	Professional Fees											
5924	Legal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	300.00	0.00
	Total Professional Fees	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**300.00**	**0.00**

Water Sewer Contracts
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
6114	Insurance	3,636.23	4,151.46	5,713.41	6,383.59	7,233.55	5,911.49	7,341.83	7,654.11	9,776.42	13,406.06	14,600.00
6190…	Admin Allocation	0.00	0.00	6,224.68	3,009.97	3,212.95	2,432.13	3,059.92	3,531.63	2,719.83	27,726.00	35,970.00
6191…	Engineering Allocation	0.00	0.00	0.00	0.00	0.00	206.59	370.97	642.81	12,634.36	12,344.14	16,542.00
6208	NYS Administrative Asse…	7,997.03	9,397.00	5,943.00	6,131.00	6,505.00	3,562.00	4,465.00	3,891.00	4,002.00	4,110.00	4,503.00
8901…	Water Quality Allocation	90,921.94	100,520.07	118,103.32	113,689.62	114,089.01	109,204.89	91,517.26	99,877.25	103,234.78	127,907.96	110,930.00
	Total Expenses	585,396.43	662,613.46	942,556.19	1,005,212.72	1,137,654.72	746,715.93	629,566.54	721,951.79	753,557.23	919,664.10	803,607.00
	Change in Net Position	37,228.97	69,236.75	43,788.83	(19,205.22)	(10,734.46)	13,565.45	85,944.64	(45,759.82)	(12,509.09)	(129,772.37)	6,373.00

Engineering
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$0.00	$0.00	$0.00	$0.00	$0.00	$563,156.96	$624,594.38	$829,484.61	$1,062,118.41	$1,231,125.65	$1,241,850.00
	Total Customer Billings	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**563,156.96**	**624,594.38**	**829,484.61**	**1,062,118.41**	**1,231,125.65**	**1,241,850.00**
	Grant Revenue											
4181	Federal Grant Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,505.00	0.00
4184	Other Grants	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	438.24	0.00
	Total Grant Revenue	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**17,943.24**	**0.00**
	Total Income	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**563,156.96**	**624,594.38**	**829,484.61**	**1,062,118.41**	**1,249,068.89**	**1,241,850.00**
	Salaries											
5001-…	Administrative Wages	0.00	0.00	0.00	0.00	0.00	6,744.52	6,383.86	4,756.11	7,685.95	0.00	0.00
5001-…	Engineering Wages	0.00	0.00	0.00	0.00	0.00	298,804.89	357,981.17	500,897.43	621,705.99	725,185.18	653,301.00
5001-…	Technology Wages	0.00	0.00	0.00	0.00	0.00	0.00	1,213.34	7,051.00	15,829.55	15,536.67	0.00
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	193.38	894.00	979.49	2,582.29	0.00
5001-…	WQ Wages	0.00	0.00	0.00	0.00	0.00	1,641.85	323.94	604.46	497.90	442.63	0.00
5002 -…	Overtime Wages	0.00	0.00	0.00	0.00	0.00	232.98	246.22	136.78	1,061.63	871.63	270.00
	Total Salaries	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**307,424.24**	**366,341.91**	**514,339.78**	**647,760.51**	**744,618.40**	**653,571.00**
	Fringe Benefits											
5031 -…	FICA Expense	0.00	0.00	0.00	0.00	0.00	25,947.15	23,911.37	36,787.79	46,657.63	54,181.73	49,998.00
5032 -…	Pension Expense	0.00	0.00	0.00	0.00	0.00	62,175.74	38,768.15	94,092.36	112,067.26	88,495.03	75,685.00
5033…	Health Insurance	0.00	0.00	0.00	0.00	0.00	28,899.11	21,687.48	41,467.39	50,989.56	98,509.07	94,411.00
5034…	Workers Comp	0.00	0.00	0.00	0.00	0.00	903.24	1,309.73	1,492.39	1,408.50	13,570.86	31,229.00
5035 -…	Disability Insurance	0.00	0.00	0.00	0.00	0.00	14.28	183.96	281.86	286.48	633.33	404.00
5042 -…	Post Retire Overhead	0.00	0.00	0.00	0.00	0.00	35,137.77	31,472.63	47,124.99	56,753.80	57,880.29	47,619.00
5054	Employee Physicals & Scr…	0.00	0.00	0.00	0.00	0.00	186.50	614.50	419.50	256.25	841.75	500.00
	Total Fringe Benefits	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**153,263.79**	**117,947.82**	**221,666.28**	**268,419.48**	**314,112.06**	**299,846.00**
	Operations & Maintenance											
5403	Safety Equipment & Supplies	0.00	0.00	0.00	0.00	0.00	1,048.98	2,754.56	1,356.35	2,028.36	1,108.44	1,000.00
5712	Purchased Maintenance &…	0.00	0.00	0.00	0.00	0.00	5,129.00	0.00	0.00	0.00	0.00	0.00
5904	SCADA	0.00	0.00	0.00	0.00	0.00	15,674.87	15,468.87	24,129.55	25,304.60	22,717.22	28,820.00
8090	Purchases for Resale	0.00	0.00	0.00	0.00	0.00	47,016.51	33,405.87	22,840.54	71,025.98	79,806.59	95,000.00
	Total O & M	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**68,869.36**	**51,629.30**	**48,326.44**	**98,358.94**	**103,632.25**	**124,820.00**
	Office & Administrative											
5053	Misc Employee Costs	0.00	0.00	0.00	0.00	0.00	211.00	0.00	1,029.87	546.00	730.82	1,000.00
5102	Office Rent	0.00	0.00	0.00	0.00	0.00	0.00	11,592.00	11,594.04	11,594.04	12,716.04	10,761.00
5104	Office Supplies	0.00	0.00	0.00	0.00	0.00	0.00	1,984.78	2,506.93	2,716.86	863.74	2,800.00
5112	Telephone	0.00	0.00	0.00	0.00	0.00	1,972.57	2,497.82	2,619.74	2,735.47	3,022.59	3,240.00
5114	Cellular Services	0.00	0.00	0.00	0.00	0.00	6,286.69	5,732.69	5,048.67	6,070.66	6,947.94	6,800.00
5120	Dues & Subscriptions	0.00	0.00	0.00	0.00	0.00	447.00	810.02	681.00	405.00	913.00	1,000.00
5122	Public Info & Advertising	0.00	0.00	0.00	0.00	0.00	553.64	1,652.90	3,228.43	3,850.79	4,345.02	500.00
5130	Office Equipment	0.00	0.00	0.00	0.00	0.00	0.00	6,385.66	5,832.84	8,463.37	3,075.95	6,000.00
5202	Employee Mileage Reimbu…	0.00	0.00	0.00	0.00	0.00	5,326.13	10,158.90	15,191.46	14,757.50	19,026.40	14,500.00
5204	Empl. Meals & Incidental	0.00	0.00	0.00	0.00	0.00	403.00	1,957.00	905.01	691.03	1,958.81	2,500.00

Engineering
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5206	Empl. Lodging	0.00	0.00	0.00	0.00	0.00	206.40	978.00	479.00	2,012.00	6,612.00	7,000.00
5370	Training & Development	0.00	0.00	0.00	0.00	0.00	750.85	3,109.90	744.90	4,326.80	8,021.07	8,000.00
5402	Employee Uniforms	0.00	0.00	0.00	0.00	0.00	0.00	908.00	233.00	486.00	633.90	1,175.00
	Total Office & Admin	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**16,157.28**	**47,767.67**	**50,094.89**	**58,655.52**	**68,867.28**	**65,276.00**
	Professional Fees											
5924	Legal	0.00	0.00	0.00	0.00	0.00	2,500.00	0.00	203.40	0.00	0.00	50,500.00
	Total Professional Fees	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**2,500.00**	**0.00**	**203.40**	**0.00**	**0.00**	**50,500.00**
	Automobile											
5601	Auto/Light Truck Rep. & M…	0.00	0.00	0.00	0.00	0.00	777.81	1,104.32	479.76	1,040.21	2,427.47	2,877.00
5602	Auto/Light Truck Fuel	0.00	0.00	0.00	0.00	0.00	4,648.94	3,380.38	3,611.73	3,609.44	4,265.06	6,000.00
5603	Auto/Light Truck Rental/Le…	0.00	0.00	0.00	0.00	0.00	8,705.16	9,698.64	10,576.52	12,164.04	12,164.04	8,600.00
5604	Parts & Supplies	0.00	0.00	0.00	0.00	0.00	0.00	244.00	0.00	0.00	0.00	0.00
5605	Vehicle Ins	0.00	0.00	0.00	0.00	0.00	1,975.25	1,307.37	2,223.20	2,182.96	2,197.27	2,700.00
	Total Automobile	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**16,107.16**	**15,734.71**	**16,891.21**	**18,996.65**	**21,053.84**	**20,177.00**
	Computer											
5124	Computer Equipment	0.00	0.00	0.00	0.00	0.00	3,543.00	7,398.45	4,843.49	6,385.46	3,059.58	3,100.00
5128	Programming & Software	0.00	0.00	0.00	0.00	0.00	0.00	1,747.00	790.42	2,500.00	9,667.78	1,103.00
5906	GIS	0.00	0.00	0.00	0.00	0.00	24,828.75	34,379.11	38,914.18	40,065.42	42,045.51	42,450.00
	Total Computer	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**28,371.75**	**43,524.56**	**44,548.09**	**48,950.88**	**54,772.87**	**46,653.00**
6114	**Insurance**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**4,927.52**	**5,712.11**	**9,876.27**	**13,487.84**	**24,077.03**	**26,300.00**
6190…	**Admin Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**2,390.81**	**2,441.14**	**1,995.02**	**3,534.89**	**42,870.00**	**51,513.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**(68,851.47)**	**(90,088.49)**	**(86,314.22)**	**(85,882.43)**	**(96,570.33)**	**(99,330.00)**
6208	**NYS Administrative Asse…**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**3,484.00**	**3,445.00**	**4,908.00**	**5,516.00**	**7,378.00**	**6,637.00**
8901…	**Water Quality Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**163.17**	**246.46**	**375.15**	**255.14**	**0.00**
7032	**Depreciation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**7,127.36**	**22,256.98**	**26,522.06**	**27,217.26**	**35,600.00**
	Total Expenses	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**534,644.44**	**571,746.26**	**849,038.60**	**1,104,695.49**	**1,312,283.80**	**1,281,563.00**
	Change in Net Position	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**28,512.52**	**52,848.12**	**(19,553.99)**	**(42,577.08)**	**(63,214.91)**	**(39,713.00)**

Regional Development
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$84,435.00	$76,675.48	$98,420.46	$92,935.38	$137,342.50	$128,964.78	$143,589.87	$186,015.30	$216,280.74	$222,185.58	$187,091.00
	Total Customer Billings	**84,435.00**	**76,675.48**	**98,420.46**	**92,935.38**	**137,342.50**	**128,964.78**	**143,589.87**	**186,015.30**	**216,280.74**	**222,185.58**	**187,091.00**
	Grant Revenue											
4181	Federal Grant Income	68,734.00	93,030.00	40,465.00	47,285.00	0.00	0.00	0.00	180,472.43	328,619.77	109,584.04	253,465.00
4183	NY State Grants	734,898.40	250,000.00	0.00	3,000,000.00	4,000,000.00	506,000.00	798,000.00	1,493,000.41	2,037,703.34	1,945,719.20	2,069,996.00
4184	Other Grants	0.00	0.00	1,000,000.00	0.00	0.00	400,000.00	0.00	0.00	0.00	0.00	40,000.00
	Total Grant Revenue	**803,632.40**	**343,030.00**	**1,040,465.00**	**3,047,285.00**	**4,000,000.00**	**906,000.00**	**798,000.00**	**1,673,472.84**	**2,366,323.11**	**2,055,303.24**	**2,363,461.00**
4104	**Loan Interest Income**	**569,416.01**	**586,036.82**	**572,031.62**	**568,405.95**	**504,468.15**	**543,871.46**	**639,583.05**	**664,527.51**	**617,971.80**	**661,274.95**	**699,000.00**
	Other Income											
4162	Processing Fees	0.00	0.00	0.00	0.00	0.00	10,500.00	0.00	26,265.00	46,617.00	39,355.00	29,575.00
4164	Miscellaneous	19,794.28	1,029.99	34,856.99	60,712.46	2,882.41	9,698.09	34,187.66	40,115.65	40,826.16	29,585.70	17,000.00
4190	Recovery of Bad Debts	0.00	0.00	5,875.00	21.90	0.00	0.00	0.00	60,424.16	17,392.00	22,317.89	0.00
	Total Other Income	**19,794.28**	**1,029.99**	**40,731.99**	**60,734.36**	**2,882.41**	**20,198.09**	**34,187.66**	**126,804.81**	**104,835.16**	**91,258.59**	**46,575.00**
	Interest Income											
4102	Investment Interest Income	64,721.01	99,054.65	44,531.33	24,955.12	21,648.80	30,092.95	81,966.38	135,267.19	162,283.17	220,599.35	428,940.00
4106…	Trustee Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	61.32	0.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	314.55	18,292.77	(39,479.89)	(23,261.88)	38,236.80	0.00
	Total Interest Income	**64,721.01**	**99,054.65**	**44,531.33**	**24,955.12**	**21,648.80**	**30,407.50**	**100,259.15**	**95,787.30**	**139,021.29**	**258,897.47**	**428,940.00**
	Total Income	**1,541,998.70**	**1,105,826.94**	**1,796,180.40**	**3,794,315.81**	**4,666,341.86**	**1,629,441.83**	**1,715,619.73**	**2,746,607.76**	**3,444,432.10**	**3,288,919.83**	**3,725,067.00**
	Salaries											
5001-…	Administrative Wages	242,405.82	254,537.16	231,873.51	217,377.83	226,478.79	234,361.05	208,869.78	58,206.43	58,445.64	9,972.40	11,161.00
5001-…	Engineering Wages	0.00	0.00	0.00	0.00	6,251.26	6,324.22	12,970.40	28,611.69	78,457.11	64,661.40	41,682.00
5001-…	Technology Wages	0.00	0.00	0.00	0.00	381.52	0.00	0.00	1,811.99	1,815.51	0.00	0.00
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	57,793.75	275,012.23	273,691.36	292,711.42	338,503.00
5002 -…	Overtime Wages	0.00	0.00	0.00	0.00	0.00	7.49	0.00	33.54	82.46	0.00	0.00
	Total Salaries	**242,405.82**	**254,537.16**	**231,873.51**	**217,377.83**	**233,111.57**	**240,692.76**	**279,633.93**	**363,675.88**	**412,492.08**	**367,345.22**	**391,346.00**
	Fringe Benefits											
5031 -…	FICA Expense	18,070.82	18,349.72	16,634.43	15,378.62	16,338.84	16,737.88	20,034.65	24,545.34	28,840.86	24,523.39	29,939.00
5032 -…	Pension Expense	14,818.57	26,048.09	34,327.86	40,967.71	49,344.65	47,466.63	38,476.04	74,920.27	81,676.10	48,996.02	54,477.00
5033…	Health Insurance	41,714.39	41,201.94	39,790.54	24,451.21	27,996.30	30,221.27	36,923.98	38,976.86	42,922.52	51,098.00	52,309.00
5034…	Workers Comp	872.67	279.94	359.35	181.77	349.42	458.44	832.51	749.74	821.61	709.18	935.00
5035 -…	Disability Insurance	55.92	139.67	174.38	137.88	135.00	143.76	143.04	372.78	299.65	303.49	327.00
5042 -…	Post Retire Overhead	12,900.65	19,147.18	19,282.00	21,350.46	23,298.08	22,568.06	24,766.38	31,963.71	35,971.03	26,039.23	26,441.00
	Total Fringe Benefits	**88,433.02**	**105,166.54**	**110,568.56**	**102,467.65**	**117,462.29**	**117,596.04**	**121,176.60**	**171,528.70**	**190,531.77**	**151,669.31**	**164,428.00**
	Operations & Maintenance											
6110	Marketing	0.00	0.00	20,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
8090	Purchases for Resale	0.00	0.00	24.90	682.87	645.80	5,710.33	4,103.70	8,323.20	10,982.00	6,260.00	7,000.00
	Total O & M	**0.00**	**0.00**	**20,024.90**	**5,682.87**	**5,645.80**	**10,710.33**	**9,103.70**	**13,323.20**	**15,982.00**	**11,260.00**	**12,000.00**
6006	**Host Community Benefits**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**20,757.52**	**20,757.72**	**59,297.16**	**88,943.00**

Regional Development
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Office & Administrative											
5053	Misc Employee Costs	38.90	95.49	82.00	10.74	0.00	0.00	0.00	(10.00)	0.00	0.00	0.00
5104	Office Supplies	0.00	22.50	190.89	0.00	114.00	0.00	114.00	0.00	114.00	0.00	250.00
5110	Postage & Shipping	7.41	35.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5120	Dues & Subscriptions	838.00	609.00	765.00	40.00	125.00	125.00	625.00	625.00	625.00	625.00	625.00
5122	Public Info & Advertising	5,911.76	3,331.98	1,576.06	364.04	1,786.29	738.22	1,449.55	1,468.36	1,870.02	220.76	2,500.00
5170	Other Office Expenses	0.00	0.00	0.00	0.00	0.00	0.00	4,238.50	0.00	0.00	0.00	0.00
5172	Filing Fees	0.00	0.00	0.00	250.00	260.00	540.00	790.00	280.00	560.00	580.00	1,300.00
5202	Employee Mileage Reimbu…	1,612.41	1,943.89	1,192.11	510.95	1,044.02	1,019.91	1,072.35	4,159.16	3,306.33	1,277.93	2,000.00
5204	Empl. Meals & Incidental	452.33	1,044.09	1,188.52	1,121.25	1,246.25	1,259.00	1,231.50	823.47	355.18	532.09	2,225.00
5206	Empl. Lodging	2,226.29	2,432.71	3,360.83	2,720.95	2,961.46	3,977.79	4,606.13	4,071.99	2,955.41	3,780.11	4,300.00
5270	Travel & Meeting Expense	406.40	154.00	822.19	60.60	1,084.50	1,449.02	2,262.08	2,508.23	1,370.58	4,459.68	3,800.00
5312	Continuing Education	0.00	0.00	0.00	238.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5370	Training & Development	1,715.00	464.00	1,160.00	789.00	1,500.00	1,000.00	95.00	1,490.00	55.00	0.00	1,800.00
5570	Other General Expense	540.00	300.00	828.98	441.29	570.80	492.73	515.06	476.61	896.11	369.64	2,500.00
	Total Office & Admin	**13,748.50**	**10,432.66**	**11,166.58**	**6,546.82**	**10,692.32**	**10,601.67**	**16,999.17**	**15,892.82**	**12,107.63**	**11,845.21**	**21,300.00**
	Professional Fees											
5924	Legal	2,896.80	1,805.15	6,426.93	2,695.90	2,131.55	2,370.00	696.50	2,248.50	2,646.55	2,323.90	8,500.00
5926	Investment Banking Fees	80.96	3,853.25	2,730.70	2,354.98	703.95	831.38	6,567.64	6,762.92	7,240.73	7,231.08	13,562.00
5970	Consulting	675.10	5,953.18	6,959.30	22,950.00	18,703.18	15,012.40	93,500.00	199,120.45	245,109.00	69,429.56	263,000.00
	Total Professional Fees	**3,652.86**	**11,611.58**	**16,116.93**	**28,000.88**	**21,538.68**	**18,213.78**	**100,764.14**	**208,131.87**	**254,996.28**	**78,984.54**	**285,062.00**
	Computer											
5124	Computer Equipment	0.00	0.00	0.00	0.00	0.00	0.00	1,396.32	0.00	0.00	0.00	0.00
	Total Computer	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**1,396.32**	**0.00**	**0.00**	**0.00**	**0.00**
6122	**Bad Debt Expense**	**51,942.61**	**0.00**	**0.00**	**0.00**	**0.00**	**250,000.00**	**0.00**	**0.00**	**245,149.93**	**0.00**	**0.00**
6120	**Grants**	**0.00**	**270,000.00**	**0.00**	**700.00**	**0.00**	**0.00**	**0.00**	**631,753.16**	**524,871.32**	**732,672.04**	**812,500.00**
6190…	**Admin Allocation**	**92,877.44**	**104,972.94**	**90,159.51**	**88,595.07**	**103,321.50**	**99,924.96**	**116,991.32**	**34,462.97**	**40,517.90**	**132,226.00**	**146,130.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**359.78**	**1,185.91**	**2,662.27**	**11,183.64**	**8,330.92**	**7,682.00**
6202	**Interest Expense**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**4,000.00**
	Total Expenses	**493,060.25**	**756,720.88**	**479,909.99**	**449,371.12**	**491,772.16**	**748,099.32**	**647,251.09**	**1,462,188.39**	**1,728,590.27**	**1,553,630.40**	**1,933,391.00**
	Change in Net Position	**1,048,938.45**	**349,106.06**	**1,316,270.41**	**3,344,944.69**	**4,174,569.70**	**881,342.51**	**1,068,368.64**	**1,284,419.37**	**1,715,841.83**	**1,735,289.43**	**1,791,676.00**

RD Contracts
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$79,490.00	$71,730.48	$93,475.46	$87,990.38	$132,397.50	$123,924.84	$138,644.87	$181,070.30	$212,200.74	$218,105.58	$183,291.00
	Total Customer Billings	**79,490.00**	**71,730.48**	**93,475.46**	**87,990.38**	**132,397.50**	**123,924.84**	**138,644.87**	**181,070.30**	**212,200.74**	**218,105.58**	**183,291.00**
	Grant Revenue											
4181	Federal Grant Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	180,472.43	328,619.77	109,584.04	253,465.00
4183	NY State Grants	68,500.14	0.00	0.00	0.00	0.00	0.00	0.00	31,494.09	14,709.83	93,220.98	413,396.00
	Total Grant Revenue	**68,500.14**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**211,966.52**	**343,329.60**	**202,805.02**	**666,861.00**
	Other Income											
4162	Processing Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,400.00	13,300.00	4,450.00	7,500.00
4164	Miscellaneous	0.00	424.99	0.00	80.89	0.00	0.18	0.00	0.00	0.00	0.00	0.00
	Total Other Income	**0.00**	**424.99**	**0.00**	**80.89**	**0.00**	**0.18**	**0.00**	**10,400.00**	**13,300.00**	**4,450.00**	**7,500.00**
	Total Income	**147,990.14**	**72,155.47**	**93,475.46**	**88,071.27**	**132,397.50**	**123,925.02**	**138,644.87**	**403,436.82**	**568,830.34**	**425,360.60**	**857,652.00**
	Salaries											
5001-…	Administrative Wages	41,089.45	46,032.14	48,543.48	43,100.03	53,807.49	58,120.13	47,119.58	23,288.71	25,559.79	9,972.40	11,161.00
5001-…	Engineering Wages	0.00	0.00	0.00	0.00	6,251.26	6,324.22	12,896.10	28,611.69	78,299.36	64,661.40	41,682.00
5001-…	Technology Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	494.33	1,746.89	0.00	0.00
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	16,972.36	117,712.66	128,253.34	131,021.81	200,364.00
5002 -…	Overtime Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	66.23	0.00	0.00
	Total Salaries	**41,089.45**	**46,032.14**	**48,543.48**	**43,100.03**	**60,058.75**	**64,444.35**	**76,988.04**	**170,107.39**	**233,925.61**	**205,655.61**	**253,207.00**
	Fringe Benefits											
5031 -…	FICA Expense	3,063.13	3,321.10	3,482.47	3,049.16	4,220.08	4,458.40	5,612.05	11,544.63	16,450.89	13,601.99	19,371.00
5032 -…	Pension Expense	2,511.85	4,714.42	7,186.65	8,122.77	12,594.85	12,505.43	10,518.80	34,635.23	45,241.08	26,339.32	33,411.00
5033…	Health Insurance	7,405.56	7,282.34	8,547.45	5,555.90	7,771.23	8,639.57	11,355.80	20,472.34	24,490.94	31,420.82	33,459.00
5034…	Workers Comp	147.92	50.67	75.23	30.27	90.11	125.82	303.99	354.00	462.91	402.80	673.00
5035 -…	Disability Insurance	9.99	36.00	46.23	19.68	23.64	25.44	27.96	218.27	189.02	243.36	259.00
5042 -…	Post Retire Overhead	1,601.72	3,358.99	4,345.89	4,941.58	6,322.91	6,343.05	7,177.00	16,843.88	23,457.55	17,834.99	17,057.00
	Total Fringe Benefits	**14,740.17**	**18,763.52**	**23,683.92**	**21,719.36**	**31,022.82**	**32,097.71**	**34,995.60**	**84,068.35**	**110,292.39**	**89,843.28**	**104,230.00**
	Operations & Maintenance											
8090	Purchases for Resale	0.00	0.00	24.90	682.87	645.80	5,710.33	4,103.70	8,323.20	10,982.00	6,260.00	7,000.00
	Total O & M	**0.00**	**0.00**	**24.90**	**682.87**	**645.80**	**5,710.33**	**4,103.70**	**8,323.20**	**10,982.00**	**6,260.00**	**7,000.00**
	Office & Administrative											
5053	Misc Employee Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(10.00)	0.00	0.00	0.00
5104	Office Supplies	0.00	22.50	190.89	0.00	114.00	0.00	114.00	0.00	114.00	0.00	250.00
5110	Postage & Shipping	0.00	35.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5120	Dues & Subscriptions	0.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5122	Public Info & Advertising	189.76	194.82	107.28	125.04	247.13	228.98	274.83	570.00	1,255.02	220.76	1,000.00
5172	Filing Fees	0.00	0.00	0.00	0.00	260.00	540.00	790.00	280.00	560.00	580.00	800.00
5202	Employee Mileage Reimbu…	355.81	0.00	590.59	15.54	617.43	655.20	692.06	3,431.55	2,932.89	1,047.39	1,000.00
5204	Empl. Meals & Incidental	20.48	8.59	609.64	124.00	88.00	34.50	72.00	391.54	69.11	457.94	750.00
5206	Empl. Lodging	0.00	0.00	811.00	192.00	0.00	0.00	0.00	1,625.98	232.00	2,573.12	1,500.00
5270	Travel & Meeting Expense	0.00	0.00	12.00	4.00	0.00	0.00	0.00	1,263.19	759.95	3,850.25	2,000.00

RD Contracts
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5370	Training & Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,490.00	0.00	0.00	0.00
5570	Other General Expense	405.00	0.00	354.10	0.00	0.00	0.00	72.06	0.00	0.00	0.00	500.00
	Total Office & Admin	**971.05**	**300.91**	**2,675.50**	**460.58**	**1,326.56**	**1,458.68**	**2,014.95**	**9,042.26**	**5,922.97**	**8,729.46**	**7,800.00**
	Professional Fees											
5924	Legal	66.00	0.00	0.00	287.00	690.00	270.00	0.00	0.00	0.00	250.00	1,800.00
5970	Consulting	618.70	739.83	446.90	0.00	6,000.00	0.00	0.00	140,270.45	222,109.00	37,979.56	142,500.00
	Total Professional Fees	**684.70**	**739.83**	**446.90**	**287.00**	**6,690.00**	**270.00**	**0.00**	**140,270.45**	**222,109.00**	**38,229.56**	**144,300.00**
6120	**Grants**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**27,891.00**	**300,000.00**
6190…	**Admin Allocation**	**13,183.38**	**18,133.55**	**20,769.36**	**19,868.68**	**25,999.50**	**26,517.33**	**30,528.21**	**12,819.21**	**16,189.27**	**28,368.00**	**30,470.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**359.78**	**1,178.03**	**2,662.27**	**11,168.51**	**8,330.92**	**7,682.00**
	Total Expenses	**70,668.75**	**83,969.95**	**96,144.06**	**86,118.52**	**125,743.43**	**130,858.18**	**149,808.53**	**427,293.13**	**610,589.75**	**413,307.83**	**854,689.00**
	Change in Net Position	**77,321.39**	**(11,814.48)**	**(2,668.60)**	**1,952.75**	**6,654.07**	**(6,933.16)**	**(11,163.66)**	**(23,856.31)**	**(41,759.41)**	**12,052.77**	**2,963.00**

Affordable Housing Program
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Customer Billings											
4001	Customer Billings	$4,945.00	$4,945.00	$4,945.00	$4,945.00	$4,945.00	$5,039.94	$4,945.00	$4,945.00	$4,080.00	$4,080.00	$3,800.00
	Total Customer Billings	**4,945.00**	**4,945.00**	**4,945.00**	**4,945.00**	**4,945.00**	**5,039.94**	**4,945.00**	**4,945.00**	**4,080.00**	**4,080.00**	**3,800.00**
	Grant Revenue											
4183	NY State Grants	0.00	0.00	0.00	3,000,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Grant Revenue	**0.00**	**0.00**	**0.00**	**3,000,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
4104	**Loan Interest Income**	**369,087.73**	**373,820.64**	**358,883.77**	**365,872.40**	**359,631.12**	**371,108.30**	**377,563.38**	**405,714.79**	**368,376.90**	**352,692.17**	**330,000.00**
	Other Income											
4164	Miscellaneous	5,000.00	430.00	2,000.00	60,480.00	2,843.55	5,839.61	14,522.82	35,461.21	34,225.88	24,031.09	10,000.00
4190	Recovery of Bad Debts	0.00	0.00	0.00	21.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Other Income	**5,000.00**	**430.00**	**2,000.00**	**60,501.90**	**2,843.55**	**5,839.61**	**14,522.82**	**35,461.21**	**34,225.88**	**24,031.09**	**10,000.00**
	Interest Income											
4102	Investment Interest Income	22,797.57	68,144.39	26,243.94	14,577.68	12,396.21	11,305.15	20,791.83	40,798.88	76,377.42	100,815.94	117,400.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	0.00	(136.03)	(15,192.63)	(18,082.97)	23,766.84	0.00
	Total Interest Income	**22,797.57**	**68,144.39**	**26,243.94**	**14,577.68**	**12,396.21**	**11,305.15**	**20,655.80**	**25,606.25**	**58,294.45**	**124,582.78**	**117,400.00**
	Total Income	**401,830.30**	**447,340.03**	**392,072.71**	**3,445,896.98**	**379,815.88**	**393,293.00**	**417,687.00**	**471,727.25**	**464,977.23**	**505,386.04**	**461,200.00**
	Salaries											
5001-…	Administrative Wages	89,049.06	79,519.13	66,502.91	109,326.26	108,332.98	115,998.43	99,584.08	19,671.98	16,502.07	0.00	0.00
5001-…	Engineering Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	157.75	0.00	0.00
5001-…	Technology Wages	0.00	0.00	0.00	0.00	190.76	0.00	0.00	653.16	34.31	0.00	0.00
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	26,776.94	76,379.52	78,970.65	83,719.94	79,981.00
5002 -…	Overtime Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.77	0.00	0.00	0.00
	Total Salaries	**89,049.06**	**79,519.13**	**66,502.91**	**109,326.26**	**108,523.74**	**115,998.43**	**126,361.02**	**96,721.43**	**95,664.78**	**83,719.94**	**79,981.00**
	Fringe Benefits											
5031 -…	FICA Expense	6,638.42	5,806.94	4,770.87	7,734.40	7,599.69	8,081.78	8,972.92	6,499.09	6,639.96	5,654.90	6,119.00
5032 -…	Pension Expense	5,443.68	8,243.16	9,845.46	20,603.97	23,047.77	23,009.83	17,436.95	20,166.20	19,526.34	11,731.46	12,424.00
5033…	Health Insurance	14,469.59	10,863.02	9,692.20	12,552.52	13,416.08	14,993.22	16,799.83	8,532.03	8,981.05	8,192.16	10,790.00
5034…	Workers Comp	320.58	88.59	103.07	98.91	160.77	218.83	335.74	176.42	189.46	161.96	152.00
5035 -…	Disability Insurance	24.32	42.52	45.08	66.36	63.00	66.96	65.04	73.19	61.95	44.05	32.00
5042 -…	Post Retire Overhead	5,016.38	5,866.16	5,068.50	9,860.61	10,138.47	10,421.88	10,834.39	8,573.18	8,321.62	5,621.98	5,299.00
	Total Fringe Benefits	**31,912.97**	**30,910.39**	**29,525.18**	**50,916.77**	**54,425.78**	**56,792.50**	**54,444.87**	**44,020.11**	**43,720.38**	**31,406.51**	**34,816.00**
	Office & Administrative											
5053	Misc Employee Costs	0.00	10.00	0.00	10.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5110	Postage & Shipping	7.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5120	Dues & Subscriptions	444.00	569.00	765.00	0.00	125.00	125.00	625.00	625.00	625.00	625.00	625.00
5122	Public Info & Advertising	486.00	250.00	(250.00)	239.00	424.42	3.20	406.75	136.72	0.00	0.00	500.00
5202	Employee Mileage Reimbu…	99.00	221.06	289.23	302.27	107.35	198.95	305.53	151.20	228.98	154.24	500.00
5204	Empl. Meals & Incidental	28.55	60.00	139.00	218.25	284.00	304.50	124.00	175.00	0.00	0.00	475.00
5206	Empl. Lodging	208.00	82.00	399.00	320.00	745.80	686.19	96.00	483.00	0.00	0.00	800.00
5270	Travel & Meeting Expense	280.40	0.00	144.03	36.00	939.60	652.70	9.00	161.74	0.00	0.00	800.00
5370	Training & Development	615.00	245.00	550.00	125.00	630.00	0.00	0.00	0.00	0.00	0.00	800.00

Affordable Housing Program
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5570	Other General Expense	0.00	0.00	0.00	390.57	240.00	309.03	400.00	109.21	216.11	34.64	500.00
	Total Office & Admin	**2,168.36**	**1,437.06**	**2,036.26**	**1,641.83**	**3,496.17**	**2,279.57**	**1,966.28**	**1,841.87**	**1,070.09**	**813.88**	**5,000.00**
	Professional Fees											
5924	Legal	592.50	1,545.65	1,873.50	805.50	396.05	312.50	0.00	1,413.00	0.00	0.00	1,000.00
5926	Investment Banking Fees	40.00	2,354.03	1,788.19	1,367.39	0.00	0.00	2,723.05	2,635.89	3,506.65	3,511.93	4,087.00
5970	Consulting	0.00	0.00	0.00	4,500.00	10,000.00	0.00	4,500.00	12,000.00	0.00	0.00	20,000.00
	Total Professional Fees	**632.50**	**3,899.68**	**3,661.69**	**6,672.89**	**10,396.05**	**312.50**	**7,223.05**	**16,048.89**	**3,506.65**	**3,511.93**	**25,087.00**
6190…	**Admin Allocation**	**31,425.42**	**32,266.86**	**23,294.85**	**41,104.15**	**45,924.05**	**46,973.39**	**53,247.23**	**11,245.18**	**12,136.05**	**52,060.00**	**56,781.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**15.13**	**0.00**	**0.00**
	Total Expenses	**155,188.31**	**148,033.12**	**125,020.89**	**209,661.90**	**222,765.79**	**222,356.39**	**243,242.45**	**169,877.48**	**156,113.08**	**171,512.26**	**201,665.00**
	Change in Net Position	**246,641.99**	**299,306.91**	**267,051.82**	**3,236,235.08**	**157,050.09**	**170,936.61**	**174,444.55**	**301,849.77**	**308,864.15**	**333,873.78**	**259,535.00**

Community Development Loan Fund
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Grant Revenue											
4183	NY State Grants	$0.00	$0.00	$0.00	$0.00	$0.00	$506,000.00	$798,000.00	$1,461,506.32	$2,022,993.51	$1,852,498.22	$1,656,600.00
	Total Grant Revenue	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**506,000.00**	**798,000.00**	**1,461,506.32**	**2,022,993.51**	**1,852,498.22**	**1,656,600.00**
4104	**Loan Interest Income**	**119,268.81**	**104,847.92**	**100,699.04**	**92,345.81**	**83,309.36**	**89,374.05**	**91,690.96**	**83,777.09**	**66,462.66**	**77,326.04**	**65,000.00**
	Other Income											
4162	Processing Fees	0.00	0.00	0.00	0.00	0.00	10,500.00	0.00	15,865.00	33,317.00	34,905.00	0.00
4164	Miscellaneous	14,744.28	150.00	171.99	151.57	8.86	3,828.30	19,614.84	4,654.44	6,600.28	5,554.61	0.00
4190	Recovery of Bad Debts	0.00	0.00	5,875.00	0.00	0.00	0.00	0.00	60,424.16	17,392.00	22,317.89	0.00
	Total Other Income	**14,744.28**	**150.00**	**6,046.99**	**151.57**	**8.86**	**14,328.30**	**19,614.84**	**80,943.60**	**57,309.28**	**62,777.50**	**0.00**
	Interest Income											
4102	Investment Interest Income	37,340.84	30,532.48	16,796.52	5,981.89	4,156.40	12,745.90	31,928.46	48,210.83	32,137.93	35,293.11	200.00
4106…	Trustee Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	61.32	0.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	350.00	13,957.35	(17,120.93)	(1,498.18)	946.05	0.00
	Total Interest Income	**37,340.84**	**30,532.48**	**16,796.52**	**5,981.89**	**4,156.40**	**13,095.90**	**45,885.81**	**31,089.90**	**30,639.75**	**36,300.48**	**200.00**
	Total Income	**171,353.93**	**135,530.40**	**123,542.55**	**98,479.27**	**87,474.62**	**622,798.25**	**955,191.61**	**1,657,316.91**	**2,177,405.20**	**2,028,902.24**	**1,721,800.00**
	Salaries											
5001-…	Administrative Wages	37,349.51	38,404.62	39,924.36	64,951.54	64,338.32	60,242.49	60,001.42	13,516.61	15,302.42	0.00	0.00
5001-…	Engineering Wages	0.00	0.00	0.00	0.00	0.00	0.00	74.30	0.00	0.00	0.00	0.00
5001-…	Technology Wages	0.00	0.00	0.00	0.00	190.76	0.00	0.00	664.50	34.31	0.00	0.00
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	13,673.07	76,246.40	61,967.52	73,600.67	13,831.00
5002 -…	Overtime Wages	0.00	0.00	0.00	0.00	0.00	7.49	0.00	16.77	16.23	0.00	0.00
	Total Salaries	**37,349.51**	**38,404.62**	**39,924.36**	**64,951.54**	**64,529.08**	**60,249.98**	**73,748.79**	**90,444.28**	**77,320.48**	**73,600.67**	**13,831.00**
	Fringe Benefits											
5031 -…	FICA Expense	2,784.33	2,724.58	2,864.14	4,595.06	4,519.07	4,197.70	5,267.18	6,071.05	5,362.87	4,971.39	1,058.00
5032 -…	Pension Expense	2,283.22	3,867.64	5,910.63	12,240.97	13,702.03	11,951.37	10,245.62	18,776.11	15,770.24	10,312.93	1,972.00
5033…	Health Insurance	6,004.68	5,478.67	6,147.10	6,342.79	6,808.99	6,588.48	8,625.24	9,654.08	9,214.67	11,272.77	2,663.00
5034…	Workers Comp	134.46	41.56	61.87	52.59	98.54	113.79	185.56	208.77	157.50	137.44	26.00
5035 -…	Disability Insurance	12.65	33.88	51.35	51.84	48.36	51.36	50.04	74.49	42.89	12.72	8.00
5042 -…	Post Retire Overhead	2,528.80	3,213.66	3,690.86	6,548.27	6,836.70	5,803.13	6,541.66	6,063.73	3,774.62	2,337.30	1,159.00
	Total Fringe Benefits	**13,748.14**	**15,359.99**	**18,725.95**	**29,831.52**	**32,013.69**	**28,705.83**	**30,915.30**	**40,848.23**	**34,322.79**	**29,044.55**	**6,886.00**
	Operations & Maintenance											
6110	Marketing	0.00	0.00	20,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00
	Total O & M	**0.00**	**0.00**	**20,000.00**	**5,000.00**	**5,000.00**	**5,000.00**	**5,000.00**	**5,000.00**	**5,000.00**	**5,000.00**	**0.00**
	Office & Administrative											
5053	Misc Employee Costs	5.00	48.00	82.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5120	Dues & Subscriptions	0.00	0.00	0.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5122	Public Info & Advertising	5,000.00	2,887.16	1,658.68	0.00	1,114.74	506.04	767.97	761.64	615.00	0.00	0.00
5170	Other Office Expenses	0.00	0.00	0.00	0.00	0.00	0.00	4,238.50	0.00	0.00	0.00	0.00
5202	Employee Mileage Reimbu…	698.40	866.87	312.29	193.14	319.24	165.76	74.76	576.41	144.46	76.30	0.00
5204	Empl. Meals & Incidental	276.58	762.50	439.88	779.00	874.25	920.00	1,035.50	256.93	286.07	74.15	0.00
5206	Empl. Lodging	1,692.62	2,132.71	2,150.83	2,208.95	2,215.66	3,291.60	4,510.13	1,963.01	2,723.41	1,206.99	0.00

Community Development Loan Fund
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5270	Travel & Meeting Expense	126.00	147.00	666.16	20.60	144.90	796.32	2,253.08	1,083.30	610.63	609.43	0.00
5312	Continuing Education	0.00	0.00	0.00	238.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5370	Training & Development	610.00	219.00	610.00	664.00	870.00	1,000.00	95.00	0.00	55.00	0.00	0.00
5570	Other General Expense	135.00	300.00	468.70	50.72	330.80	183.70	43.00	367.40	680.00	335.00	250.00
	Total Office & Admin	**8,543.60**	**7,363.24**	**6,388.54**	**4,194.41**	**5,869.59**	**6,863.42**	**13,017.94**	**5,008.69**	**5,114.57**	**2,301.87**	**250.00**
	Professional Fees											
5924	Legal	1,173.50	259.50	2,663.05	1,603.40	1,045.50	1,787.50	696.50	760.50	2,646.55	2,073.90	1,200.00
5926	Investment Banking Fees	0.00	1,499.22	942.51	987.59	703.95	831.38	2,054.66	1,906.98	1,539.93	1,535.40	0.00
5970	Consulting	56.40	5,213.35	6,512.40	18,450.00	2,703.18	15,012.40	89,000.00	46,850.00	23,000.00	31,450.00	0.00
	Total Professional Fees	**1,229.90**	**6,972.07**	**10,117.96**	**21,040.99**	**4,452.63**	**17,631.28**	**91,751.16**	**49,517.48**	**27,186.48**	**35,059.30**	**1,200.00**
	Computer											
5124	Computer Equipment	0.00	0.00	0.00	0.00	0.00	0.00	1,396.32	0.00	0.00	0.00	0.00
	Total Computer	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**1,396.32**	**0.00**	**0.00**	**0.00**	**0.00**
6122	**Bad Debt Expense**	**51,942.61**	**0.00**	**0.00**	**0.00**	**0.00**	**250,000.00**	**0.00**	**0.00**	**245,149.93**	**0.00**	**0.00**
6120	**Grants**	**0.00**	**20,000.00**	**0.00**	**700.00**	**0.00**	**0.00**	**0.00**	**631,753.16**	**487,596.76**	**670,378.59**	**437,500.00**
6190…	**Admin Allocation**	**17,638.92**	**17,679.69**	**17,697.00**	**27,622.24**	**31,397.95**	**26,434.24**	**32,165.90**	**9,518.23**	**11,412.82**	**45,315.00**	**5,000.00**
6191…	**Engineering Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**7.88**	**0.00**	**0.00**	**0.00**	**0.00**
6202	**Interest Expense**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**4,000.00**
	Total Expenses	**130,452.68**	**105,779.61**	**112,853.81**	**153,340.70**	**143,262.94**	**394,884.75**	**248,003.29**	**832,090.07**	**893,103.83**	**860,699.98**	**468,667.00**
	Change in Net Position	**40,901.25**	**29,750.79**	**10,688.74**	**(54,861.43)**	**(55,788.32)**	**227,913.50**	**707,188.32**	**825,226.84**	**1,284,301.37**	**1,168,202.26**	**1,253,133.00**

DANC EDF
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Grant Revenue											
4184	Other Grants	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$40,000.00
	Total Grant Revenue	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**40,000.00**
4104	**Loan Interest Income**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**2,000.00**
	Other Income											
4162	Processing Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22,075.00
4164	Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,000.00
	Total Other Income	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**29,075.00**
	Interest Income											
4102	Investment Interest Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,418.90	83,540.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,695.62	0.00
	Total Interest Income	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**12,114.52**	**83,540.00**
	Total Income	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**12,114.52**	**154,615.00**
	Salaries											
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	35,325.00
	Total Salaries	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**35,325.00**
	Fringe Benefits											
5031 -…	FICA Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,702.00
5032 -…	Pension Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,248.00
5033…	Health Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,907.00
5034…	Workers Comp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	67.00
5035 -…	Disability Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22.00
5042 -…	Post Retire Overhead	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,484.00
	Total Fringe Benefits	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**15,430.00**
	Operations & Maintenance											
6110	Marketing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
	Total O & M	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**5,000.00**
	Office & Administrative											
5122	Public Info & Advertising	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
5202	Employee Mileage Reimbu…	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
5204	Empl. Meals & Incidental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
5206	Empl. Lodging	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,000.00
5270	Travel & Meeting Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
5370	Training & Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
5570	Other General Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	250.00
	Total Office & Admin	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**6,750.00**
	Professional Fees											
5924	Legal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,000.00
5926	Investment Banking Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,710.00
5970	Consulting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	90,000.00

DANC EDF
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Total Professional Fees	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**94,710.00**
6190…	**Admin Allocation**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**46,340.00**
	Total Expenses	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**203,555.00**
	Change in Net Position	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**12,114.52**	**(48,940.00)**

Comm Rental Housing Program
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
	Grant Revenue											
4181	Federal Grant Income	$68,734.00	$93,030.00	$40,465.00	$47,285.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4183	NY State Grants	666,398.26	250,000.00	0.00	0.00	4,000,000.00	0.00	0.00	0.00	0.00	0.00	0.00
4184	Other Grants	0.00	0.00	1,000,000.00	0.00	0.00	400,000.00	0.00	0.00	0.00	0.00	0.00
	Total Grant Revenue	**735,132.26**	**343,030.00**	**1,040,465.00**	**47,285.00**	**4,000,000.00**	**400,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
4104	**Loan Interest Income**	**81,059.47**	**107,368.26**	**112,448.81**	**110,187.74**	**61,527.67**	**83,389.11**	**170,328.71**	**175,035.63**	**183,132.24**	**231,256.74**	**227,000.00**
	Other Income											
4164	Miscellaneous	50.00	25.00	32,685.00	0.00	30.00	30.00	50.00	0.00	0.00	0.00	0.00
	Total Other Income	**50.00**	**25.00**	**32,685.00**	**0.00**	**30.00**	**30.00**	**50.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Interest Income											
4102	Investment Interest Income	4,582.60	377.78	1,490.87	4,395.55	5,096.19	6,041.90	29,246.09	46,257.48	53,767.82	74,071.40	96,700.00
4202…	Mark to Market Adjustment	0.00	0.00	0.00	0.00	0.00	(35.45)	4,471.45	(7,166.33)	(3,680.73)	11,828.29	0.00
	Total Interest Income	**4,582.60**	**377.78**	**1,490.87**	**4,395.55**	**5,096.19**	**6,006.45**	**33,717.54**	**39,091.15**	**50,087.09**	**85,899.69**	**96,700.00**
	Total Income	**820,824.33**	**450,801.04**	**1,187,089.68**	**161,868.29**	**4,066,653.86**	**489,425.56**	**204,096.25**	**214,126.78**	**233,219.33**	**317,156.43**	**323,700.00**
	Salaries											
5001-…	Administrative Wages	74,917.80	90,581.27	76,902.76	0.00	0.00	0.00	2,164.70	1,729.13	1,081.36	0.00	0.00
5001-…	Regional Development Wa…	0.00	0.00	0.00	0.00	0.00	0.00	371.38	4,673.65	4,499.85	4,369.00	9,002.00
	Total Salaries	**74,917.80**	**90,581.27**	**76,902.76**	**0.00**	**0.00**	**0.00**	**2,536.08**	**6,402.78**	**5,581.21**	**4,369.00**	**9,002.00**
	Fringe Benefits											
5031 -…	FICA Expense	5,584.94	6,497.10	5,516.95	0.00	0.00	0.00	182.50	430.57	387.14	295.11	689.00
5032 -…	Pension Expense	4,579.82	9,222.87	11,385.12	0.00	0.00	0.00	274.67	1,342.73	1,138.44	612.31	1,422.00
5033…	Health Insurance	13,834.56	17,577.91	15,403.79	0.00	0.00	0.00	143.11	318.41	235.86	212.25	490.00
5034…	Workers Comp	269.71	99.12	119.18	0.00	0.00	0.00	7.22	10.55	11.74	6.98	17.00
5035 -…	Disability Insurance	8.96	27.27	31.72	0.00	0.00	0.00	0.00	6.83	5.79	3.36	6.00
5042 -…	Post Retire Overhead	3,753.75	6,708.37	6,176.75	0.00	0.00	0.00	213.33	482.92	417.24	244.96	442.00
	Total Fringe Benefits	**28,031.74**	**40,132.64**	**38,633.51**	**0.00**	**0.00**	**0.00**	**820.83**	**2,592.01**	**2,196.21**	**1,374.97**	**3,066.00**
6006	**Host Community Benefits**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**20,757.52**	**20,757.72**	**59,297.16**	**88,943.00**
	Office & Administrative											
5053	Misc Employee Costs	33.90	37.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5120	Dues & Subscriptions	394.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5122	Public Info & Advertising	236.00	0.00	60.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5172	Filing Fees	0.00	0.00	0.00	250.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
5202	Employee Mileage Reimbu…	459.20	855.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5204	Empl. Meals & Incidental	126.72	213.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5206	Empl. Lodging	325.67	218.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5270	Travel & Meeting Expense	0.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5370	Training & Development	490.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5570	Other General Expense	0.00	0.00	6.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
	Total Office & Admin	**2,065.49**	**1,331.45**	**66.28**	**250.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**1,500.00**
	Professional Fees											
5924	Legal	1,064.80	0.00	1,890.38	0.00	0.00	0.00	0.00	75.00	0.00	0.00	500.00

Comm Rental Housing Program
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
5926	Investment Banking Fees	40.96	0.00	0.00	0.00	0.00	0.00	1,789.93	2,220.05	2,194.15	2,183.75	2,584.00
5970	Consulting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,500.00
	Total Professional Fees	**1,105.76**	**0.00**	**1,890.38**	**0.00**	**0.00**	**0.00**	**1,789.93**	**2,295.05**	**2,194.15**	**2,183.75**	**5,584.00**
6120	**Grants**	**0.00**	**250,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**37,274.56**	**34,402.45**	**75,000.00**
6190…	**Admin Allocation**	**30,629.72**	**36,892.84**	**28,398.30**	**0.00**	**0.00**	**0.00**	**1,049.98**	**880.35**	**779.76**	**6,483.00**	**7,539.00**
	Total Expenses	**136,750.51**	**418,938.20**	**145,891.23**	**250.00**	**0.00**	**0.00**	**6,196.82**	**32,927.71**	**68,783.61**	**108,110.33**	**190,634.00**
	Change in Net Position	**684,073.82**	**31,862.84**	**1,041,198.45**	**161,618.29**	**4,066,653.86**	**489,425.56**	**197,899.43**	**181,199.07**	**164,435.72**	**209,046.10**	**133,066.00**

North Country EDF
Change In Net Assets

GL Acct	Account Description	ACTUAL 3/31/2010	ACTUAL 3/31/2011	ACTUAL 3/31/2012	ACTUAL 3/31/2013	ACTUAL 3/31/2014	ACTUAL 3/31/2015	ACTUAL 3/31/2016	ACTUAL 3/31/2017	ACTUAL 3/31/2018	ACTUAL 3/31/2019	BUDGET 3/31/2020
4104	**Loan Interest Income**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$75,000.00**
	Interest Income											
4102	Investment Interest Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	131,100.00
	Total Interest Income	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**131,100.00**
	Total Income	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**206,100.00**
	Professional Fees											
5924	Legal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,000.00
5926	Investment Banking Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,181.00
5970	Consulting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,000.00
	Total Professional Fees	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**14,181.00**
	Total Expenses	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**14,181.00**
	Change in Net Position	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**191,919.00**

APPENDIX IV

ADMINISTRATION
2020-2021 Wage & Fringe Benefit Budget Assumptions

Wages - Pool Percentage				4.00%	Subject to approval.
	Position ID	**WC Code**			
Health Stipend			**$**	**4,000**	
Dawn Caccavo	10-008	8810	$	4,000	
James Wright	10-001	8810	$	4,000	
Laura Tousant	10-006	8810	$	4,000	
Total			$	12,000	
Family Health Insurance (net of employee offset)			**$**	**15,733**	
Vacancy - Administrative Assistant II	10-004	8810	$	15,733	
Angela Marra	10-003	8810	$	15,733	
Carl Farone	10-005	8810	$	15,733	
Keely Barney	10-010	8810	$	15,733	
Stephen Bohmer	10-013	8810	$	15,733	
Total			$	78,665	
Individual Health Insurance (net of employee offset)			**$**	**6,380**	
Laurie Marr	10-002	8810	$	6,380	
Nicholas Moulton	10-014	8810	$	6,380	
Total			$	12,760	
Individual/Spouse (net of employee offset)			**$**	**12,395**	
Amy Austin	10-009	8810	$	12,395	
Dru Escudero	10-007	8810	$	12,395	
Jan Oatman	10-011	8810	$	12,395	
Jennifer Staples	10-012	8810	$	12,395	
Total			$	49,580	
Individual/Children (net of employee offset)			**$**	**11,206**	

FICA		7.65%	of Payroll
Workers' Compensation	**8810**	0.18%	clerical/office
Disability			
Males	$	24.68	per year per employee
Females	$	80.04	per year per employee
Pension Tier 1		21.60%	of Payroll
Pension Tier 2		19.70%	of Payroll
Pension Tier 3 & 4		16.10%	of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)		13.40%	of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)		9.60%	of Payroll
Post Retirement	$	3.00	per hour

REGIONAL DEVELOPMENT
2020-2021 Wage & Fringe Benefit Budget Assumptions

	Position ID	WC Code		
Wages - Pool Percentage				4.00% Subject to approval.
Health Stipend			**$**	**4,000**
Total			$	-
Family Health Insurance (net of employee offset)			**$**	**15,733**
E. Hartley BonisteelSchweitzer	11-004	8810	$	15,733
Matthew Siver	11-003	8810	$	15,733
Total			$	31,466
Individual Health Insurance (net of employee offset)			**$**	**6,380**
Michelle Capone	11-001	8810	$	6,380
Total			$	6,380
Individual/Spouse (net of employee offset)			**$**	**12,395**
Matthew Taylor	11-002	8810	$	12,395
Total			$	12,395
Individual/Children (net of employee offset)			**$**	**11,206**
No Health Coverage - PT Status/Intern				
Vacancy - Housing Code Inspector	11-005	8810		
FICA				7.65% of Payroll
Workers' Compensation		**8810**		0.18% clerical/office
Disability				
Males			$	24.68 per year per employee
Females			$	80.04 per year per employee
Pension Tier 3 & 4				16.10% of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)				13.40% of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)				9.60% of Payroll
Post Retirement			$	3.00 per hour

MMF
2020-2021 Wage & Fringe Benefit Budget Assumptions

Wages - Pool Percentage				4.00% Subject to approval.
	Position ID	**WC Code**		
Health Stipend			**$ 4,000**	
Flint Filson	20-023	6217	$ 4,000	
Mark Tyo	20-022	6217	$ 4,000	
Total			$ 8,000	
Family Health Insurance (net of employee offset)			**$ 15,733**	
Vacancy - Materials Management Supervisor	20-026	8810	$ 15,733	
Vacancy - Customer Service Assistant	20-004	8810	$ 15,733	
Vacancy - Maintenance Technician II	20-016	6217	$ 15,733	
Vacancy - MMF Equipment Operator I	20-025	6217	$ 15,733	
Brian Wohnsiedler	20-002	8810	$ 15,733	
Kimberly Simmons	20-027	6217	$ 15,733	
Kyle Miller	20-006	8810	$ 15,733	
Michael Blackwell	20-015	6217	$ 15,733	
Stuart Tamblin	20-009	6217	$ 15,733	
Total			$ 141,597	
Individual Health Insurance (net of employee offset)			**$ 6,380**	
Benjamin Millard	20-017	6217	$ 6,380	
Brianne Bush	20-005	8810	$ 6,380	
Christopher O'Connor	20-012	6217	$ 6,380	
Howard Widrick	20-020	6217	$ 6,380	
Jason Akins	20-021	6217	$ 6,380	
Joshua Doyle	20-013	6217	$ 6,380	
Leonard Tibbetts	20-024	6217	$ 6,380	
Mark Kline	20-018	6217	$ 6,380	
Monty Phinney	20-007	6217	$ 6,380	
Noah Herne	20-029	6217	$ 6,380	
Patricia Pastella	20-001	8810	$ 6,380	
Total			$ 70,180	
Individual/Spouse (net of employee offset)			**$ 12,395**	
Brian LaRock	20-014	6217	$ 12,395	
David Best	20-030	6217	$ 12,395	
Henry Waite	20-019	6217	$ 12,395	
Peter Chereshnoski	20-028	6217	$ 12,395	
Scott Worden	20-011	6217	$ 12,395	
Valerie Deon	20-003	8810	$ 12,395	
Total			$ 74,370	
Individual/Children (net of employee offset)			**$ 11,206**	
Christopher Sullivan	20-010	6217	$ 11,206	
Total			$ 11,206	
No Health Coverage - PT Status/Intern				
Cody Walters		6217		
Stephen Pierson	20-008	6217		
FICA				7.65% of Payroll
Workers' Compensation		**8810**		0.18% clerical/office
		6217		9.15% excavation & grading
Disability				
Males			$ 24.68	per year per employee
Females			$ 80.04	per year per employee
Pension Tier 3 & 4				16.10% of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)				13.40% of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)				9.60% of Payroll
Post Retirement			$ 3.00	PER HOUR

TELECOMMUNICATIONS
2020-2021 Wage & Fringe Benefit Budget Assumptions

	Position ID	WC Code			
Wages - Pool Percentage				4.00%	Subject to approval.
Health Stipend			**$**	**4,000**	
Daniel Shue	30-016	8810	$	4,000	
Mark Borte	30-002	8810	$	4,000	
Mary Chereshnoski	30-008	8810	$	4,000	
Timothy Buckley	30-007	8810	$	4,000	
Total			$	16,000	
Family Health Insurance (net of employee offset)			**$**	**15,733**	
Anthony Cerrone	30-006	8810	$	15,733	
David Wolf	30-001	8810	$	15,733	
Tim Field	30-004	8810	$	15,733	
Total			$	47,199	
Individual Health Insurance (net of employee offset)			**$**	**6,380**	
John LaFountaine	30-015	8810	$	6,380	
Nicklaus Thomas	30-012	8810	$	6,380	
Total			$	12,760	
Individual/Spouse (net of employee offset)			**$**	**12,395**	
Robert Durantini	30-005	8810	$	12,395	
Total			$	12,395	
Individual/Children (net of employee offset)			**$**	**11,206**	
Stephen Smithers	30-003	8810	$	11,206	
Total			$	11,206	
No Health Coverage - PT Status/Intern					
Thomas Roman	30-017	8810			
Thomas Duffany	30-009	8810			

FICA		7.65%	of Payroll	
Workers' Compensation	**8810**	0.18%	clerical/office	
Disability				
Males		$	24.68	per year per employee
Females		$	80.04	per year per employee
Pension Tier 3 & 4		16.10%	of Payroll	
Pension Tier 5 (See Tier 5 Employee Listing)		13.40%	of Payroll	
Pension Tier 6 (See Tier 6 Employee Listing)		9.60%	of Payroll	
Post Retirement		$	3.00	Per hour

WATER QUALITY
2020-2021 Wage & Fringe Benefit Budget Assumptions

Wages - Pool Percentage				4.00%	Subject to approval.
	Position ID	**WC Code**			
Health Stipend			**$**	**4,000**	
Melissa Durant	41-003	8810	$	4,000	
Michael Roukous	41-012	7520	$	4,000	
Michael Taber	41-004	7520	$	4,000	
Norman W. Jones	41-009	7520	$	4,000	
Steven Marshall	41-010	7520	$	4,000	
Total			$	20,000	
Family Health Insurance (net of employee offset)			**$**	**15,733**	
Vacancy - Operator II	41-007	7520	$	15,733	
Brian Nutting	41-001	8810	$	15,733	
Larry Pete	41-011	7520	$	15,733	
William Jesmore II	41-017	8810	$	15,733	
Total			$	62,932	
Individual Health Insurance (net of employee offset)			**$**	**6,380**	
Brian Mantle	41-008	7520	$	6,380	
Total			$	6,380	
Individual/Spouse (net of employee offset)			**$**	**12,395**	
Andrew Bishop	41-006	7520	$	12,395	
Daniel Jackson	41-016	7520	$	12,395	
Total			$	24,790	
Individual/Children (net of employee offset)			**$**	**11,206**	
Alan Fleming (4)	41-013	7520	$	11,206	
Jerame Roux (3)	41-014	7520	$	11,206	
Kenneth Kizzer (3)	41-015	7520	$	11,206	
Neil O'Dell (4)	41-002	7520	$	11,206	
Scott McConnell (4)	41-005	7520	$	11,206	
Total			$	56,030	
No Health Coverage - PT Status/Intern					
Vacancy - Intern		7520			

FICA			7.65%	of Payroll
Workers' Compensation	**8810**		0.18%	clerical/office
	7520		9.07%	water works operation & drivers
Disability				
Males		$	24.68	per year per employee
Females		$	80.04	per year per employee
Pension Tier 3 & 4			16.10%	of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)			13.40%	of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)			9.60%	of Payroll
Post Retirement		$	3.00	PER HOUR

ENGINEERING
2020-2021 Wage & Fringe Benefit Budget Assumptions

Wages - Pool Percentage				4.00%	Subject to approval.
	Position ID	**WC Code**			
Health Stipend			**$**	**4,000**	
Kari Tremper	60-011	8601	$	4,000	
Robert Stevenson	60-002	7520	$	4,000	
Starr Carter	60-009	8601	$	4,000	
Warren Salo	60-010	8601	$	4,000	
Total			$	16,000	
Family Health Insurance (net of employee offset)			**$**	**15,733**	
Vacancy - Water Quality Supervisor I (O'burg)	60-012	7520	$	15,733	
Vacancy - Controls Engineer	60-016	8803	$	15,733	
Carrie Tuttle	60-001	8601	$	15,733	
Christian Fout	60-013	7520	$	15,733	
Daniel Merrill	60-003	8803	$	15,733	
David Rohe	60-014	7520	$	15,733	
Manasseh Burt	60-004	8601	$	15,733	
Total			$	110,131	
Individual Health Insurance (net of employee offset)			**$**	**6,380**	
Thomas Haynes	60-007	8601	$	6,380	
Total			$	6,380	
Individual/Spouse (net of employee offset)			**$**	**12,395**	
Bart Crary	60-015	7520	$	12,395	
Megan Ervay	60-008	7520	$	12,395	
Terri Belden	60-006	8810	$	12,395	
Total			$	37,185	
Individual/Children (net of employee offset)			**$**	**11,206**	
Total			$	-	

FICA		7.65%	of Payroll
Workers' Compensation	**8810**	0.18%	clerical/office
	8803	0.07%	clerical svc contractors - traveling
	8601	0.60%	engineer or architect - consulting
	7520	9.07%	water works operation & drivers

Disability			
Males	$	24.68	per year per employee
Females	$	80.04	per year per employee

Pension Tier 3 & 4		16.10%	of Payroll
Pension Tier 5 (See Tier 5 Employee Listing)		13.40%	of Payroll
Pension Tier 6 (See Tier 6 Employee Listing)		9.60%	of Payroll
Post Retirement	$	3.00	PER HOUR

RETIREMENT TIERS **(Sorted Alpha w/in Division)**
2020-2021 Wage & Fringe Benefit Budget Assumptions

Division	Last Name	First Name	Position ID
The following Authority Employees are in Tier 1 :			
10	WRIGHT	JAMES	10-001
The following Authority Employees are in Tier 3 :			
30	FIELD	TIMOTHY	30-004
The following Authority Employees are in Tier 5:			
11	SIVER	MATTHEW	11-003
20	SULLIVAN	CHRISTOPHER	20-010
30	MOULTON	NICHOLAS	30-011
30	THOMAS	NICKLAUS	30-012
41	ROUX	JERAME	41-014
60	BELDEN	TERRI	60-006
60	CARTER	STARR	60-009
60	SALO	WARREN	60-010
The following Authority Employees are in Tier 6:			
10	BARNEY	KEELY	10-010
10	CACCAVO	DAWN	10-008
10	DURANT	MELISSA	10-004
10	MARR	LAURIE	10-002
10	MARRA	ANGELA	10-003
20	BEST	DAVID	20-030
20	DOYLE	JOSHUA	20-012
20	FILSON	FLINT	20-023
20	HERNE	NOAH	20-029
20	KLINE	MARK	20-018
20	MILLER	KYLE	20-006
20	O'CONNOR	CHRISTOPHER	20-012
20	PHINNEY	MONTY	20-025
20	SIMMONS	KIMBERLY	20-027
30	CERRONE	ANTHONY	30-006
30	LAFONTAINE	JOHN	30-015
30	SHUE	DANIEL	30-016
30	STAPLES	JENNIFER	30-014
41	BISHOP	ANDREW	41-006
41	JACKSON	DANIEL	41-016
41	KIZZER	KENNETH	41-015
41	PETE	LARRY	41-011
41	ROUKOUS	MICHAEL	41-012
41	TABER	MICHAEL	41-004
60	BURT	MANASSEH	60-004
60	ERVAY	MEGAN	60-008
60	FOUT	CHRISTIAN	60-013
60	HAYNES	THOMAS	60-007
60	ROHE	DAVID	60-014
60	TREMPER	KARI	60-011

All other employees are Tier 3 or 4 (Same Rate)

APPENDIX V

FY 2020-2021 Budget
Budget Work Session

CRITICAL ISSUE #1 Succession Planning

Critical Issue: The Development Authority is fortunate in the fact that employee retention has been favorable over the last 30 years. However, the Authority is now at the age where our staff have matured and many have reached retirement age. This phenomenon will be highly prevalent in the Finance Division with three (3) of its five (5) staff retiring within the next 16 months (by April 2021).

Factors:

- The Authority has been in existence for in excess of 30 years and has a high employee retention rate.
- The Finance Department will have three (3) of its five (5) employees retiring by April 2021.

Recommended Action:

- The Authority will actively seek and retain qualified candidates in sufficient time to provide for adequate training prior to pending retirements.
- The Authority shall include funding within the FYE 2021 Budget to provide for staff overlap during new staff orientation and training.

I am including additional Critical Issues below as placeholders as I am assuming Division Managers will cover.

CRITICAL ISSUE #2 Leachate Treatment – MMF

- CITY OF WATERTOWN NEGOTIATIONS
- EVALUATION OF ALTERNATIVES
    - REVERSE OSMOSIS

CRITICAL ISSUE #3 DOT Fees - Telecommunications

FY 2020-2021 Budget Critical Issues

Critical Issue #1: Cyberattacks

Factors:

The 2019 Official Annual Cybercrime Report (ACR) predicts that businesses will fall for a ransomware attack every 14 seconds. Forbes estimates that by the year 2021 cyberattacks will reach 6 trillion in damages. Surprisingly, this amount exceeds the global trade of illegal drugs.

Half of all cyberattacks are carried out on small businesses. Symantec, a Fortune 500 cybersecurity software company reports that public organizations receive one malicious e-mail for every 302 e-mails received.

These statistics show that cyberattacks are not slowing down, but instead are increasing as the potential for monetary reward grows.

Recommended Action:

The IT Department will continue to devote the time needed to ensure that the Authority IT network is utilizing the most up-to-date software to deflect and detect intrusions as well as educate employees on the many ways that cyber criminals can attack and gain access to Authority resources.

One way for IT to better safeguard the network is to install a network access control system (NAC). This system would allow IT to prevent end-stations that lack antivirus, patches or host intrusion prevention software from accessing the network. It would also make rogue devices much more difficult to connect to the Authority network. Some examples of end-stations are computers, wireless networks and mobile devices.

Once a computer is in the network, the NAC system can make enforcement decisions based on user actions as well as automated incident responses based on our policies. Examples of this would be blocking all new device connections if an intrusion attempt is flagged, or blocking a single device based on the information received; be it because a specific device is initiating attacks on the network or because it has been compromised. The more we grow in number of users and locations, this type of network control becomes an enormous challenge without a NAC system.

Risk Assessment:

The Authority has made several advancements in protecting the IT infrastructure, such as, separating the Telecommunication network from the IT network; strengthening our back-up system through Barracuda appliance; adding and updating cybersecurity software; conducting

annual employee training and continuing quarterly user phishing tests. Several more advancements are in process.

Even with the many expansions that have been made throughout the previous year it is clear that we need to continue to be ready to invest in the security of the IT system as new security threats arise.

Combining the Authority growth with increased security threats becoming a daunting task to keep track of and monitor without a NAC system.

FY 2020-2021 Budget
Critical Issues
Materials Management
Leachate Treatment

Critical Issue: There is a set tank volume for leachate storage and removal of leachate is dependent on the ability to haul to the City of Watertown WWTP.

Factors:

- Leachate volume generated fluctuates with rain fall and snow melt. The high leachate generation events will typically coincide with high flow events at the receiving WWTP. If the WWTP is bypassing, then leachate will not be accepted or the volume accepted will be reduced.
- If the WWTP is experiencing operational problems then the volume of leachate accepted has been reduced.
- The volume of leachate accepted has been limited several times during the past year.
- There is currently no backup for disposal of all leachate generated.
- Leachate generation will increase with the new cell construction.
- The current MMF Facility Leachate Permit with the City of Watertown is due to expire on January 9, 2020. The new permit will have a monitoring requirement for PFOAs (Perfluorooctanoic acid).

Recommended Action:

- Secure a backup WWTP for leachate disposal.
- Increase leachate storage capacity.
- Design and Construct onsite leachate treatment facility.

FY 2020-2021 Budget
Critical Issues
Materials Management
Recycling Compliance/Public Awareness

Critical Issue: Disposing of recyclable material is a violation of the landfill Part 360 Permit. Recyclable material is commonly present in trucks bringing solid waste to the facility.

Factors:

- Recyclables utilize available and valuable space in the landfill.
- Constant inspection and reinforcement of recycling requirements is required.
- The Authority currently double bills haulers for having excessive recyclables.
- Improvement is seen with education and heightened awareness.

Recommended Action:

- Increase education and outreach recycling awareness programs for private individuals, institutions and businesses.
- Support single stream recycling in all three counties.
- Continue advertisement campaign.

FY 2020-2021 Budget
Critical Issues
Materials Management
Cost to Recycle

Critical Issue: The market for recyclables has diminished and changed. The cost to dispose of recycled material has increased and has created a financial burden to the three Counties. Lewis and St. Lawrence Counties and the Authority.

Factors:

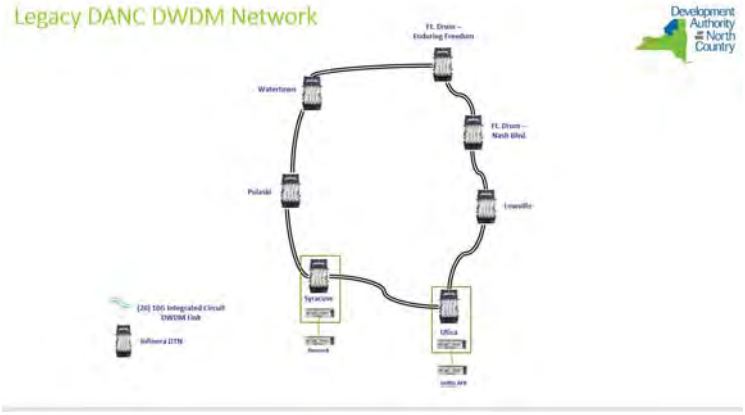
- The cost of recycling is influenced by available markets for recycled materials.
- Counties that participate in single stream recycling and bring material to the RTF in Harrisville will experience a cost savings.
- Counties that participate in single stream recycling receive a financial incentive of $30,000 per year from the Authority.

Recommended Action:

- Phase out the single stream recycling incentive for Lewis and St. Lawrence Counties.

FY 2020-2021 Budget Telecom Critical Issues

Critical Issue #1: Dense Wavelength Division Multiplexing (DWDM) Upgrade

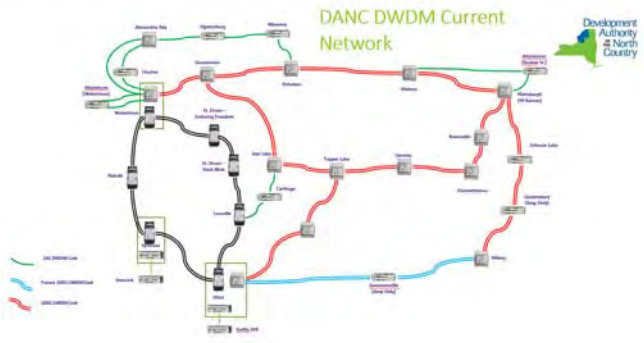


Factors:

- The original core DWDM equipment as shown above was installed in 2008 to meet the internal needs of the Development Authority. The equipment was required because we lease 4 fiber strands between Watertown and Syracuse and Syracuse to Utica. The DWDM equipment allows for additional capacity on the leased fibers.
- Since 2008, the internal capacity requirements have grown significantly. Additionally, customer requirements have also expanded.
- The original DWDM is end of life as of 12/31/19 and will be end of support in 3 years.
- Once we get to end of support we will no longer be able to get help in the event of a major outage.
- We have been asked about 100 Gbps waves to Syracuse. The current equipment does not support 100G.

Recommended Action:

- Replace the original core route from Watertown to Syracuse, Utica, Lowville, Fort Drum and back to Watertown.
- Cost to upgrade is $1,000,000



Risk Assessment:

- Equipment will not be supported. Could result in an extended outage.
- Spare equipment will not be available.
- Loss of revenue if we do not stay competitive and support 100 Gbps.
- Circuit growth/increased bandwidth will require investment in more legacy equipment.
- Inability to serve the bandwidth needs of new and existing customers.

Critical Issue #2: Ethernet Core Equipment is aging

Factors:

- The 10Gbps Ethernet core switching network was originally installed in 2011. The equipment is end of life.
- We currently serve 130 cell towers. With the upgrade to 5G, we have been asked to be able to upgrade each tower to 10G.
- Circuit growth and bandwidth increases, combined with the anticipated growth of the cell tower network requires us to upgrade our equipment.

Recommended Action:

- Upgrade core switches in Syracuse, Watertown, Potsdam, Plattsburgh in Albany to 100 Gbps with multiple 10 Gbps ports.
- We plan on upgrading other central office switches over the course of the next several years.
- Anticipated cost is $500,000.

Risk Assessment:

- Inability to deliver services to new customers.
- Reduced reliability for our existing customers due to capacity overloads.
- Loss of cell tower revenue if we can't upgrade service.

Critical Issue #3: Increased cost for fiber construction/

Factors:

- We have previously discussed the increased cost of make ready with National Grid. Recently, NYSEG and Frontier have increased their rates significantly. In addition, both organizations have outsourced the make ready engineering and construction. Based on existing data, when companies outsource the price increases dramatically.
- NYS Department of Transportation new fee schedule. In the past, all public utility organizations were exempt from any fees from NY State for utilizing their rights-of-way. Recently, the Governor signed into law a new fee structure that will require us to pay an annual fee ranging from $1,000 to $40,000 per mile wherever we are on NYS DOT Right-of-way. This will result in an unanticipated estimated annual expense of $1,500,000. The cost for permits have also increased.
- Rail crossing costs have also increased significantly. Recently CN acquired CSX. CN requires engineering drawings for any rail crossing which will increase the rail crossing costs. In addition,

Recommended Action:

- Budget $1,300,000 of additional expenses for FYE2021. We have not defined the full impact yet, however, we estimate that approximately 667 miles of fiber are in NY State ROW.

Risk Assessment:

- Failure to comply will result in penalties and potentially he need to close operations.
- Our only other option would be to move to different routes, but in many areas that is not possible.

Water Quality Critical Issues FYE 2021

Critical issue: Space at WPS

- **Factors:**
  - WQ has acquired new equipment - Sewer Jetter, Back up Pump, New Camera System, and Ground Penetrating Radar, Crane/Maintenance Truck.
  - WQ will has 18 employees total. Traditionally SLC Operators stayed in SLC, they now will work at WPS or in Jefferson County when there is not work to be done in SLC.
  - There is not a place for employees to eat lunch, currently everyone eats at their desk
- **Possible Solutions:**
  - Remodeling WPS – Office space needed as well as storage space for equipment.
  - Hire a consultant to design more storage and office space, use FYE 2021 for design and FYE 2022 for construction.

Critical Issue: Increasing demand for highly certified operators

- **Factors:**
  - Wastewater and Water Treatment Facilities are becoming more complicated.
  - Education requirements are high to obtain the certifications with little experience
  - Authority operators with experience are becoming close to retirement
  - Experienced operators may not have the computer skills to keep up with newer technology
  - This is a problem across the industry and will continue to be a problem for years to come.
  - Municipalities are paying more for certified operators.
    - Municipalities can hide the cost of paying operators within other departments
- **Possible Solutions:**
  - Recruit operators from large complicated facilities(higher certifications) – will need more compensation
  - Pay Authority employees more so they do not look for employment elsewhere
  - Require higher education requirements – will probably require more compensation
  - Increase Authority training budget to provide more technical training or college coursework
  - Hire more employees than needed so they can spend more time at facilities to gain experience.

Critical Issue: Army Waterline Disinfection Byproducts

- **Factors:**
  - Long detention time from the AWL to outside customers
  - Source – Black River
  - Improper or inadequate flushing techniques by municipalities purchasing water
  - Concentration limits could become even more strict
  - USEPA and NYSDOH have expressed concerns to all City of Watertown water users.
  - Ft. Drum needs an alternate source to their wells.
- **Possible Solutions**
  - Installing an inline skid to strip out DBP (would be to main Municipal service laterals)
  - Installing aerator in tank at BPS 2 to strip out DBP – expected to be completed by spring 2020, this will decrease DBP's on Ft. Drum but will not improve the situation to our municipal customers
  - Chemical additives
  - More flushing by customers – wasting water
  - Install more analyzers along the Army Waterline and at BPS 2 to monitor parameters.

Critical Issue: Valves failing on Regional Waterline

- **Factors:**
  - Valves have bolts that are not made of stainless steel
  - Municipalities have pledged to work on replacing them. This has not happened.
- **Possible Solutions:**
  - A contractor needs to be hired to excavate and replace the bolts, municipalities do not have the time to do this.
  - Replace bolts as they fail

Critical Issue: Public perception of the Authority

- **Factors:**
  - Misinformation, public and municipalities do not understand the benefits the Authority provides
  - Municipalities compare labor hours of their employees without labor burden to Authority fully burdened labor rates
- **Possible Solutions**
  - Continue to provide quality service to our current customers.
  - Provide quality service to new customers, going beyond the scope of services if needed.
  - Continue to seek out new potential customers and provide quality service
  - Educate customers and potential customers.

Critical Issue: Emerging contaminants (PFAS & PFOS)

- **Factors:**
  - Strict regulations for testing by NYSDOH and USEPA – more testing may be required
  - Commonly used in firefighting foams, military installations, and airports(Ft. Drum)
  - Can contaminate ground water as well as surface water
- **Possible Solutions**
  - If found in the Black River, City of Watertown may have to improve treatment techniques – cost to water purchasers
  - If found in groundwater wells on Ft. Drum, more water may be purchased from the City of Watertown.

Critical Issue: Integrity of the Army Waterline

- **Factors:**
  - In 2019, the Army Water Line experienced breaks in the line.
  - This was in conjunction with shutting down the line for repairs to be made in Pamelia
  - To the best of our knowledge, this is the first time the Army Water Line has experienced these issues since installation.
- **Possible Solutions:**
  - Hire a consultant to determine a method to evaluate the waterline.
  - Consultant to provide recommendations based on evaluation.
  - Hire consultant and evaluate in FYE 2021, perform recommendations in 2022.

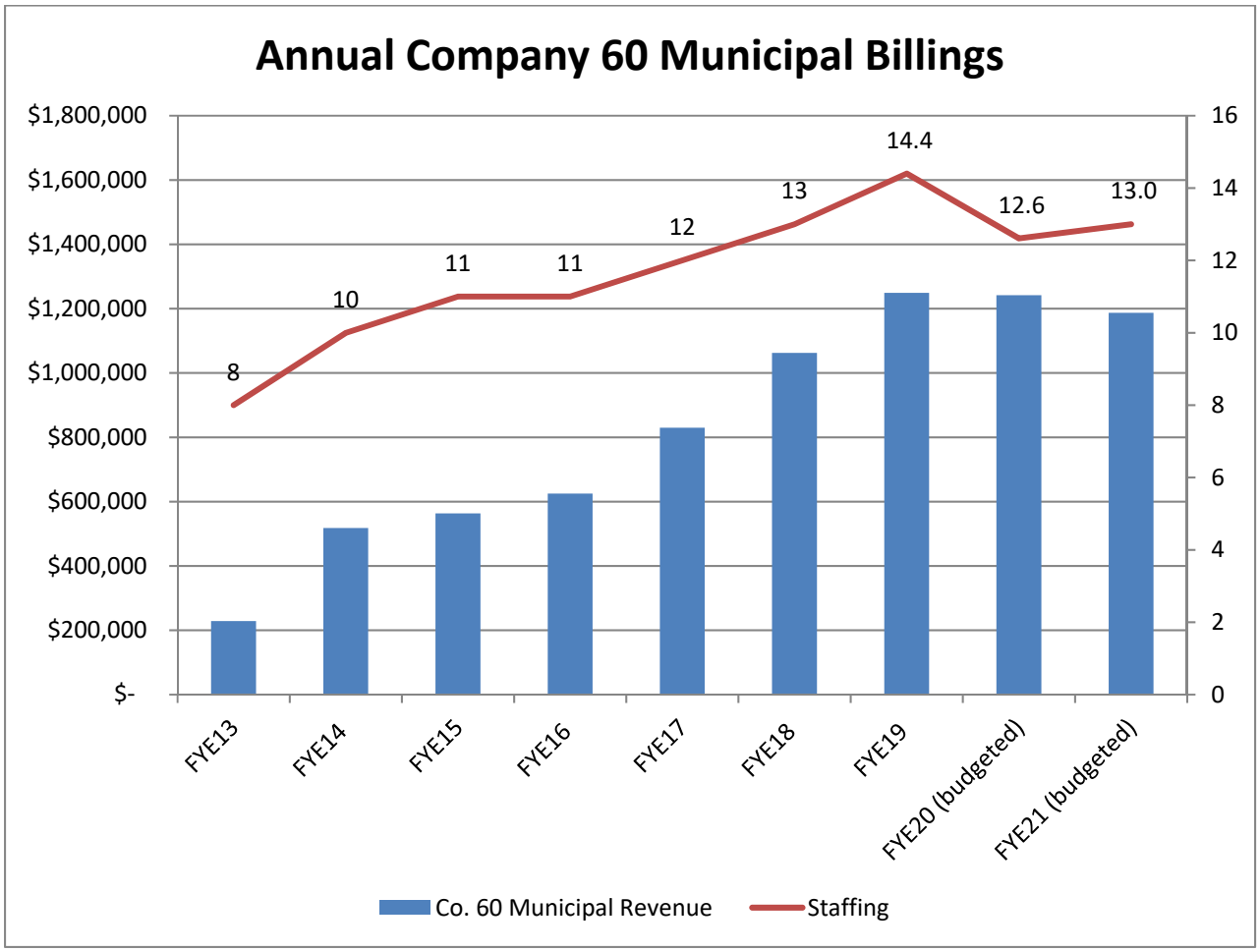
FY 2020-2021 Budget
Budget Work Session

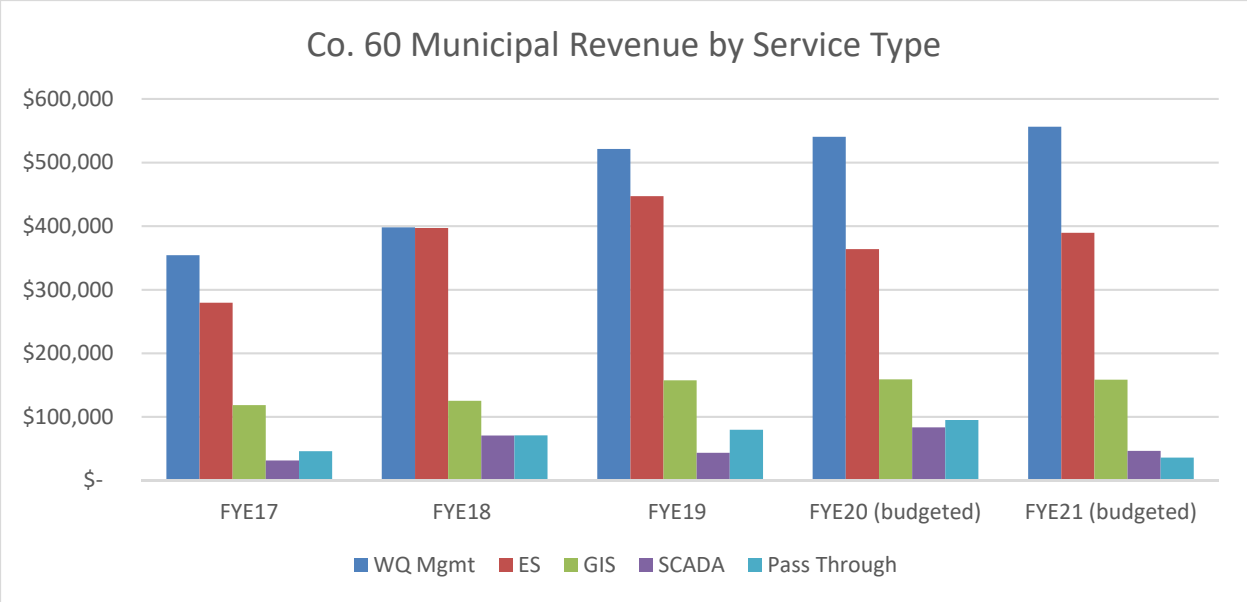
Engineering Division
Water/Wastewater
Licensing

Critical Issue: The Engineering Division experienced significant growth since its inception in 2009 through FYE19. In FYE20 and FYE21 municipal requests for engineering services have stabilized and FYE21 includes the same revenue projections as FYE21. Although services have stabilized, the potential for additional Water Quality Management service contracts is high as licensed operators continue to retire and there is a short-fall of qualified staff to fill these positions throughout New York State.

Factors:

- The graphs below illustrate the trend in Municipal Services Revenue and Engineering Division staffing.





- In FYE20 the Engineering Division filled one vacancy and in FYE19 four vacancies were filled. Fifty percent of staff have been in the Engineering Division less than three years.

- In FYE20 two employees, with advanced water (Grade IA and IIB) and wastewater licenses (Grade 4 and 3A) retired. This will leave the Authority with no Grade IA water operator licenses and only one Grade 4A wastewater license.

- The Authority's Water Quality Management service contracts require more advanced levels of sewer and water licensing which can only be obtained by working within a facility with the required level of licensing needed. The Authority has been unsuccessful in recruiting licensed water quality supervisors due to an overall shortage of NYSDEC and NYSDOH operators throughout the State. It takes a minimum of two years to license an employee, provided they have a four year technical degree and spend 100% of their time working in a qualifying facility. With recent retirements, the Authority has been planning for these losses since FYE19.

  In FYE19 the following licenses were obtained:
  - Water Quality Lead Operator Trainee – 2A Sewer License
  - Water Quality Supervisor (Clayton) – IIA Water License

  In FYE20 the following licenses were obtained:
  - Water Quality Supervisor (Clayton) – 2A Sewer License
  - Water Quality Supervisor (Ogdensburg) – 3A Sewer License

Recommended Action: To successfully support the requests for engineering support, staff levels should be carefully monitored and adjusted as necessary to accommodate demand for services. Staffing plans should be developed to accommodate cross-training so customer service is not compromised due to turn-over, compensated absences and upcoming retirements of critical licensed personnel.

- In FYE21 it is recommended that continued focus on licensing Water Quality personnel be maintained through additional NYSDEC and NYSDOH licensed training courses, and staffing plans be developed to maximize contact hours so personnel can obtain higher level licensing. This FY the following licenses and training are planned:
    - Water Quality Supervisor Trainee (Malone) – Obtain IIB Water License; Coursework toward IA Water License
    - Water Quality Supervisor (Clayton) – Coursework toward 3A Sewer License
    - Water Quality Supervisor (Ogdensburg) – Obtain 4A Sewer License; Coursework toward towards IIB and IA water licenses

Recommended Action: The Authority has developed a successful recruitment and training program for Water Quality Supervisors. As these staff members obtain advanced licenses and gain experience, the demand increases for their services. It will become increasingly important for the Authority to maintain competitive salaries and benefits for staff so these investments are not lost.

- In FYE21 it is recommended that the: 1) Lead Operator Trainee be promoted to a Water Quality Supervisor upon successful completion of 3A wastewater licensing; and 2) Water Quality Supervisor I be promoted to Water Quality Supervisor II upon successful completion of 4A wastewater licensing.

TO: James Wright, Executive Director

FROM: Michelle Capone
Director of Regional Development

DATE: December 13, 2019

SUBJECT: *Critical Issues for Fiscal Year Ending 2021*

The following is a list of critical issues facing Regional Development in the upcoming budget year. The list may be subject to change as issues become identified throughout the year.

Critical Issue #1 – Regional Planning Tools to Facilitate Data Collection for Local Governments

- Factors Contributing to Issue

  The next step for Regional Development in enhancing community planning across the region is to provide resources on a regional basis that can assist local governments in collecting data in a more stream-lined fashion and analyzing the data for decision-making. As we talk to county officials and assist in community planning, we hear that there is interest in ESRI tools, like those in larger cities, to be brought to the region.

  The concept of data collection and analyzing data is not new and was discussed by the board at past strategic planning sessions. In fact, the Authority Strategic Plan adopted in 2018 has an area on GIS and a long term goal to 'continue to grow its GIS portfolio, capitalizing upon the unique economy of scale and regional scope that will allow it to offer GIS hosting services to communities that do not have access to such comprehensive, affordable services.' Much of the Authority's consideration for GIS over the past is related to the IMA. Since the IMA upgrade in 2018-2019, we now have access through our existing license to a variety of web-based ESRI planning tools. Our thought is to work with municipalities to develop a list of tools they can use to better collect, analyze and present data for future decision-making. This could take the Authority into the mid-21st century.

- Recommendations

  Staff works closely with the planning offices in each of the three counties and City of Watertown. We are also meeting with County Administrators to update them on the

status of the JLUS. In those discussions, we are feeling the 'pulse' for interest in regional planning tools. My recommendation is to spend the next year in an 'exploratory phase' to identify tools, identify business model, and determine feasibility. We would recommend hiring a consultant with experience in Arc GIS to assist in this phase. Working with a consultant and IT, we would form a committee of representatives from each of the three counties and City to identify top tools that might be of interest if developed on a regional basis. We would then develop a model for sustaining the tools and bounce them off of the committee to see if there is interest in creating them. The Consultant and IT would assist in developing the business model. Ultimately, we would make a decision on whether to proceed by December 31, 2020, if not sooner, in order to plan for the FYE 2022 budget.

Budget Factors

Regional Development currently has $50,000 available through funds from Senator Ritchie for planning associated with Fort Drum and surrounding communities. I would budget $5,000 for a consultant to assist with this phase in FYE 2021.

Critical Issue #2 – Implementation of Query Tool for Fort Drum Compatibility

- Factors Contributing to Issue

A recommendation from the Joint Land Use Study was to identify a query tool that could be used to better communicate potential encroachment issues between Fort Drum and the surrounding communities. A consultant, Bergmann Associates, was engaged to estimate the costs to build and maintain such a tool. The total cost is approximately $39,000 if we were to hire someone to create the tool. Through our discussions with the Office of Economic Adjustment, which has been providing the Authority with grant funding, we were told of a similar tool being created by Arizona State University. We have sat in on several presentations by ASU and it appears this tool is what we are looking for. The tool was also created and paid for by funds from OEA. In talking with OEA, they think they can get us this tool from ASU.

- Recommendations

Staff recommends working with OEA to see if we can acquire the tool from ASU. If that is feasible, we would request funds from OEA to hire a consultant to integrate the tool within our Fort Drum Compatibility Site. It is an ESRI based tool and the tool developer does not foresee many issues with integration. We would also request funds from OEA for training on the tool.

Budget Factors

The funding for this project would come from OEA. Assuming the $39,000 price plus a 10% contingency of $3,900, I would budget $43,000 for this project. We would apply to OEA for funding which would require a 10% Authority match, or $4,300 which would come from existing ESD grants. Please note this is a high-end budget projection. If OEA can get us the tool from ASU, then we would only need grant funding for a consultant to integrate the tool within our Fort Drum Compatibility site and for training.

Critical Issue #3 – Affordable Housing Programs for Municipalities and Capacity to Administer in Future

- Factors Contributing to Critical Issue

Staff started the Town of Gouverneur Owner-Occupied Rehabilitation program in 2019. We are utilizing the Town's Code Enforcement Officer to provide bid estimates and construction management. We are awaiting decisions on two applications submitted in September-one for Massena and one for Tupper Lake. We are also meeting with St. Lawrence County staff to discuss the possible need for someone to administer their grants as the Housing Council is struggling.

While I had a Code Inspector budgeted for 2020 that I did not need to fill, I would recommend keeping that position in the budget if needed. Staff has expressed concerns as to the quality of the program and workflow if we take on too many grants without adequate support. While staff has the capacity, in one case, staff does not like changes to the program like no longer utilizing a professional engineer. No other housing organization utilizes professional engineers and I am of an opinion that we do not either. Sound project management and common sense are required to oversee these programs.

- Recommendation

(1) Work with communities to establish capacity in the communities to provide bid estimates and construction management. This would leave Authority staff to providing grant management only with minimal involvement in project delivery. More funds would go to the community to deliver the projects. We would also not need to hire a Code Inspector.

(2) In communities where we cannot identify a person to provide these services, we will have to hire a part-time Code Inspector. This results in the Authority providing all program delivery and administration services.

(3) Assign workload between M. Taylor and M. Siver for grant administration.

- Budget Factors

  Budget for a part-time housing code inspector. This position was budgeted in FYE 2019 and 2020 but not engaged. The intent was to hire this person once we started a new grant. I will also budget for some Engineering time to train the new hire. Engineering has all of the processes in place for the grants and I would need some time with them to transition this to the new staff person.

Critical Issue #4 – Fort Drum Encroachment, Community Planning & Diversification

- Factors Contributing to Critical Issues

  The Joint Land Use study identified potential encroachment issues relating to Fort Drum. The Community Planner continues to work with communities and Fort Drum to address these known encroachment issues. However, as Fort Drum's mission continues to change, encroachment items continue to evolve like natural resources and flight corridors associated with drones and helicopters. Solar has also become a hot topic although more so with agriculture. We have also been working with the Watertown airport on encroachment issues.

  Another item that we need to consider is long-term community planning. As we mitigate issues regarding Fort Drum encroachment, we need to identify new opportunities for our Community Planner to assist communities while partnering with County planning offices.

- Recommendations

  Staff will work closely with Fort Drum to identify these issues. We will work through the Compatibility Committee to educate the communities as to how these issues might impact encroachment on Fort Drum, and vice versa with issues on Fort Drum that might impact communities. We will also continue to utilize OEA funding to study potential issues before they become full blown threats.

To facilitate long-term community planning, I would refer to Critical Issues #1 and #2. We need to identify and facilitate tools for data collection and analysis on a regional level for rural communities. The services of the Community Planner can be used to provide technical assistance to communities for data analysis. These tools are the future of community planning.

- Budget Factors

  There is $25,000 budgeted under OEA for grant revenue and consulting in case we apply for additional OEA funds which may be likely. In addition, we will budget grant funds from Senator Ritchie to support Fort Drum planning efforts.

Critical Issue #4 – Utilizing Agribusiness Funds

- Factors Contributing to Critical Issues

  The Authority has $1 million in a line from the Job Development Authority to make low interest loans to agribusinesses in Jefferson, Lewis and St. Lawrence Counties. We also have approximately $750,000 still remaining in the North Country Value Added Agriculture Loan Fund funded by an Empire State Development Grant. This fund provides 1% fixed loans for real estate and equipment. This fund is available for the 7-county north country region. With the growth in agribusinesses in the north country these funds are underutilized.

- Recommendations

  Staff recommends returning the $750,000 from JDA. Even if we identify projects, the loan will come due in 5 years. There is not enough time to make loans and collect to repay the state.

- Budget Factors

  There would be no impact on the budget.

APPENDIX VI

Development Authority of the North Country

One Region.
Partners in Development.

ENGINEERING · TELECOMMUNICATIONS · REGIONAL DEVELOPMENT · WATER QUALITY · SOLID WASTE

www.danc.org

Budget Work Session - Engineering

January 23, 2020

Development Authority of the North Country

ENGINEERING

Proudly Serving Our
Partners in Development

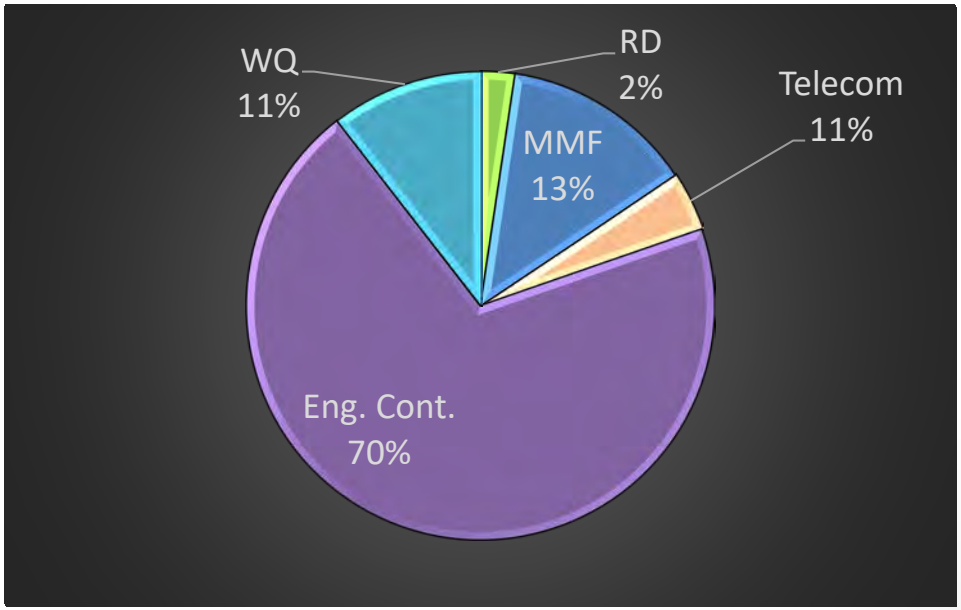
- Local Government Technical Assistance
- GIS Data Development & Hosting
- Capital Project Management
- SCADA Services

Advancing the
North Country
www.danc.org

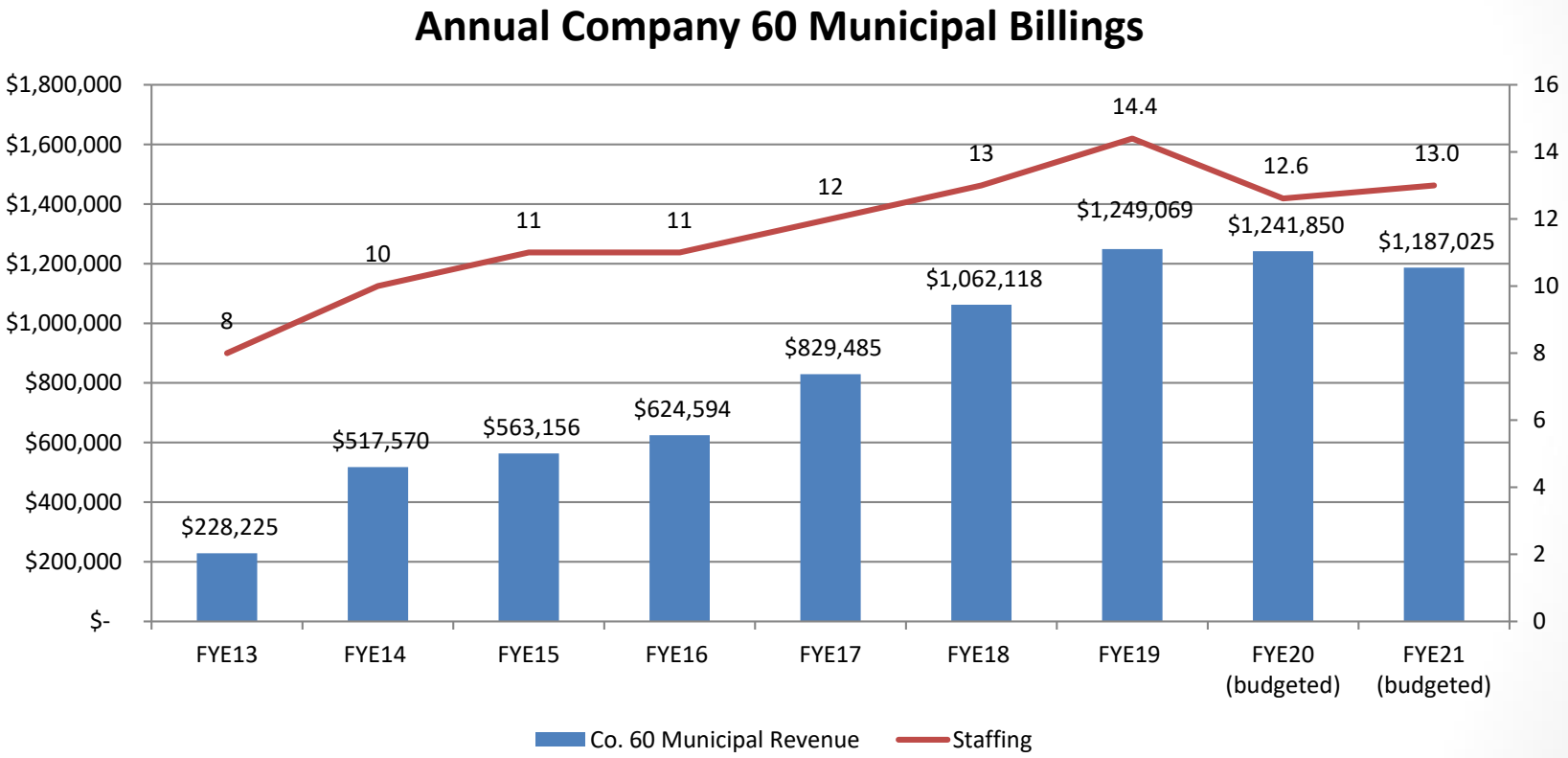
FYE21 Engineering Division

Authority Operations & Projects 30%

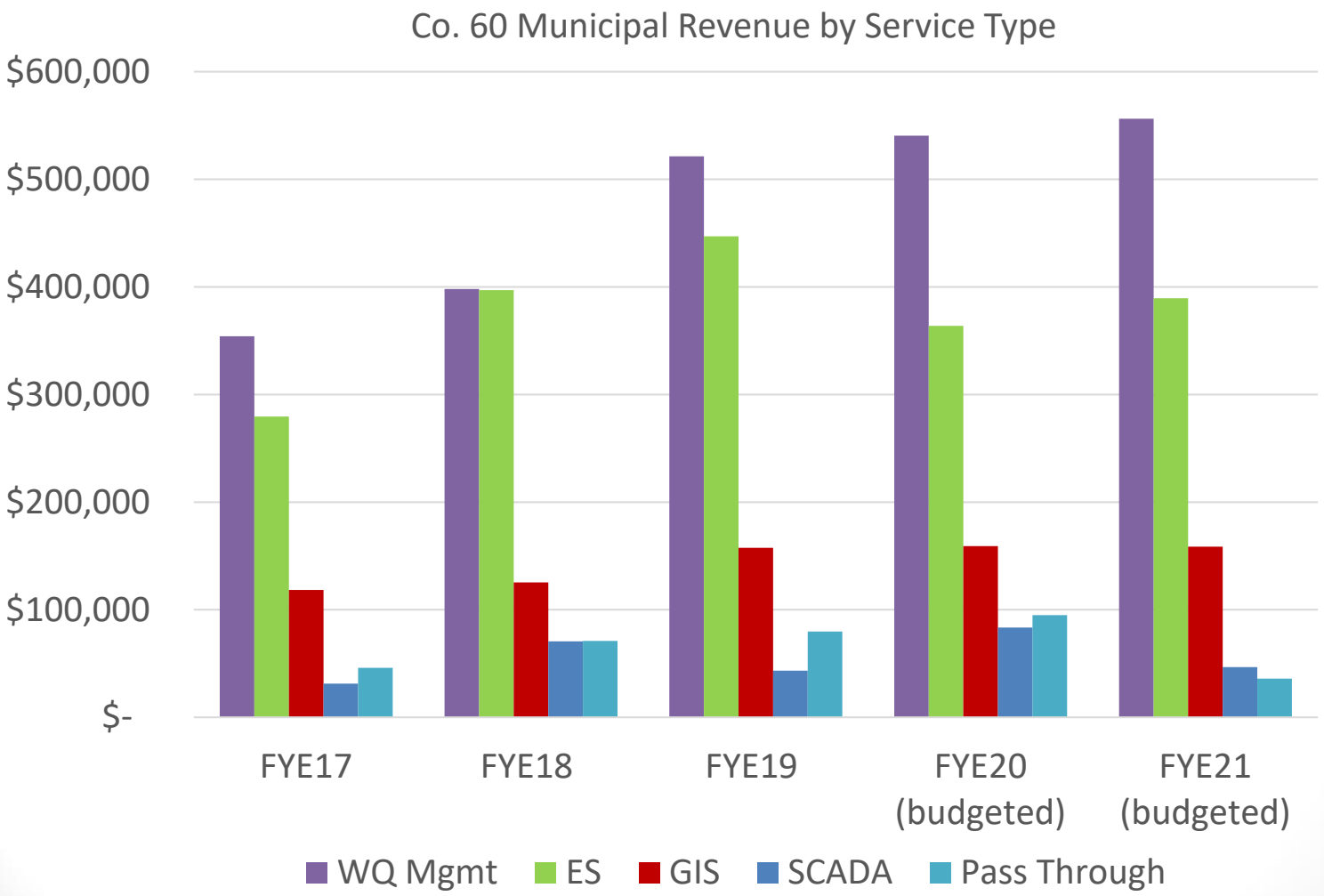
84 different County and Local Government Projects 70%



Municipal Service Revenue

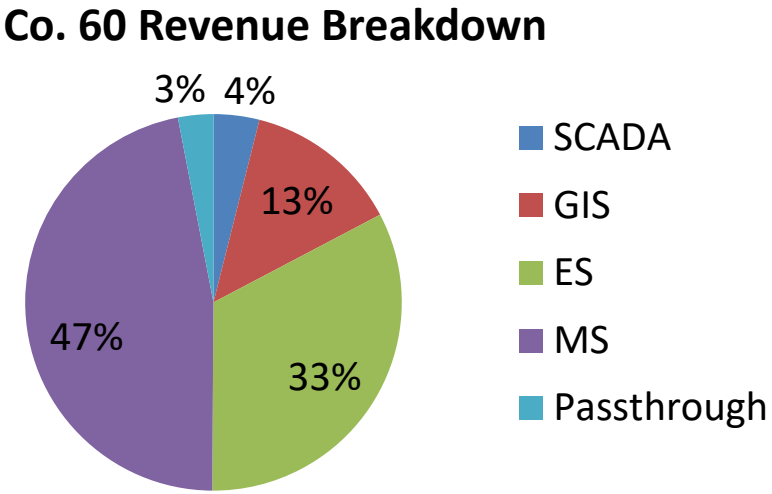


Revenue Breakdown



External Customer Support

- Municipalities don't have internal resources to sustainably manage their critical infrastructure
- FYE21 WQ Mgmt Services account for 47% of municipal revenue (Carthage, Clayton, Ogdensburg & Malone); 5% increase from FYE19



Critical Issue: Water/ Wastewater Licensing

- NYS requires licensed personnel to operate and manage publically owned water/wastewater facilities: It takes a minimum of 2 years to license an employee, provided they have a 4r year technical degree and spend 100% of their time working in a qualifying facility.
- 2 employees with advanced licensing retired in FYE20
- The plan developed last FY to recruit and train WQ Spvs. is still progressing and in FYE 20 the following licenses were obtained:
  - Water Quality Supervisor (Clayton) – 2A Sewer License
  - Water Quality Supervisor (Ogdensburg) – 3A Sewer License

Recommended Actions

- Continued focus on licensing Water Quality personnel through additional NYSDEC and NYSDOH training courses
- Develop staffing plans to maximize contact hours so personnel can obtain higher level licensing
- This FY the following licenses and training are planned:
  - Water Quality Supervisor Trainee (Malone) – Obtain IIB Water License; Coursework toward IA Water License
  - Water Quality Supervisor (Clayton) – Coursework toward 3A Sewer License
  - Water Quality Supervisor (Ogdensburg) – Obtain 4A Sewer License; Coursework toward towards IIB and IA water licenses
- Ensure Authority maintains competitive salary and benefits for staff so investments are not lost

Development Authority of the North Country

One Region.
Partners in Development.

www.danc.org

Budget Work Session – Information Technology

January 23, 2020

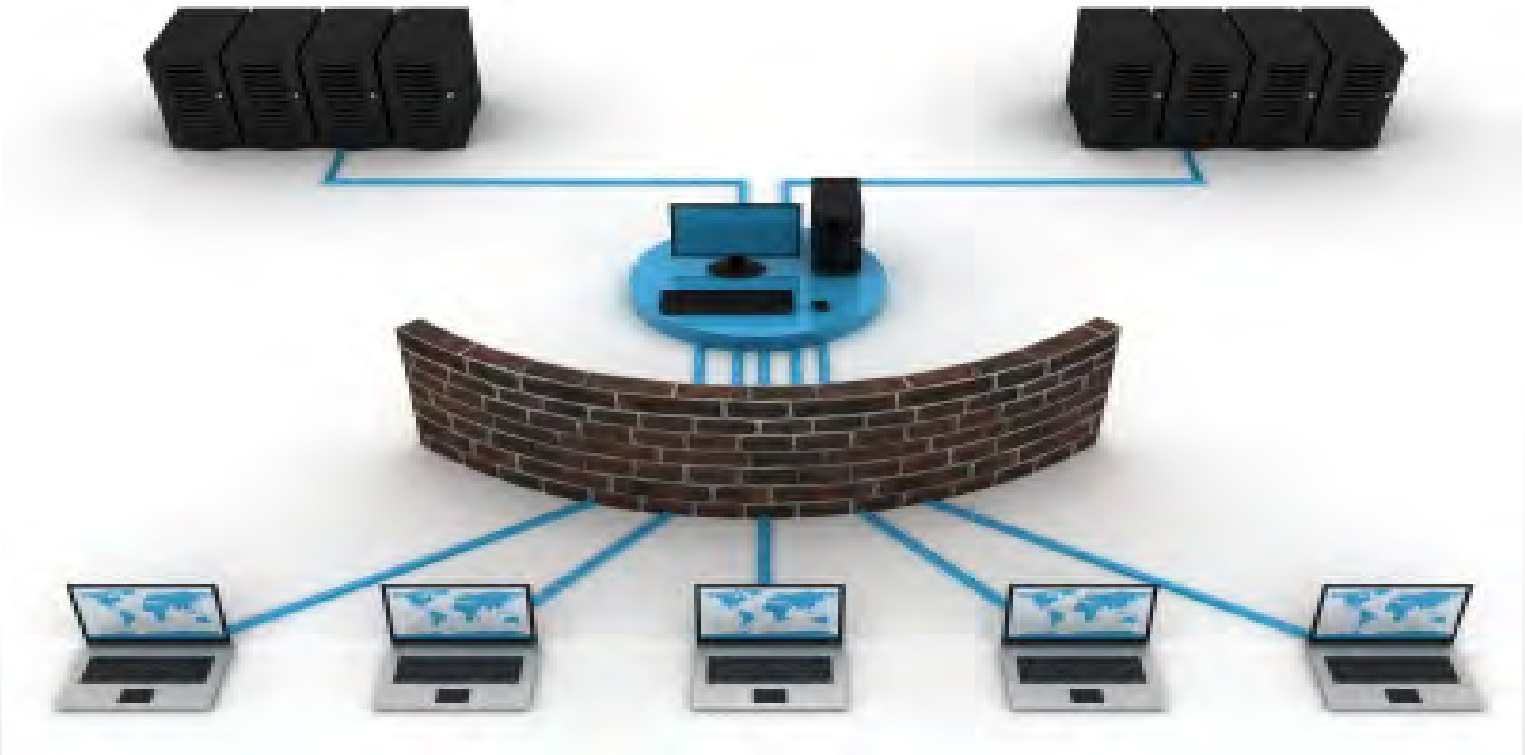
CYBERCRIME GENERATED AT LEAST $1.5 TRILLION IN REVENUE IN 2018

If cybercrime was a country it would rank 13th in GDP

- Half of all cyber attacks are targeted at small business.
- The Annual Cybercrime Report (ACR) predicts businesses will fall for ransomware attacks every 14 seconds.
- The average ransom paid for a Ryuk ransomware attack is $377,026. (Ryuk is known for targeting local, state and federal government agencies)
- *NEW* If you refuse to pay the ransom they threaten to expose the company or agencies information.

What can the Authority do to help detect and reduce network intrusion?

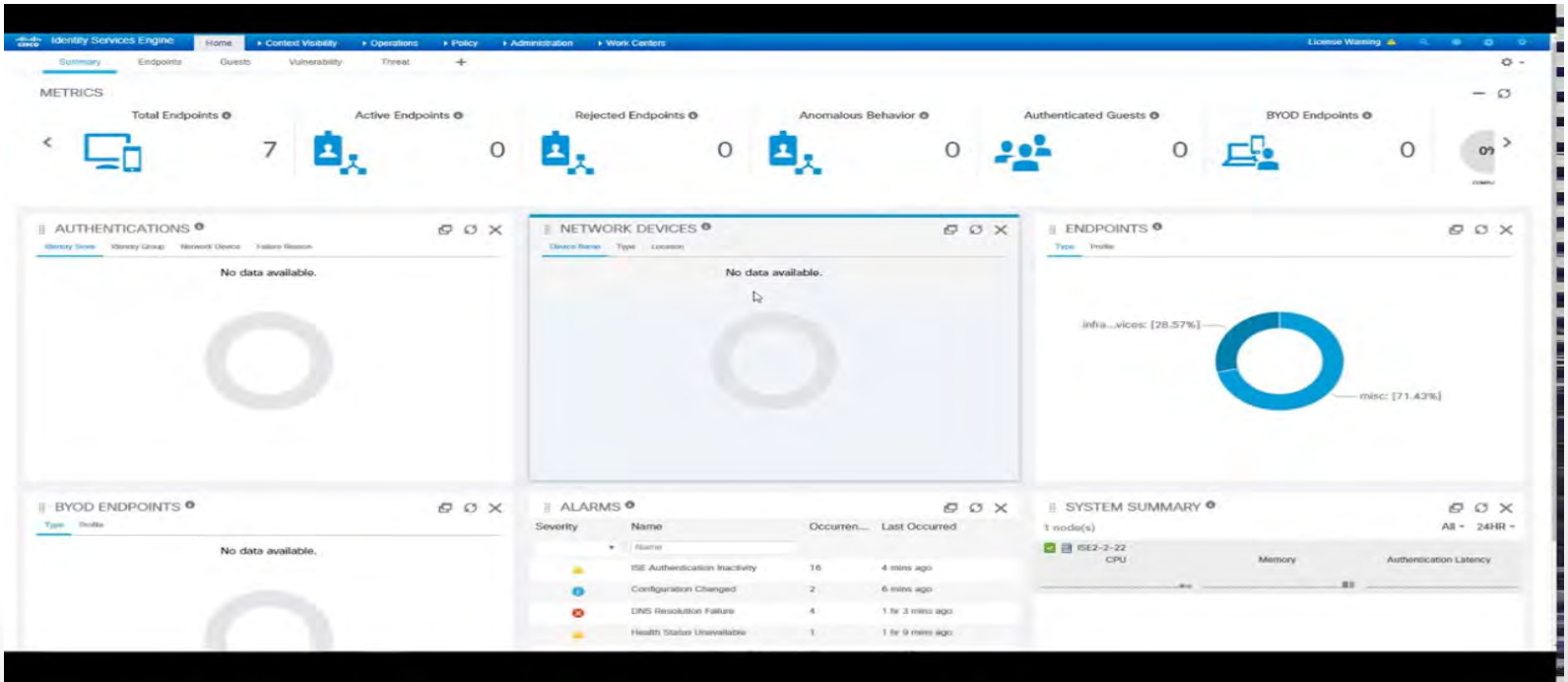
Install a Network Access Control (NAC) system.



What is a Network Access Control (NAC) System?

NAC is a solution that enables only compliant, authenticated and trusted endpoint devices to access network resources and infrastructure. It also monitors and controls their activity once they are in the network.

NAC also allows the IT group to monitor and act on potential issues through a single platform.



Why is NAC Important for the Authority?

The Authority continues to grow in the number of people and in the number of locations which, in turn, increase the number of endpoints that need to be monitored and controlled.

6 main site locations
90+ employees
200+ endpoints

A NAC system will allow IT to manage network identity and network access through one common system no matter how many endpoints or locations. Some other benefits are:

- Reduction in IT's time, by monitoring one system instead of multiple systems
- Enables faster response time in identifying rogue and/or compromised devices
- Permits IT to quickly change/update network requirements as new threats arise
- Allows for the secure growth without compromising security (such as additional endpoints or endpoint types (Internet of Things (IoT))

The Evolution of GIS

2019 Upgrade to the Geographic Information System (GIS)

In 2019 the Authority upgraded the GIS system from 10.2.1 to 10.6.1. ESRI was no longer going to support the 10.2.1 version of the software.

This new ESRI version includes ArcGIS at no extra cost to the Authority.

What is ArcGIS?

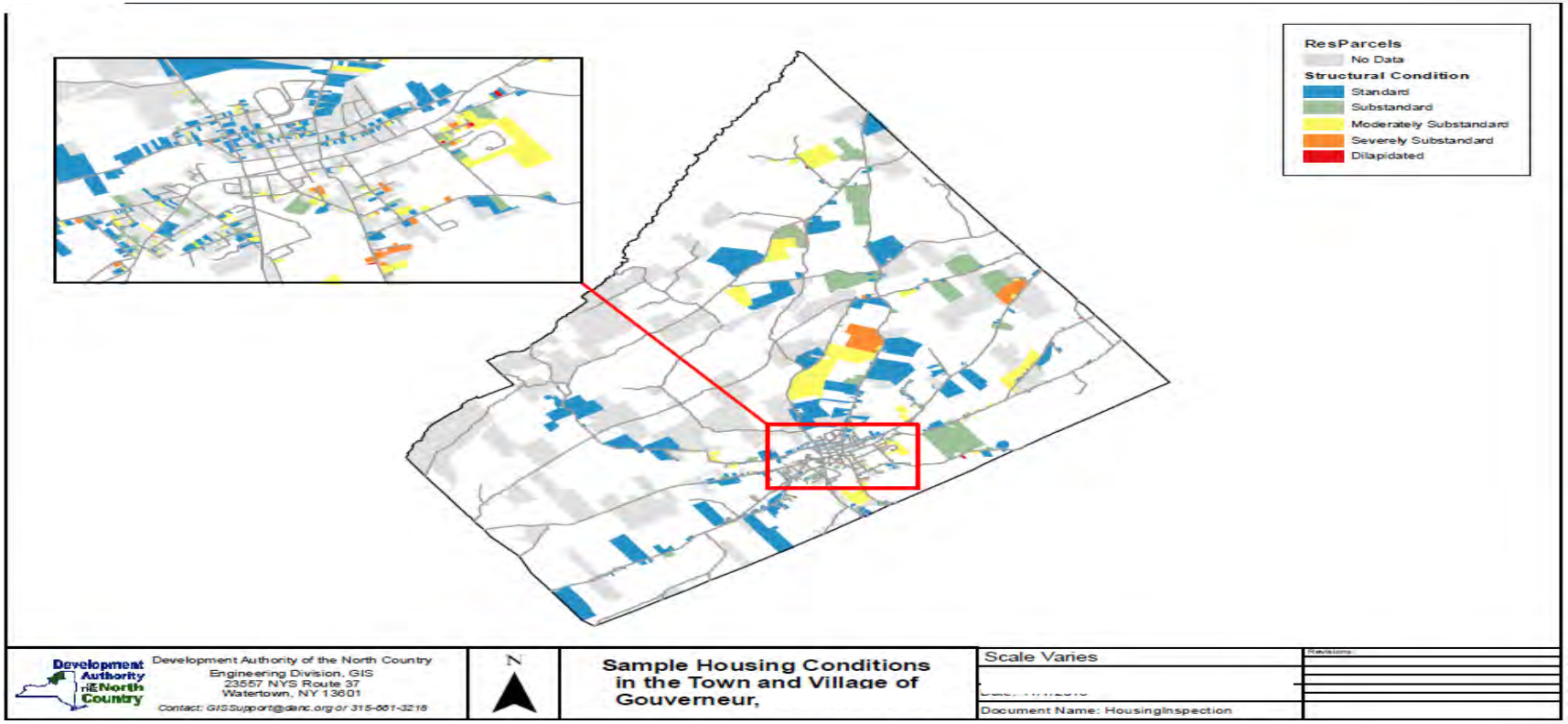
ArcGIS brings mapping down to the user level by providing employees a platform that enables them to create, share, and analyze spatial data without effecting the Interactive Mapping Application (IMA).

The Integration of ArcGIS into the Authority

Interactive Mapping Application (IMA) – under the supervision of Engineering that will continue to manage the collection of infrastructure data.

ArcGIS – under the supervision of Information Technology that will support the development of non-IMA activities.

Example of how GIS can be used by employees outside the IMA



Benefits:

- ✓ Information was gathered in 2 days versus manually in 10 days.
- ✓ Application information can be easily shared with the municipality and duplicated for other communities without the need for GIS expertise.
- ✓ Data collected can be added to or changed by the employee without the need for GIS expertise.

Development Authority of the North Country

REGIONAL DEVELOPMENT

Proudly Serving Our
Partners in Development

- Business & Housing Programs
- Housing Program Administration
- Grant Writing & Administration
- Loan Underwriting Services
- Community Planning

Advancing the
North Country
www.danc.org

Regional Development

Annual Budget Presentation
01.23.2020

Development Authority of the North Country

REGIONAL DEVELOPMENT

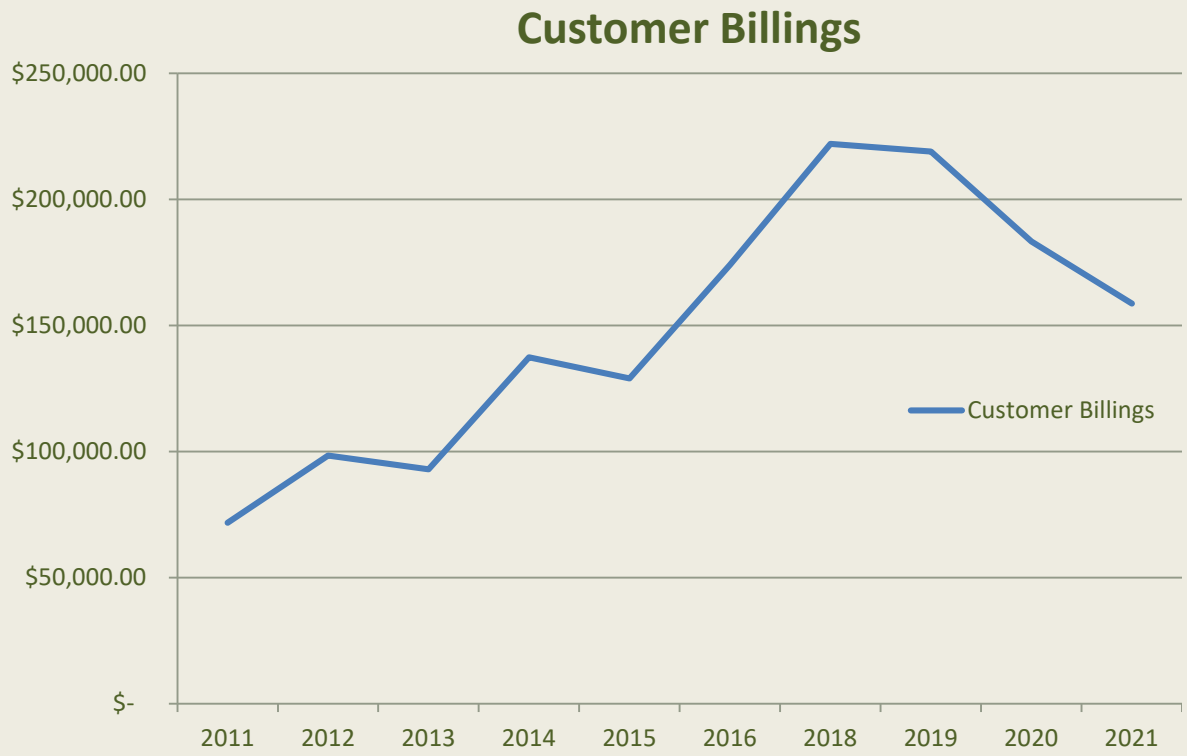
Proudly Serving Our
Partners in Development

- Business & Housing Programs
- Housing Program Administration
- Grant Writing & Administration
- Loan Underwriting Services
- Community Planning

Advancing the
North Country
www.danc.org

HIGHLIGHTS

- **Co. 11 Customer Billings**
  - ✓ 13% decrease in 2021 over 2019-related to grant administration
  - ✓ 121% increase over 2011
  - ✓ New housing grants not yet awarded may increase for 2021



Development Authority of the North Country

REGIONAL DEVELOPMENT

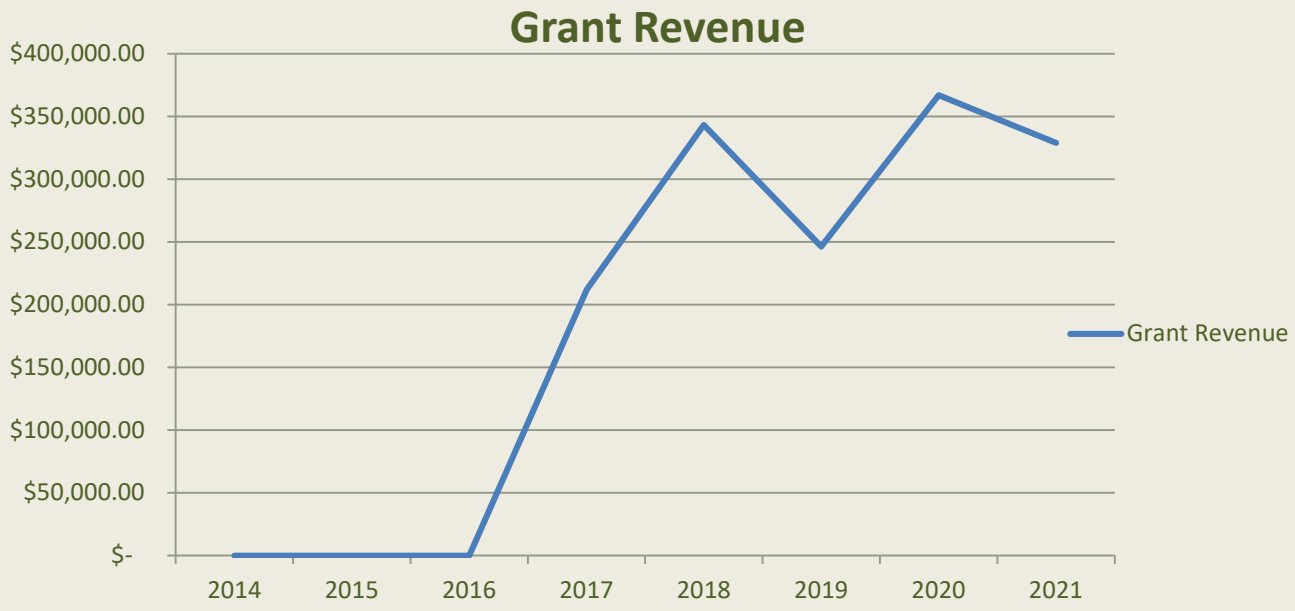
Proudly Serving Our
Partners in Development

- Business & Housing Programs
- Housing Program Administration
- Grant Writing & Administration
- Loan Underwriting Services
- Community Planning

Advancing the
North Country
www.danc.org

HIGHLIGHTS

- **Co. 11 Grant Revenue**
  - ✓ Primarily related to Fort Drum planning and Grown and Certified Ag Grant.
  - ✓ Continue to identify funding opportunities to implement programs of regional significance.



Development Authority of the North Country

REGIONAL DEVELOPMENT

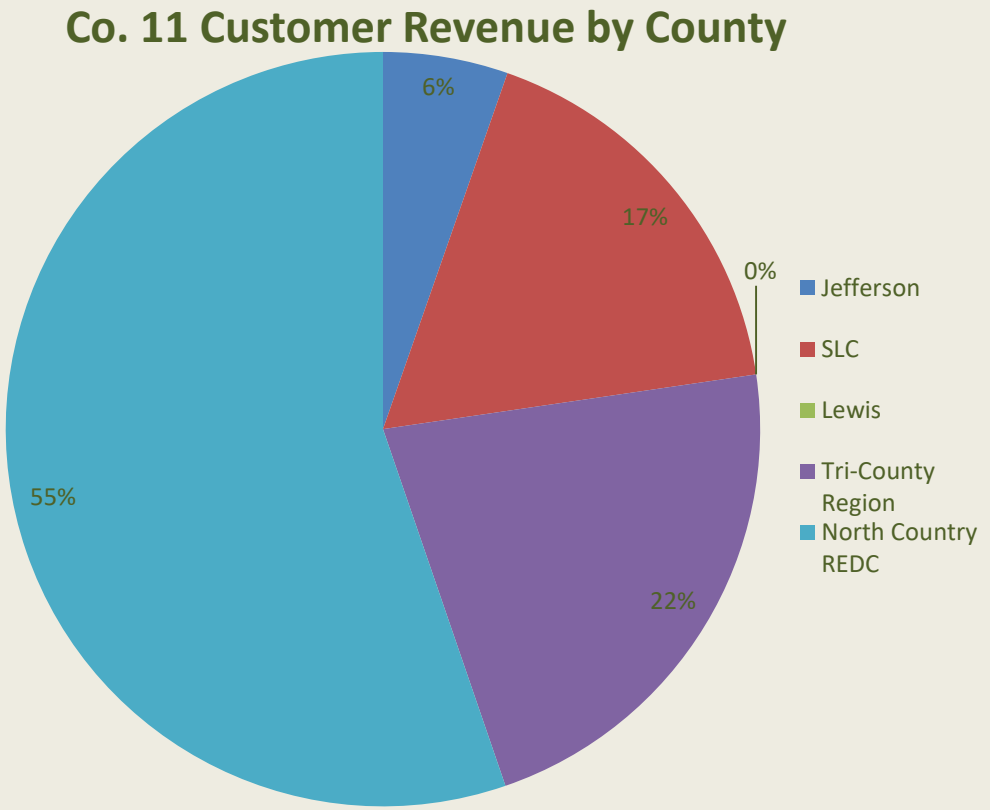
Proudly Serving Our
Partners in Development

- Business & Housing Programs
- Housing Program Administration
- Grant Writing & Administration
- Loan Underwriting Services
- Community Planning

Advancing the
North Country
www.danc.org

HIGHLIGHTS

- **Co. 11 Customer Revenue**
  - ✓ Tri-County region includes HOME Program and OEA JLUS projects
  - ✓ North Country REDC includes NCA, NCEDF, and Grown and Certified Ag Producers Grant



Development Authority of the North Country

REGIONAL DEVELOPMENT

Proudly Serving Our
Partners in Development

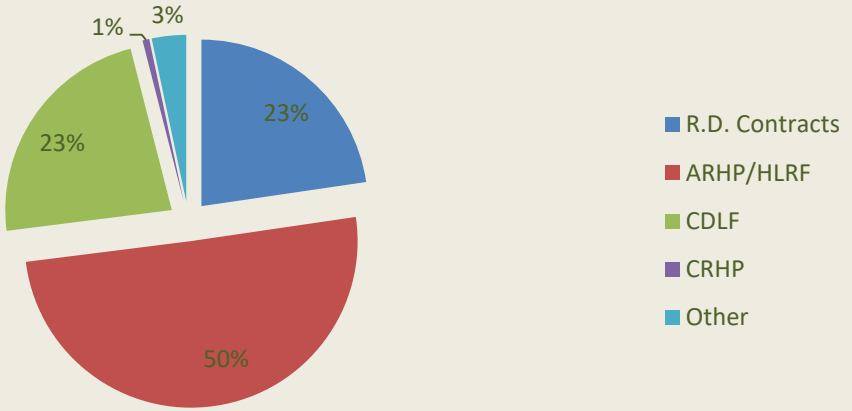
- Business & Housing Programs
- Housing Program Administration
- Grant Writing & Administration
- Loan Underwriting Services
- Community Planning

Advancing the
North Country
www.danc.org

LOOKING FORWARD

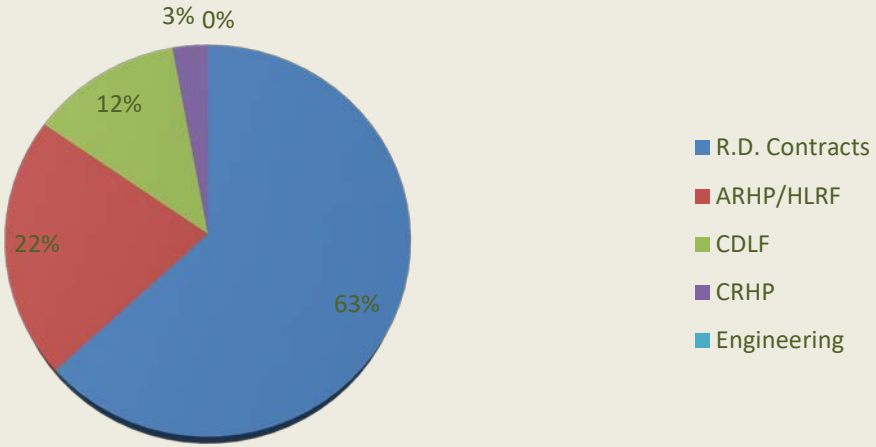
Staff Time FYE 2016

3 Staff



Staff Time FYE 2021

3.5 Staff



Regional Development

As of 11/30/2019

Housing Programs

Program		Outstanding Loans/ Commitments	Total Project Costs	Authority Investment	Funds Leveraged	# Delinquent Loans	Units Assisted
Affordable Rental Housing Program	ARHP	$ 10,668,999	$ 121,722,598	$ 28,915,928	$ 92,806,670	-	1,502
Housing Loan Revolving Fund	HLRF	$ 5,004,920	$ 25,300,555	$ 8,073,538	$ 17,227,017	1	516
Community Rental Housing Program	CRHP	$ 12,009,860	$ 244,005,903	$ 18,345,941	$ 225,659,962	0	1,700
HOME Consortium			$ 30,496,761				1,830
		$ 27,683,779	**$ 421,525,817**	**$ 55,335,407**	**$ 335,693,649**		**5,548**
Bad Debt Reserve-ARHP/HLRF		$ 42,817.95					
Bad Debt Reserve-CRHP		$ 116,652.00					

Business Programs

Program		Outstanding Loans/ Commitments	Total Project Costs	Authority Investment	Funds Leveraged	# Delinquent Loans	Number of Jobs Created/Retained
Community Development Loan Fund	CDLF	$ 1,186,373	$ 92,935,004	$ 12,855,989	$ 80,079,015	1	1,225
Economic Development Loan Fund		$ 750,000	$ 750,000	$ 750,000	$ -		
North Country Tourism Fund #1		$ 1,625,560	$ 14,422,340	$ 2,000,000	$ 12,422,340	1	121
North Country Tourism Fund #2		$ 1,458,789	$ 2,991,600	$ 1,228,600	$ 1,763,000	1	121
Farmland Drainage/Value Added Agriculture		$ 154,368	$ 1,812,021	$ 696,614	$ 1,115,407	1	1,627 acres
Community Technical Assistance Program	CTAP	$ -	$ 80,000	$ 80,000	$ -		N/A
North Country Film Projector Conversion Fund		$ -	$ 56,000	$ 56,000	$ -	0	N/A
North Country Value Added Agriculture Fund		$ 217,366	$ 675,187	$ 271,200	$ 403,987	0	5
North Country Redevelopment Fund		$ 2,426,005	$ 6,724,281	$ 5,185,680	$ 1,538,601	2	75
JDA Agribusiness Loan Fund		$ -	$ -	$ -	$ -		-
		$ 7,818,462	**$ 120,446,433**	**$ 23,124,083**	**$ 97,322,350**		**1,547**
Bad Debt Reserve-CDLF		$ 120,413					
Bad Debt Reserve-EDF		$ -					

Authority Managed Funds

Program		Outstanding Loans/ Commitments	Total Project Costs	Fund Investment	Funds Leveraged	# Delinquent Loans	Number of Jobs Created/Retained
North Country Alliance	NCA	$ 2,860,412	$ 198,496,513	$ 17,289,588	$ 181,206,925	5	4,839
North Country Economic Development Fund	NCEDF	$ 3,251,626	$ 31,042,530	$ 4,702,500	$ 26,340,030	1	262

CRITICAL ISSUES

- ✓ Fort Drum Encroachment & Community Planning
  - Query tool
    - Identify by address.
    - Report generated to identify land use, zoning, or other criteria as identified.
    - Help with land use planning and development.
  - ESRI Tool
    - Future of data collection, analysis and communications in community planning is in GIS.
    - ESRI tools available to make data collection, analysis and communications easier for rural communities.
    - Identify committee comprised of representatives from 3 Counties and City to explore use of ESRI tools for these purposes. Examples may include code enforcement and permitting, among others.
    - Develop model for sustainable revenue stream, and if feasible implement.

CRITICAL ISSUES

- ✓ Affordable Housing Programs
  - o Increased demand for services
- ✓ JDA Agribusiness Fund
  - o Return funds

Before & After Housing Pictures

Development Authority of the North Country

One Region.
Partners in Development.

ENGINEERING · TELECOMMUNICATIONS · REGIONAL DEVELOPMENT · WATER QUALITY · SOLID WASTE

www.danc.org

Budget Work Session - Telecommunications

January 23, 2020

Technology Budget Overview

1. Customer Billings forecast flat (-$482K for Verizon Wireless re-price)
2. Moderate customer expansion but at lower revenue/customer
3. Expenses up 5.4% ($204K) not counting DOT expense. Primarily maintenance (more Central Offices, off-net circuits, and pole attachment fees
4. $2,685,000 Capital Projects
5. Replacing part of original DWDM and Ethernet Networks
6. Revenue lower due to circuit re-pricing.

Development Authority of the North Country

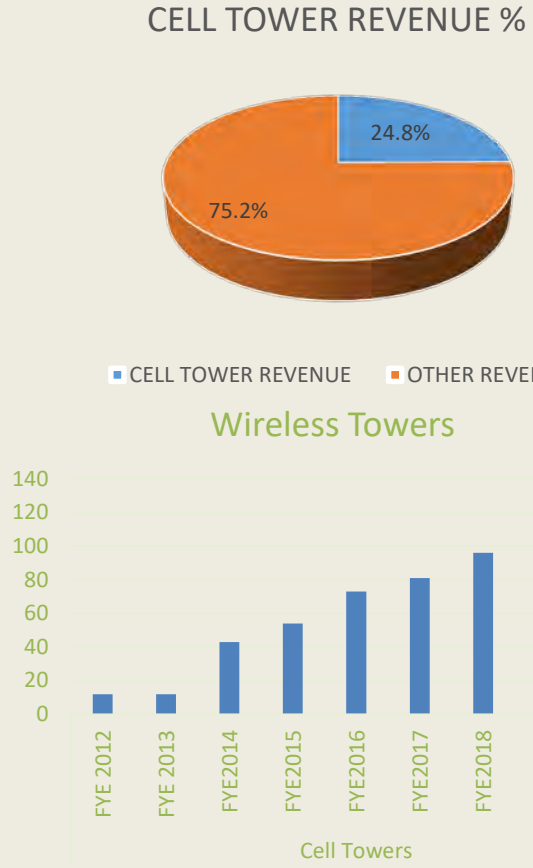
www.danc.org

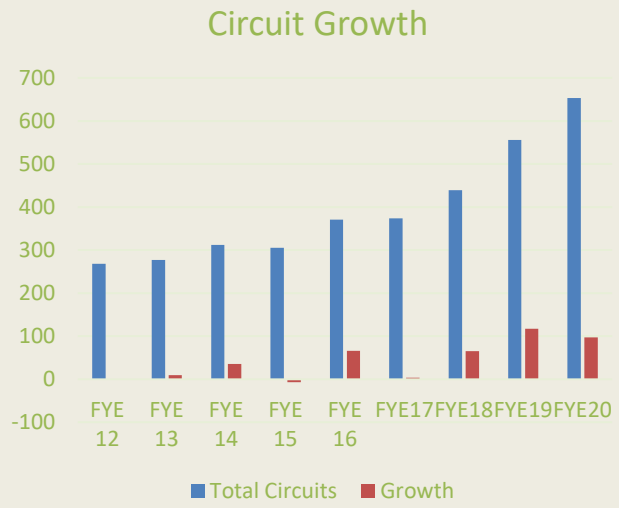
Customer Growth

Our primary focus this year will be on maintaining the healthcare networks (annual RFP), completing and growing our wireless back-haul, and working with other providers on multiple site networks.

Factors:

- Signed 112 new (up 31), 68 change (down 11), and 21 (down 22) disconnect orders so far this year.
- New monthly revenue = $63,173/month with total term revenue of $4,295,612 on $1,952,077 in capital
- 35 new ATT Towers, 29 new T-Mobile towers





Development Authority of the North Country

www.danc.org

Capital Project Summary

DESCRIPTION	AMOUNT	REQUIRED	DEMAND
Economic Development	$ 25,000.00	$ 25,000.00	
Emergency Restoration	$ 150,000.00	$ 150,000.00	
Customer Network Construction	$ 525,000.00		$ 525,000.00
Central Office Enhancements	$ 100,000.00	$ 100,000.00	
EthernetEnhancements	$ 500,000.00	$ 500,000.00	
Wireless Towers	$ 300,000.00		$ 300,000.00
Fiber Augments	$ 35,000.00	$ 35,000.00	
DWDM Upgrade	$ 1,000,000.00	$ 1,000,000.00	
DOT Road Jobs	$ 50,000.00	$ 50,000.00	
TOTAL	**$ 2,685,000.00**	**$ 1,860,000.00**	**$ 825,000.00**

Development Authority of the North Country

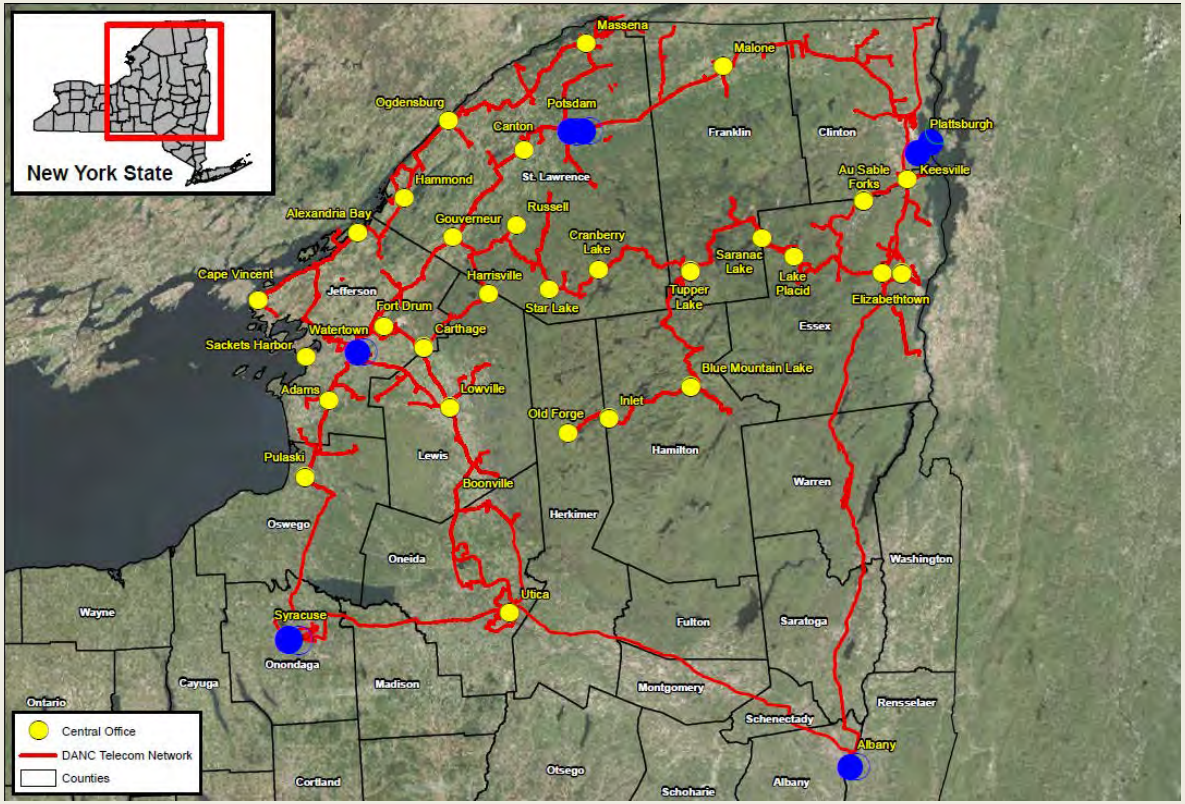
www.danc.org

Ethernet Enhancements

This project provides for a core Ethernet upgrade to 100 Mbps/channel, and replaces some 8 year old technology. We will replace 5 core Central Offices to start.

Factors:

- 75% of revenue from Ethernet
- New circuits/upgrades require increased backbone capacity.
- Existing core Ethernet is end-of-life.
- Goal is to upgrade most critical Central Offices only.



Development Authority of the North Country

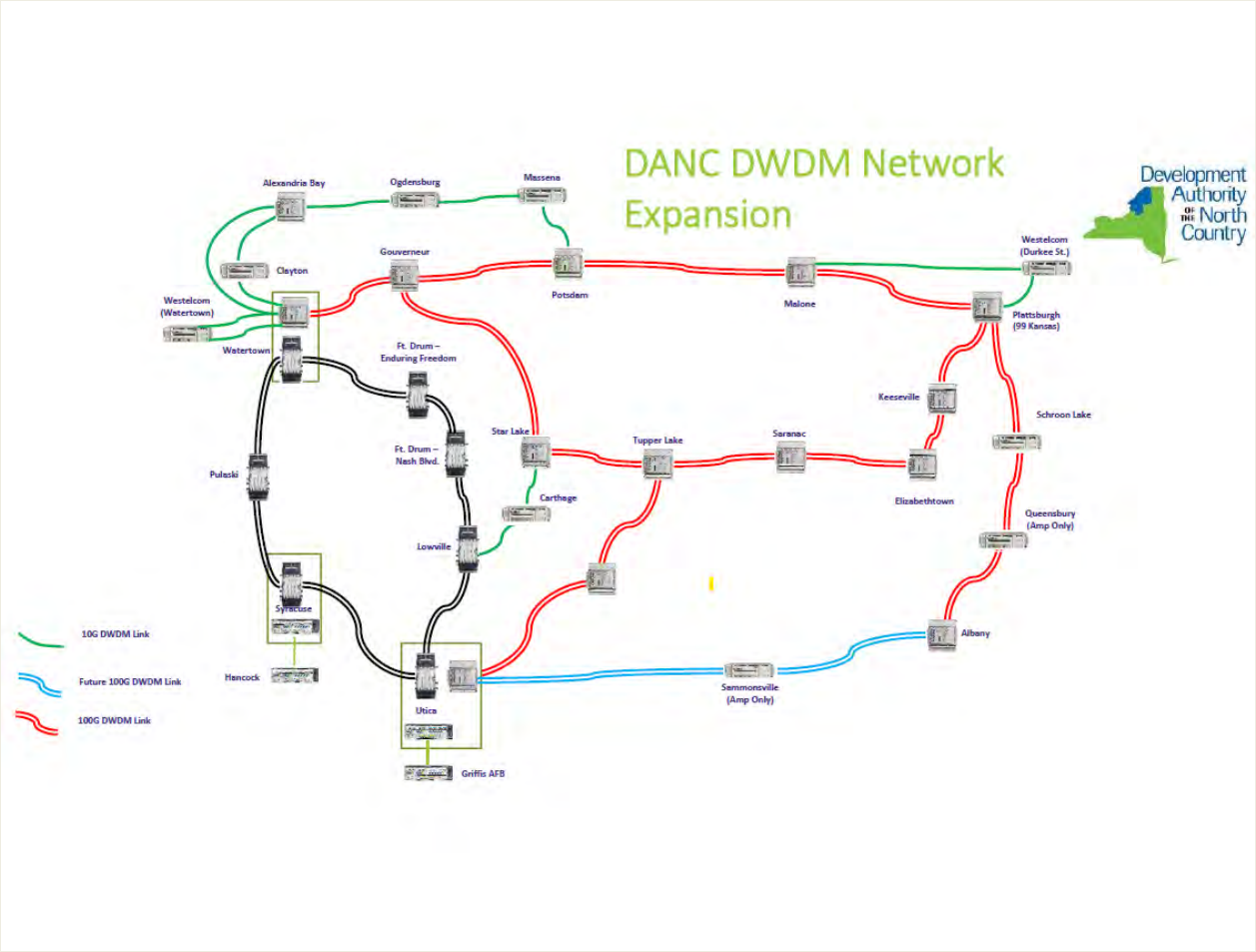
www.danc.org

DWDM Upgrade

This project provides for an upgrade of the original core DWDM equipment. The equipment was installed in 2008 to service additional customer capacity and to provide new services to Fort Drum.

Factors:

- Existing equipment at end-of-life
- New equipment enables Ethernet Upgrade



SUMMARY

We expect FYE2021 to include less circuit growth, but increased activity centered around the network core.

- New DOT expense is a significant change from previous years. We are estimating $1.3 million in new expenses.
- FYE 2021 budget includes $1.5 million in core equipment upgrade. The DWDM equipment should be good for 5-7 years. Ethernet will require continued expansion beyond the original 5 CO's.
- Revenue is flat, mostly due to an expected decrease of $500,000 from Verizon Wireless.
- Expenses increasing 5.4%

Development Authority of the North Country

SOLID WASTE

Proudly Serving Our
Partners in Development

- Environmentally Sustainable Waste Disposal
- Recycling Program Development & Assistance
- Waste Diversion Education & Awareness
- Excellent Customer Service
- Public Recreational Trails

Advancing the
North Country
www.danc.org

Materials Management
Budget Information
FYE 2021

Development Authority of the North Country

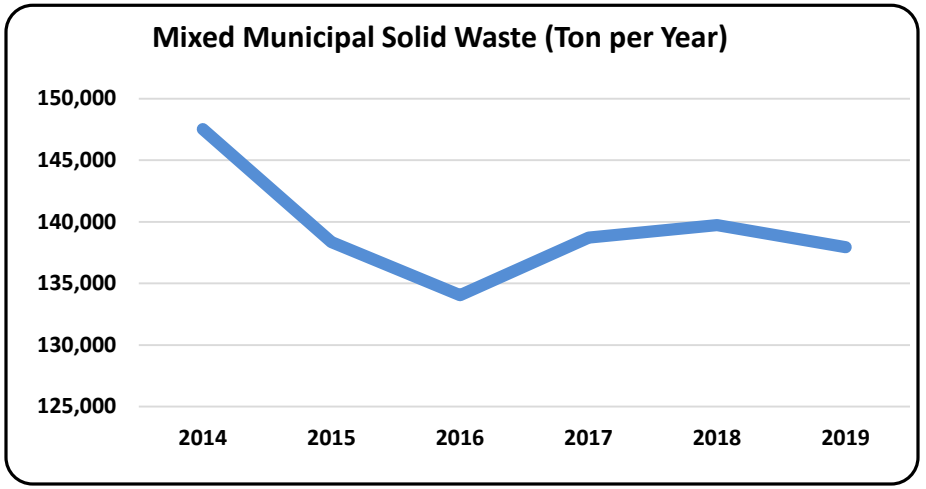
SOLID WASTE

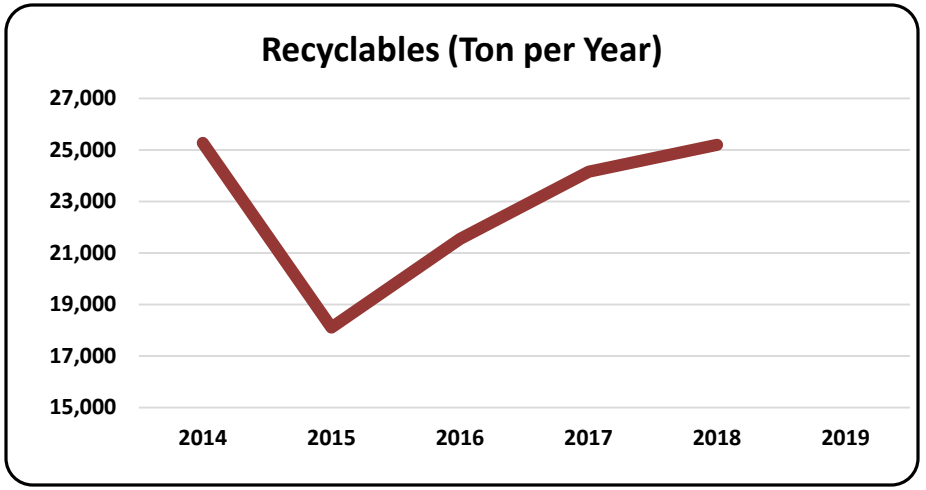
Proudly Serving Our
Partners in Development

- Environmentally Sustainable Waste Disposal
- Recycling Program Development & Assistance
- Waste Diversion Education & Awareness
- Excellent Customer Service
- Public Recreational Trails

Advancing the
North Country
www.danc.org

Waste Volumes and Revenues





Development Authority of the North Country

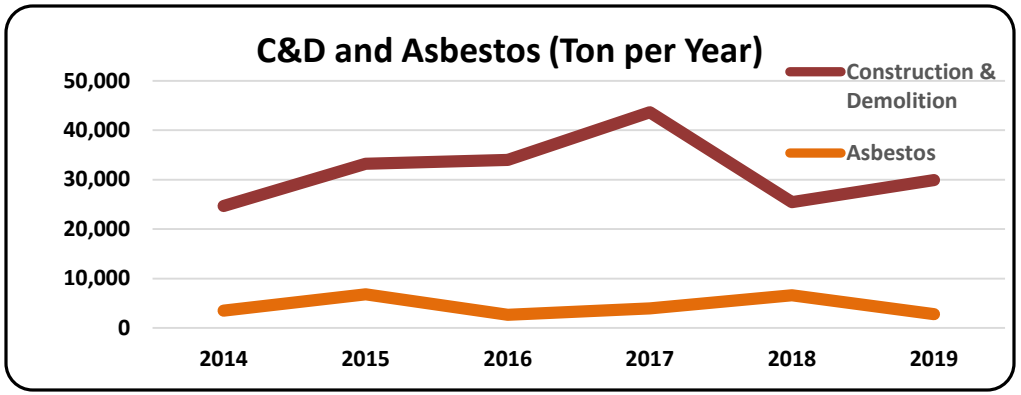
SOLID WASTE

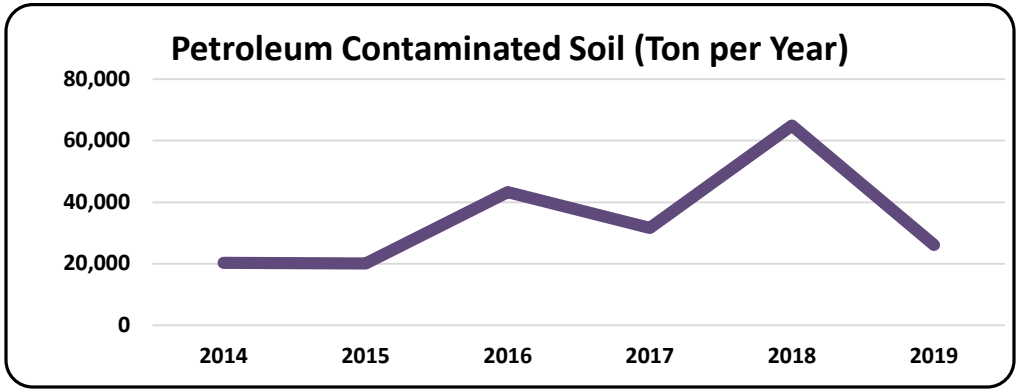
Proudly Serving Our
Partners in Development

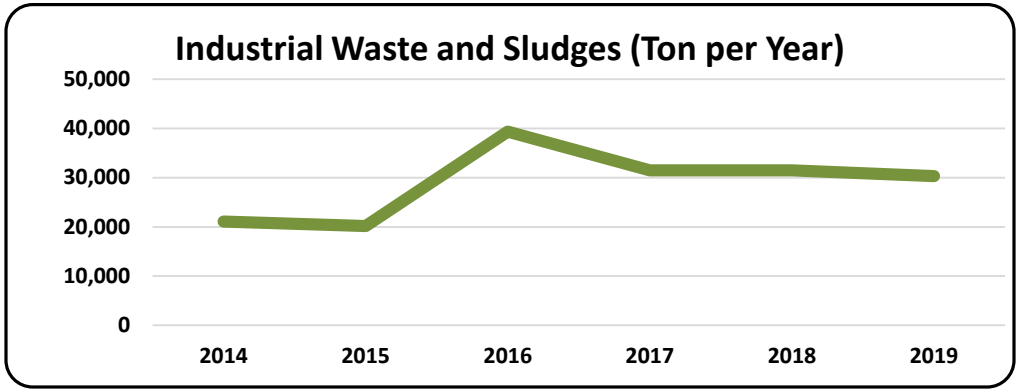
- Environmentally Sustainable Waste Disposal
- Recycling Program Development & Assistance
- Waste Diversion Education & Awareness
- Excellent Customer Service
- Public Recreational Trails

Advancing the
North Country
www.danc.org

Waste Volumes and Revenues







Development Authority of the North Country

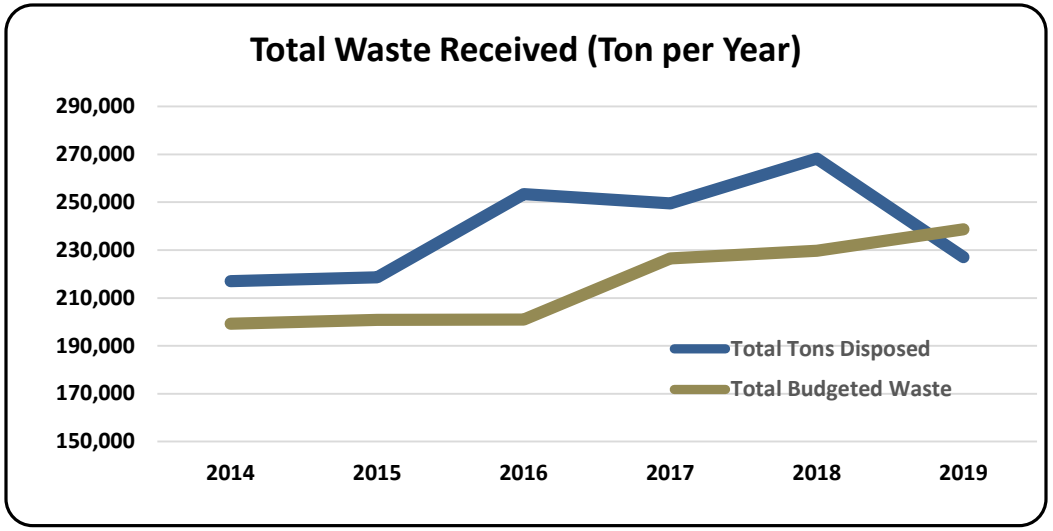
SOLID WASTE

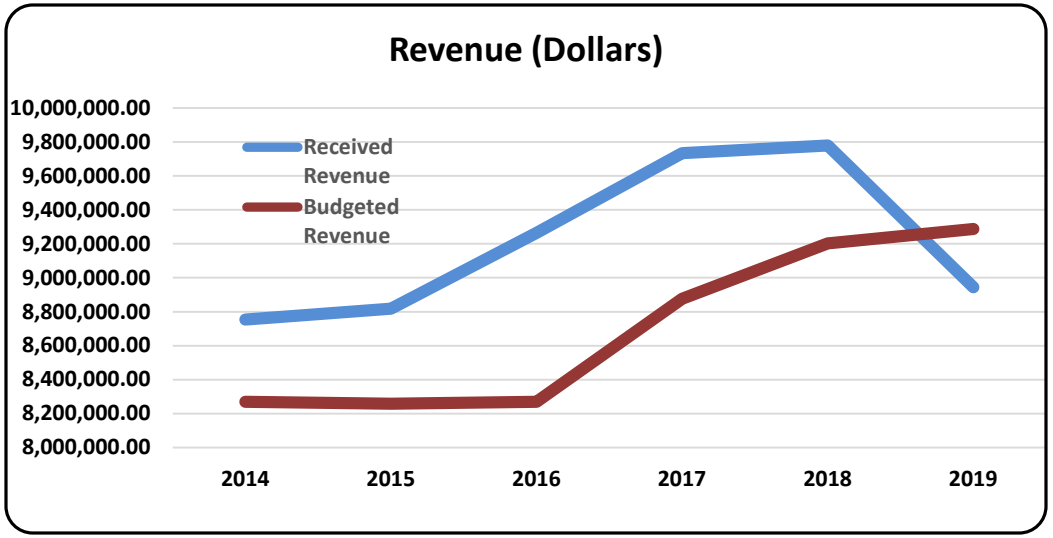
Proudly Serving Our
Partners in Development

- Environmentally Sustainable Waste Disposal
- Recycling Program Development & Assistance
- Waste Diversion Education & Awareness
- Excellent Customer Service
- Public Recreational Trails

Advancing the
North Country
www.danc.org

Waste Volumes and Revenues





Waste Volumes and Revenues

- MSW volume is down ~1%
- Construction and demolition (C&D) debris volume is up ~17%
- Asbestos and Petroleum Contaminated Soil is down ~60%
- Sewage Sludge is down ~ 13%

Planned Projects

- Expansion Phase 1 Liner
- Closure IV
- Onsite Leachate Treatment

Development Authority of the North Country

SOLID WASTE

Proudly Serving Our
Partners in Development

- Environmentally Sustainable Waste Disposal
- Recycling Program Development & Assistance
- Waste Diversion Education & Awareness
- Excellent Customer Service
- Public Recreational Trails

Advancing the
North Country
www.danc.org

Expansion Phase 1 – Liner

- Commence construction late spring 2020.
- Final grading, membranes, leachate collection system, pump station and storage building

Development Authority of the North Country

SOLID WASTE

Proudly Serving Our
Partners in Development

- Environmentally Sustainable Waste Disposal
- Recycling Program Development & Assistance
- Waste Diversion Education & Awareness
- Excellent Customer Service
- Public Recreational Trails

Advancing the
North Country
www.danc.org

Closure IV Construction

- Cap on side slopes of cells 10 and 11
- Gas well installation

Development Authority of the North Country

SOLID WASTE

Proudly Serving Our
Partners in Development

- Environmentally Sustainable Waste Disposal
- Recycling Program Development & Assistance
- Waste Diversion Education & Awareness
- Excellent Customer Service
- Public Recreational Trails

Advancing the
North Country
www.danc.org

Onsite Leachate Treatment

- Plan for emerging contaminant treatment requirements.
- Become independent and Sustainable.
- Contract for Design and bidding document production.

Water Quality FYE 2021 Budget Information

- **Critical Issues**
- **Capital Projects**
  - Army Sewer Line
  - Army Water Line
  - Regional Water line
- **Municipal Contracts**
  - New Contracts
  - Potential Contracts

Budget Work Session – Water Quality
January 23, 2020

Water Quality Critical Issues

- **Aging Infrastructure/ Equipment – Capital Projects**
- **Operator Training Requirements**

Development Authority of the North Country

WATER QUALITY

Proudly Serving Our
Partners in Development

- Water & Wastewater Certified Operators
- System Operations & Maintenance
- Dedicated On Call Response Team
- Process Control & Monitoring

Advancing the
North Country
www.danc.org

Company 41

Army Water Line Capital Project

HVAC Evaluation & Design

Cost $50,000 FYE 2021, $Project Total -TBD (2 Year Project)

Justification:

- Warneck Pump Station currently has 6 heating systems and 4 air conditioning systems that work independently
- 2 Large Air Handlers/ Heaters are beyond their useful life.
- Ventilation is an integral part to the safe operation of Warneck Pump Station.

Includes:

- 2021 – Hire Consultant – evaluate current system and create design
- 2022 – Install new system/make recommended improvements

Development Authority of the North Country

WATER QUALITY

Proudly Serving Our
Partners in Development

- Water & Wastewater Certified Operators
- System Operations & Maintenance
- Dedicated On Call Response Team
- Process Control & Monitoring

Advancing the
North Country
www.danc.org

Company 42

Army Water Line Capital Project

Waterline Evaluation

Cost $100,000 FYE 2021, $Project Total -TBD (3 Year Project)

Justification:

- In 2019 AWL had 2 watermain breaks
- Recent repairs caused line to be shutdown

Includes:

- 2021 – Hire Consultant – determine evaluation method
- 2022 – Perform Evaluation
- 2023 – Perform recommended repairs/ upgrades

Company 43

Regional Water Line Valve Repair

Cost $30,000

Justification:

- Valve bolts have deteriorated since installation
- Making repairs before failure is cheaper and shutting down the line is not neccesary

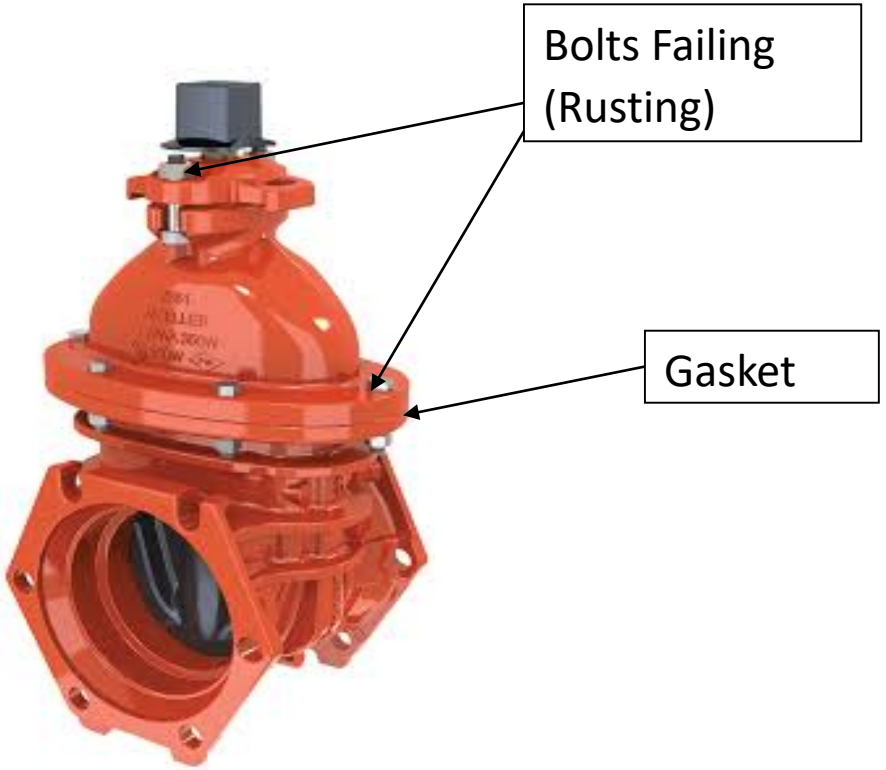
Includes:

- Replacing original bolts with stainless steel
- Replacing valves where needed

Company 43

Regional Water Line Valve Repair

Cost $30,000



Company 44

New contracts & potential new contracts

New Customers

- Town of Morristown Water and Wastewater Treatment Plant

Potential Customers

- Thousand Islands Bridge Authority Wastewater Treatment Plant(Boldt Castle)
- Town of Lisbon Water and Wastewater Facilities

Operator Training Requirements

- Water and Wastewater Facilities are becoming more complicated.
- Testing limits are becoming more strict – DBP(Water and Wastewater),PFAS(Water and Wastewater) Nutrients(Wastewater), Disinfection(Wastewater)
- Higher certifications needed – more schooling and more experience required
- Need for experienced operators is a problem not unique to the North Country
- WQ Division will continue to invest in training and certifying operators

FY 2020-2021
Finance Committee

February 27, 2020

PRELIMINARY BUDGET OVERVIEW SUMMARY

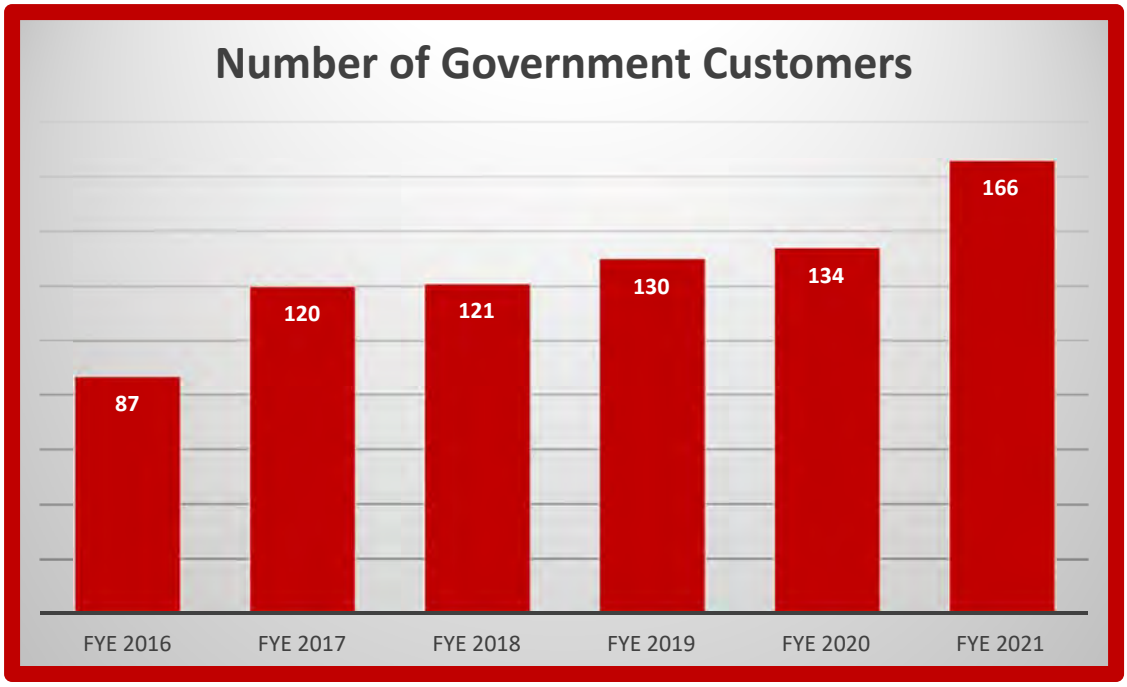
The year 2020 marks the beginning of a new decade as the Authority approaches 40 years of service, covering the past four decades. Over that period of time the Authority has grown from three employees to 90. While the primary service area covers the original three counties of Jefferson, Lewis and St. Lawrence, municipal service contracts also include municipalities in Oswego and Franklin counties.

Partnerships now exist at the federal, state, county and municipal levels of government, including with the Department of Defense, Fort Drum Garrison, US Customs, New York Power Authority, and over 70 municipalities.

The Authority also enjoys and prospers from a broad recognition of the Authority's capabilities and the professionalism of its personnel. Consistently, the Authority is acknowledged through awards for its partnerships on behalf of its clients. Most recently the Authority was recognized by the U.S. Department of Defense at the Pentagon with a 2019 Army – Community Partnership Award, between the US Army Garrison, Fort Drum, and the Development Authority of the North Country, "In Recognition of Your Outstanding Collaboration, Cooperation, and Innovative Solutions."

The Authority continues to experience sustainable revenue growth and acceptable expenditure levels. This is based upon the continued relationships with county partners and the addition of new government partners. The success of this growth is attributable to the Authority's commitment to mutual agreements for mutual benefit. This flexibility allows partners to adjust their level of service as circumstances dictate. As a result, old contracts are completed and new contracts succeed them with a net gain in customers and revenues over an extended period.

The budget reflects a significant increase in municipal partner contracts, when compared to the prior year. The primary growth is in Engineering, specifically in technical services, GIS, and SCADA. There are increases in Water Quality as well. These contracts are smaller in value, and consequently there is not significant revenue growth, but adequate growth to support operations. The key element is that the Engineering Division is at full authorized staffing.



The above chart reflects municipal partner contracts with the Authority involving over 70 municipalities, many with multiple contracts. It reflects an additional 32 contracts, the majority with Engineering.

It is anticipated the projected service revenues across the divisions will be strong and consistent with budget projections. As the fiscal year approaches closure, financial strength and sustainability are directly attributed to managed growth and a policy of balanced self-sufficiency.

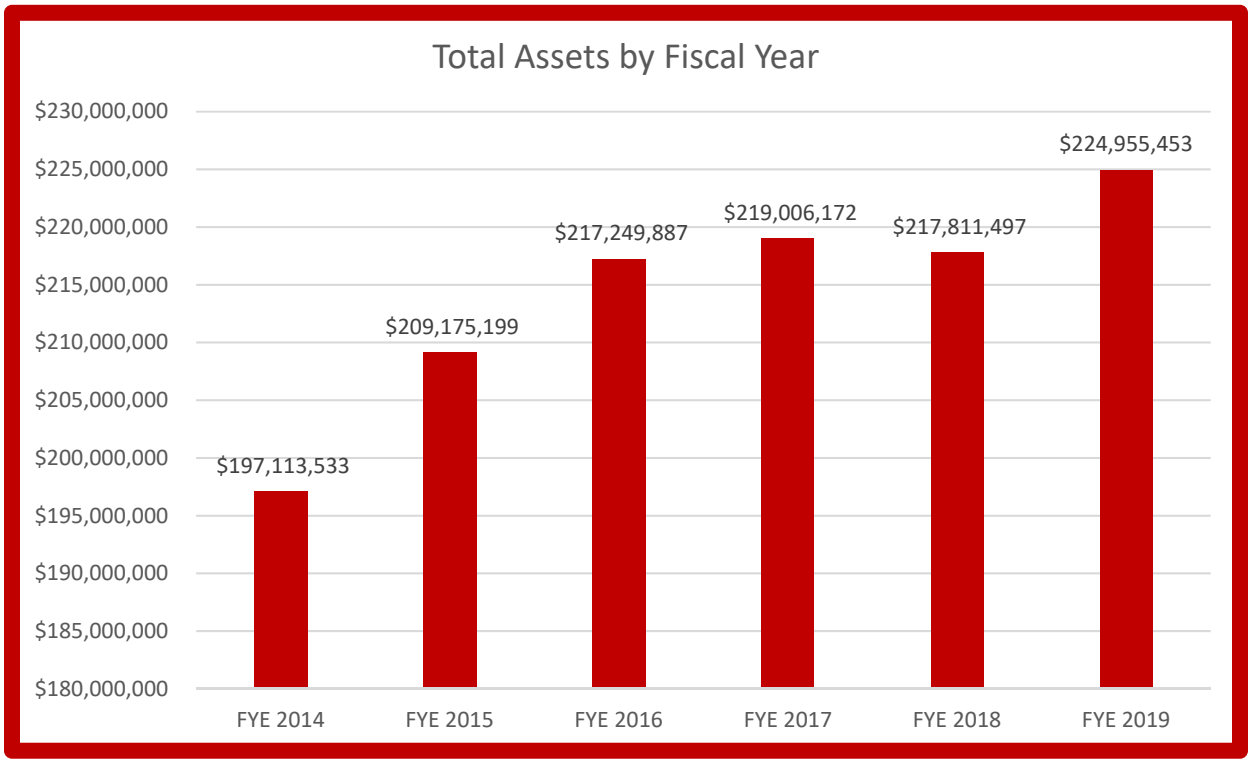
OPERATING BUDGET

This year's budget maintains the existing level of partnership service with limited growth anticipated from new customers. Therefore, the operating budget will show inflationary growth, with the exceptions of Materials Management and Telecommunications.

The current operating budget contains expenses for the Recycling Transfer Station based on anticipated operations start up in June, 2019. A delay in acquisition of the site has resulted in limited expenditures during the first three quarters of the fiscal year, anticipating start-up in the first quarter of FYE 2020. The plan is to assume the county transportation costs from the Authority recycling facility to the markets. The budget includes expenditures for recycling disposal offset by county revenues.

The proposed operating budget reflects the opening of new cells of the landfill extension. Expected to be operational in the third quarter of the fiscal year, it will require, by state regulation, dual operation of the old and new cells simultaneously, increasing costs.

The Materials Management waste division budget reflects significant commitments to mattress and tire recycling through cost-sharing initiatives with the county partners. Both of these initiatives reflect Jefferson County's participation for the first time.



CAPITAL BUDGET

The capital budget continues significant investment, utilizing a combination of capital reserves and debt financing to complete a new list of large capital projects. These include the completion of the landfill extension ($24 million), the Recycling Transfer Station ($1.65 million) and the landfill closure ($4.7 million), and will constitute the substantial commitment to Materials Management. In addition, the division will make a significant investment in heavy landfill equipment replacements. A new capital project will be initiated to explore the feasibility of utilizing reverse osmosis as a pretreatment phase for leachate processing.

The Telecommunications Division will commence major multi-year projects to update the network, enabling the Authority to remain efficient and competitive. The two projects will include replacement of the original DWDM equipment installed in 2008 and the Ethernet core switching equipment installed in 2011. Estimated cost is $1.5 million from replacement reserves.

A strong element of this balanced, sustained growth is the management of capital costs, utilization of debt, and application of reserves. Annually, to the extent possible, the Authority adds to the reserve funds for critical capital investments like Materials Management and Telecommunications. While these reserves are pointed to by some as excessive for the Authority, the reserve funds are a combination of statutory requirements and Board designation. These essential reserves have allowed the Authority to avoid any chargeback to the partner counties for solid waste operations and to avoid the annual cost of catastrophic loss insurance for replacement of the telecommunications network by essentially self-insuring and earning investment income from the reserve.

It is anticipated the capital projects, which commenced last year and are progressing this year, will continue to entail the use of previously sold bond proceeds and existing capital reserves.

HUMAN RESOURCES

- **Administration – Information Technology**

  The Administrative salaries reflect the addition of a new Information Technology (IT) Technician. With the increasing reliance on new software and the growing demand for IT assistance, the addition of staff is essential.

- **Engineering – SCADA Controls**

  The Engineering salaries reflect the addition of a SCADA Controls Engineering Trainee reassigned from Technology to Engineering. Following an analysis of the scope of duties and requirements by IT, it was recommended to be assigned to Engineering.

- **Materials Management – Recycling Transfer Station**

  The Materials Management salaries reflect one additional equipment operator position at the Recycling Transfer Station. Given the variability of operations and the unknown experience, the position, while budgeted, will not be filled until we have some operational experience.

- **Wage Pool**

  The budget reflects the annual wage pool at 4% of payroll, as provided in the personnel policies for merit-based wage adjustments, reclassifications, longevity and all other adjustments. This is higher than in past years, in recognition of the need to hire replacement employees overlapping for training purposes with retiring long term employees. Additionally, it provides for wage adjustments essential to retaining technical and professional personnel.

TABLE 3: PREMIUM EQUIVALENT-PLAN YEAR 2020 (48% Estimated Deductible Utilization)

	Total Premium & Deductible	Recapture of Deductible	Premium Equivalent	Employee Contribution	Authority Cost (Premium Equiv)	Employee % of Premium Equivalent
Individual	$ 12,359.40	$ (3,510.00)	$ 8,849.40	$ (2,470.00)	$ 6,380.00	28%
E/S	$ 24,718.68	$ (7,020.00)	$ 17,698.68	$ (5,304.00)	$ 12,395.00	30%
E/C	$ 23,035.92	$ (7,020.00)	$ 16,015.92	$ (4,810.00)	$ 11,206.00	30%
Family	$ 29,486.76	$ (7,020.00)	$ 22,466.76	$ (6,734.00)	$ 15,733.00	30%

- **Employee Health Premiums**

  The budget anticipates total plan costs of $825,744.

Employee Health Insurance

The Authority completed its annual update to employee health insurance coverage. The Authority continues its existing Bronze 4 Health Insurance Plan with Excellus Blue Cross. The plan is a combination of premiums and self insurance deductible. The premium increase is 5.5% and the self funded deductible increased 3.1% and all benefits remain unchanged. The Authority establishes an annual premium equivalent by totalling premium costs and estimated self insurance utilization. The Authority maintains a level of 30% employee contribution, except for single coverage which is limited by the Affordable Care Act.

Retirement Post Benefits

The Authority operates as a true enterprise fund. The Authority annually funds its liability for post-retirement benefits. The Authority retains the services of an actuarial firm which provides the projections biannually. The rate, $3.00 per hour, remains stable again as the Authority has reduced retirement exposure and contained health insurance.

Retirement

The Authority's retirement benefit rate continues to decline as employees retire and new employees are placed in Tier 6.

Tier 1	1	21.6% Payroll
Tier 3 & 4	48	16.1%
Tier 5	8	13.4%
Tier 6	30	9.6%

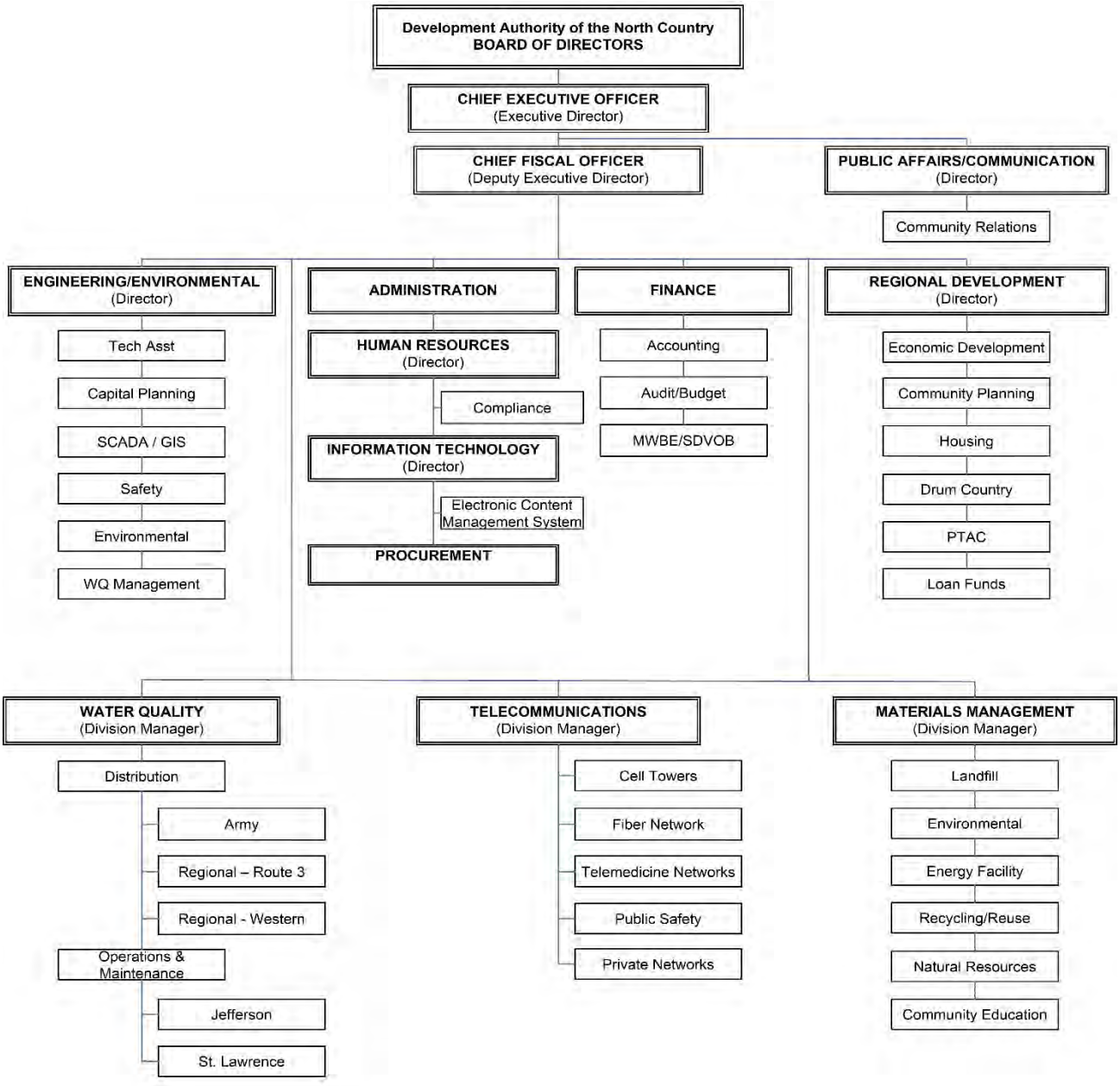
Workers' Compensation

The Authority purchases workers' compensation at rates as a percentage of payroll, based upon occupational classification. Following an audit this year, the new rates are as follows:

Administration	.18%
Regional Development	.18%
Materials Management	9.15%
Telecommunications	.18%
Water Quality	9.07%
Engineering	9.07%

These reflect slight decreases from the prior year.

ORGANIZATION FUNCTION CHART



Updated as of 1/16/2020 NAM

Administration Division Budget Elements

- **Administration – Information Technology Security**

  The Authority has maintained cyber security as an operational priority given the dependence on the application of electronic technology ranging from accounting and finance, to SCADA alarming and monitoring. The Authority network was developed as part of the Telecommunications development, utilizing the network and staff. The Authority is presently in the process of separating the Telecommunications network from the Authority network. This will enhance the security of both networks.

- **Administration – Information Technology - NAC**

  The Authority budget anticipates continued investment in the most up-to-date software to deflect and detect intrusions into our network. This will include the installation of a network access control system (NAC). This system will allow IT to prevent end-situations that lack anti-virus, patches or host intrusion prevention software from accessing our network. Once a computer is in our network, the NAC system can make enforcement decisions based on user action as well as automated incident responses based on our policies. The more we grow in number of users and locations, this type of network control becomes an enormous challenge without an NAC system.

- **Administration – Information Technology Switch Replacements**

  The Authority budget initiates a program to replace the IT switches over several years. The current switches are old and obsolete. IT has addressed several failures and recommends systematic replacements as well as a backup switch. Additionally, with each additional location, Canton, Harrisville, and Telecommunications switches are required.

- **Administration – Information Technology Staffing**

  The Authority budget anticipates the addition of a new IT Technician. Adding an additional person in IT will allow a reallocation of assignments, freeing senior personnel to work on higher level tasks, ensuring an increase in application development, efficiency, and decreasing the need to retain outside programming vendors.

- **Administration – IT and GIS Integration**

  The Authority's Geographic Information System (GIS) was developed in Engineering to support and manage the collection of infrastructure data for sewer and water customers. The Authority acquired a new platform which has the capacity to expand the utilization of GIS beyond the current program linked to the Internet Mapping Application (IMA). The Regional Development team has recently begun to utilize GIS

outside the IMA to provide data for Fort Drum and the surrounding communities as part of its land use compatibility effort. The result will be the development of a two-portal platform, one under the supervision of Engineering and a second under the supervision of IT for non-engineering applications. This has the potential to be a new line of business opportunity for the Authority.

The Authority will utilize Information Technology resources to support GIS and the development of a second GIS portal to support non-engineering activities.

- **Administration – Office Space Alternatives**

The Authority completed an external evaluation of its space requirements and determined additional office space was required. The Authority reviewed and evaluated an extensive list of sites as options. It concluded with a determination that the Authority would secure additional space in the State Office Building or construct new additional space at its Warneck station site.

The Authority was unable to secure the additional space at the State Office Building and the Board authorized leased space for the Telecommunications Division.

The issue remains identifying an acceptable site to develop additional office space, which will consolidate functions and improve operations.

- **Administration – Office Rent**

The budget reflects the decision to increase the office rent line item for space within the St. Lawrence County Office Building and an additional downtown Watertown space, due to the inability of the NYSOGS to lease additional space to the Authority within the Dulles State Office Building.

- **Administration - Finance Senior Staff Succession**

The Development Authority has been fortunate that employee retention has been favorable over the last 30 years. However, senior staff are indicating their intentions to retire. The need for staffing succession planning will be evident in the Finance Division, where three individuals of the five staff will retire within the next 16 months.

The Authority should recruit qualified candidates in advance of the pending retirements to adequately train and transition replacement personnel. The Authority should budget additional funding to allow replacement staff to overlap for training purposes.

- **Administration – Succession Planning**

Upon the completion of the current fiscal year, one year will remain on the contract of the Executive Director. It is his stated intention to retire at that time, March 31, 2021. In the intervening months a search process will need to be conducted, candidates screened, interviewed, and a successor appointed. It is anticipated the selection

process will take approximately six months, with a three to six month overlap to afford a smooth transition. It is recommended an outside party is chosen to oversee the search process.

- **Administration – Interest Earnings**

  The Authority has budgeted interest at higher rates than recent years based on improved market conditions. However, interest earnings in are decreasing from prior years due to lower reserve balances after capital obligations.

- **Administration – Liability Insurance**

  The insurance liability footprint continues to grow as the Authority continues to add facilities and increase sales revenue. This includes the new Recycling Transfer Station for Recycling at Harrisville, five buildings and 42 acres; the Canton office space; increased sales from $25 million to $26 million; and more vehicles/equipment.

  The expanded coverage under the existing policies increased by 5.4% or $23,715 annually. Following a review of insurance coverage, recommendations were adopted to add additional coverage in the area of tank liability for underground fuel storage, and specific replacement coverage for fiber optic spool inventory. This brought this fiscal year's 2020-21 total to $470,806.

- **Administration – Retiree Health Insurance**

  The budget reflects an increase in retiree health insurance based upon increased premiums and more significantly, the number of retirees. This year, four additional individuals have retired. As the Authority approaches 40 years of operation, more individuals will be retiring with eligibility for health insurance.

- **Administration – Vehicles**

  The budget reflects the purchase of four vehicle replacements within the fleet. Administration purchases the vehicles and "leases" them internally to the operating divisions. The fleet is reviewed annually for possible rotation of vehicles among divisions based on usage. Vehicles are generally replaced based on 100,000 miles or ten years of operation.

Administration Division Capital Projects

APPENDIX B
ADMINISTRATIVE CAPITAL PROJECTS

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	Fleet Vehicles	O	$ 123,500	$ 191,000	$ 213,200	$ 220,600	$ 91,300
	Server Replacement	O	$ 12,000	$ 9,600	$ 3,000	$ 40,000	$ 16,000
	Network Access Control (NAC)	O	$ 60,000	$ -	$ -	$ -	$ -
	Voice Upgrade	O	$ -	$ 50,000	$ -	$ -	$ -
TOTAL ADMINISTRATIVE			**$ 195,500**	**$ 250,600**	**$ 216,200**	**$ 260,600**	**$ 107,300**

Fund Description

O	Operating Investments
AR	Administrative Reserve

- **Fleet Vehicles –** The Authority is maintaining its vehicle replacement schedule and vehicle rotation among the divisions with the budgeted replacement of five vehicles. Used vehicles are publicly auctioned.

- **Server Replacements –** The Authority is maintaining its server replacement schedule among the divisions with the budgeted replacement of servers.

- **Network Access Control (NAC) –** The Authority is investing in hardware, software, and deployment assistance for a Network Access Control and policy enforcement system.

Materials Management Division Budget Elements

- **Materials Management - Leachate Management**

  The Authority will incur additional costs for leachate treatment with the addition of new landfill cells. To help mitigate the increase in volume, the Authority has reduced the size of the open working face.

  The City of Watertown served notice of a desire to increase the treatment fee. The Authority has not budgeted an increase because it believes the current contract remains valid.

- **Materials Management – Dual Working Faces**

  The Authority will be required by NYSDEC regulation to simultaneously and temporarily operate two landfill "working faces" for the old landfill and the new cells. Consequently, for a period of six months the division will incur increased operating costs. The intent is that the new cells receive "soft waste" and the old cell will receive "hard waste" thereby protecting the new liner.

- **Materials Management – Closure Reserves**

  The Authority is required by regulation to annually project the funding required for the sustainability of closure activities at the landfill. This year the potential of dramatically increasing costs for leachate treatment will adversely impact the need to contribute more to the closure reserve.

- **Materials Management – E Waste Aid Discontinued**

  The State of New York has discontinued the reimbursement of 50% of the e-waste disposal costs. The Authority handles all e-waste through a single contractor for all three counties. The Authority should evaluate the loss of state revenue and replace with a cost sharing with the counties. The counties will still be required to collect and dispose of e-waste. The budget projects the fourth year of declining expense.

- **Materials Management – Equipment Life Extension**

  The Authority has implemented a new replacement schedule for its landfill equipment. The "useful life" of equipment will be extended and monitored. The intent is to utilize an "industry standard" for equipment replacement, thereby extending the capital dollars over a longer period.

- **Materials Management – Hamilton County**

  Hamilton County is no longer a customer of the Authority. The original 20-year contract expired and the county contracted with a landfill closer to its area. This was not an option available at the time NYSDEC asked the Authority to serve as the county's disposal site outside the Adirondack Park. The annual volume was less than 5000 tons at a discounted rate.

- **Materials Management – LFGTE Revenues**

  The projected revenues to Materials Management from landfill gas to energy generation are projected to continue to decline. The energy production tax credits shared with the Authority have reached the 10-year expiration date. These tax credit revenues are shared 50/50 between the Authority and the methane plant owner.

- **Materials Management – Recycling Transfer Station**

  The budget anticipates the first full year of operating expenses at the Harrisville regional facility. While costs of operations are still preliminary, it is anticipated that both St. Lawrence and Lewis counties will benefit from the Authority transportation subsidy.

- **Materials Management – Single Stream Capital**

  The Authority authorized a financial investment in the recycling efforts of the county partners by establishing a program of capital cost sharing up to 50% or $600,000 of the project. St. Lawrence County purchased needed equipment in the last fiscal year and will complete its investment in this fiscal year. Lewis County will also utilize access this year. Both counties anticipate utilizing the maximum.

- **Materials Management – Waste Diversion**

  The budget anticipates the continuation of successful diversion programs for CRTs, mattresses, book de-binding, and tire recycling. The diversion of these materials reduces the impact on landfill operations and includes a cost sharing with the counties. All counties are now participating.

Materials Management Division Capital Projects

APPENDIX B
MATERIALS MANAGEMENT FACILITY CAPITAL PROJECTS

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	Onsite Leachate Treatement	R	$ 750,000	TBD	TBD	$ -	$ -
	Equipment: Articulated Hauler	R	$ 750,000	$ -	$ 800,000	$ -	$ -
	Equipment: Main Snow Blower	R	$ 200,000	$ -	$ -	$ -	$ -
	Equipment: Cyncom Camera	R	$ 130,000	$ -	$ -	$ -	$ -
	Equipment: RC Slope Mower	R	$ 60,000	$ -	$ -	$ -	$ -
	Petroleum Bulk Storage Upgrade	R	$ -	$ 650,000	$ -	$ -	$ -
	Equipment: Landfill Compactor	R	$ -	$ 600,000	$ -	$ -	$ -
	Equipment: Main Flare Replacement	R	$ -	$ 300,000	$ -	$ -	$ -
	LFG Wellfield Expansion	LG	$ -	$ 200,000	$ -	$ -	$ -
20105	Natural Habitat Enhancement	R	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000
	Equipment: Waste Dozer	R	$ -	$ -	$ 550,000	$ 600,000	$ -
	Equipment: Hydraulic Excavator	R	$ -	$ -	$ 400,000	$ 475,000	$ -
	Equipment: Sewer Jet/Vacuum Truck	R	$ -	$ -	$ 310,000	$ -	$ -
	Equipment: Leachate Tank Trailer	R	$ -	$ -	$ 90,000	$ 95,000	$ 100,000
	Equipment: Leachate Truck Tractor	R	$ -	$ -	$ -	$ -	$ 170,000
	Concrete Floors in Storage Buildings	R	$ -	$ -	$ -	$ -	$ 50,000
TOTAL MMF			**$ 1,890,000**	**$ 1,800,000**	**$ 2,200,000**	**$ 1,220,000**	**$ 370,000**

Fund Description

C	Closure Reserve
CC	Carbon Credit Reserve
CAP	Capital Reserve

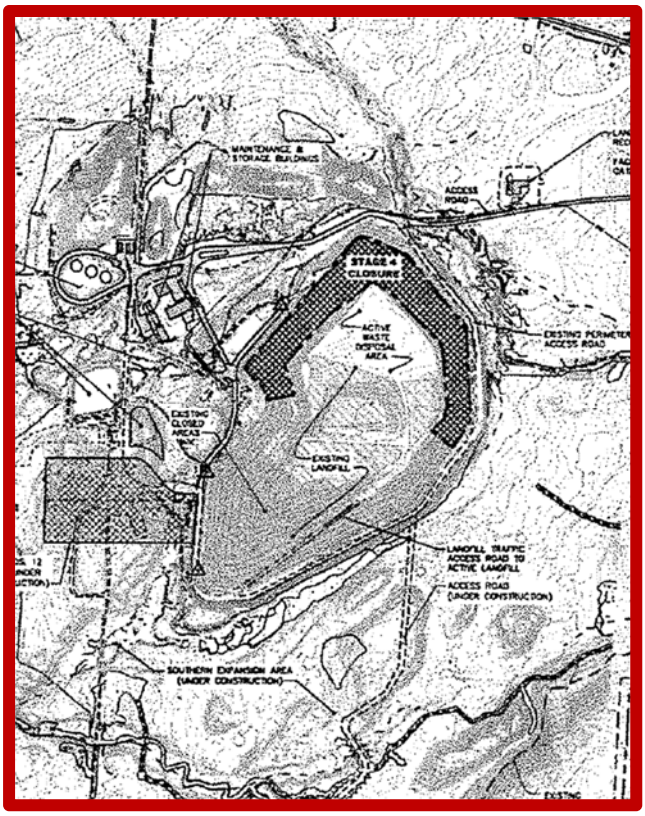
➢ Materials Management – Landfill Extension

The largest and longest continuing operation of the Authority is the Materials Management Facility, in Rodman. The regional solid waste landfill is commencing its 28th year of operation and is being extended for an additional 45 years of useful life. This year will transition from the old landfill to the new cells.

This year's construction will focus on the liner system placement, the leachate collection system, and the pump and storage building. The Authority issued $12 million in bonds and matched it with $12 million in reserve funds to finance the project.

➢ Materials Management – Phase IV Closure

The previous capital budget provided funds for the initial design for the permanent capping and closure of cell 11. The design and construction documents received NYSDEC approval and were publically bid in January. The anticipated cost is $4.7 million and the project will commence in the 1st quarter in this fiscal year. Funding is from the closure reserve fund.



➢ Materials Management – Onsite Leachate Treatment

The Authority is facing the need for a long-term solution to leachate treatment and disposal. This is not unique to the Authority but has become an industry wide issue. The Authority has determined it is necessary and essential to begin addressing alternative means of treating landfill leachate. The Authority is facing increased leachate generation with the landfill extension, the City of Watertown has expressed a desire to negotiate new treatment rates, and additional regulatory requirements may be imposed.

The budget anticipates the initial exploration, planning, and design of onsite leachate treatment, utilizing the process of reverse osmosis. If pursued, this will be a multi-year project. A potential solution could be a reverse osmosis process for treating leachate on site at the landfill.

Telecommunications Division Budget Elements

➢ Telecommunications – Fiber Construction Costs

The cost of construction of the telecommunications network is increasing dramatically. Originally, it began with National Grid increasing its "make ready" engineering design costs to attach to the National Grid poles. Recently, NYSEG and Frontier have increased their rates significantly. In addition, both organizations have outsourced the "make ready" engineering which has seen the prices rise dramatically. In addition to price increases, there are significant preparation delays to projects.

➢ Telecommunications – NYS Right of Way Fees

The Authority is facing a significant and dramatic expense in the Telecommunications budget due to a new state fee being charged for every mile of the NYSDOT right-of-way utilized for fiber optic cable. Initial estimates could be as high as $1.5 million annually. This new fee has a disproportionate impact on the Authority's rural networks, where fiber can only be deployed on NYSDOT right-of-ways through the Adirondack Park and other low density rural areas.

The Authority has protested the fees to the Commissioner of the Department of Transportation, seeking the continued precedent of exemption under our enabling legislation. Should the exemption not be granted, the capital budget will require significant amendments.

➢ Telecommunications – Pole Attachment Fees

The majority of the Authority's Telecommunications network is above ground and attached to utility poles. For the opportunity to attach the fiber optic cables to the utility poles, a permit is required, and a load and stress analysis conducted. Additionally, the utilities no longer perform the work in-house but now contract out at higher costs. The Authority must bear these additional expenses.

➢ Telecommunications – Cell Tower Connections

The budget anticipates the Authority completing connections to 15 additional cell towers under contract with T-Mobile and ATT. Revenue collections will cover connection and maintenance costs over multi-year agreements.

- **Telecommunications – Central Office Enhancements**

  The Authority operates Central Offices in support of its telecommunications network. The operation of these offices is critical to the reliability of the network. Enhancements will be made to several Central Offices including: equipment reconfigurations, network monitoring server, battery upgrades, new fuse panels, and fire suppression upgrades.

- **Telecommunications – Leased Office Space**

  The budget anticipates new leased space to accommodate the Telecommunications division. The Authority has authorized a single lease of downtown Watertown office space. The location was selected on a competitive basis and provides space in proximity to the State Office Building, and at a rate less than the state charges.

- **Telecommunications – New Construction Moratorium**

  The budget recommends the Authority adopt a new construction moratorium on project builds, which will eliminate NYS right-of-ways and the resulting annual fee. The Authority will continue to build in non-NYS right-of-ways and will honor existing executed contracts.

- **Telecommunications – OGS Contracting**

  The Authority was successful in winning an OGS bid offering to be included on OGS "state contracts" for statewide and county telecommunications connectivity services. These will be new opportunities for municipal purchases.

Telecommunications Division Capital Projects

APPENDIX B
TELECOMMUNICATIONS CAPITAL PROJECTS

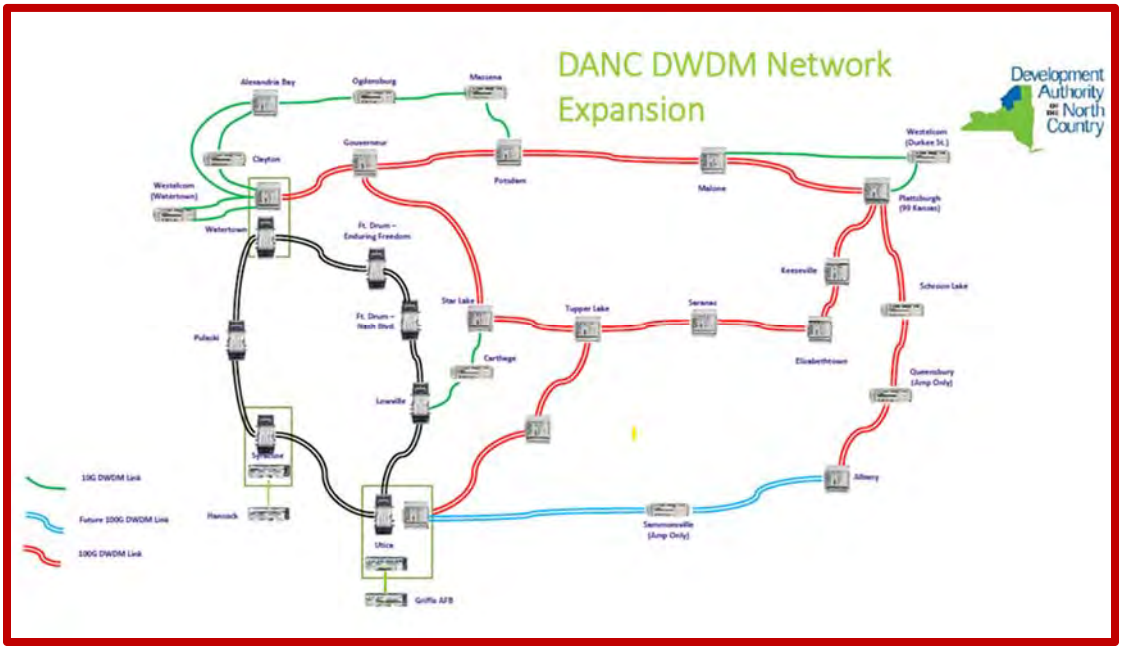
Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	DWDM Upgrade	R	$ 1,000,000	$ 100,000	$ -	$ 100,000	$ 100,000
	Customer Network Construction	R	$ 525,000	$ 600,000	$ 650,000	$ 700,000	$ 700,000
	Ethernet Enhancements	R	$ 500,000	$ 350,000	$ 300,000	$ 250,000	$ 250,000
	Wireless Tower Service	R	$ 300,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
	Emergency Restoration	R	$ 150,000	$ 157,500	$ 165,375	$ 173,644	$ 182,326
	Central Office Enhancements	R	$ 100,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000
	DOT - Road Projects	R	$ 50,000	$ 80,000	$ 80,000	$ 75,000	$ 75,000
	Fiber Augments	R	$ 35,000	$ 85,000	$ 100,000	$ 100,000	$ 100,000
30568	Economic Development Initiatives	R	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
TOTAL TELECOMMUNICATIONS			$ 2,685,000	$ 1,722,500	$ 1,645,375	$ 1,748,644	$ 1,757,326

Fund Description
R Repair & Replacement Reserve

➢ Telecommunications - DWDM

The original core Dense Wave Length Division Multiplexing (DWDM) was installed in 2008. The DWDM equipment allows for additional capacity on the leased fibers, currently linking Watertown to Syracuse, and Syracuse to Utica. The original DWDM is nearing end of life and will reach its end of support in 2022. Once the end of support term is reached, we will no longer receive support in the event of an outage.

Since the original installation, internal capacity requirements and customer requirements have grown significantly and the Authority has been requested to provide 100 Gbps waves to Syracuse. The current network equipment does not support 100 Gbps.

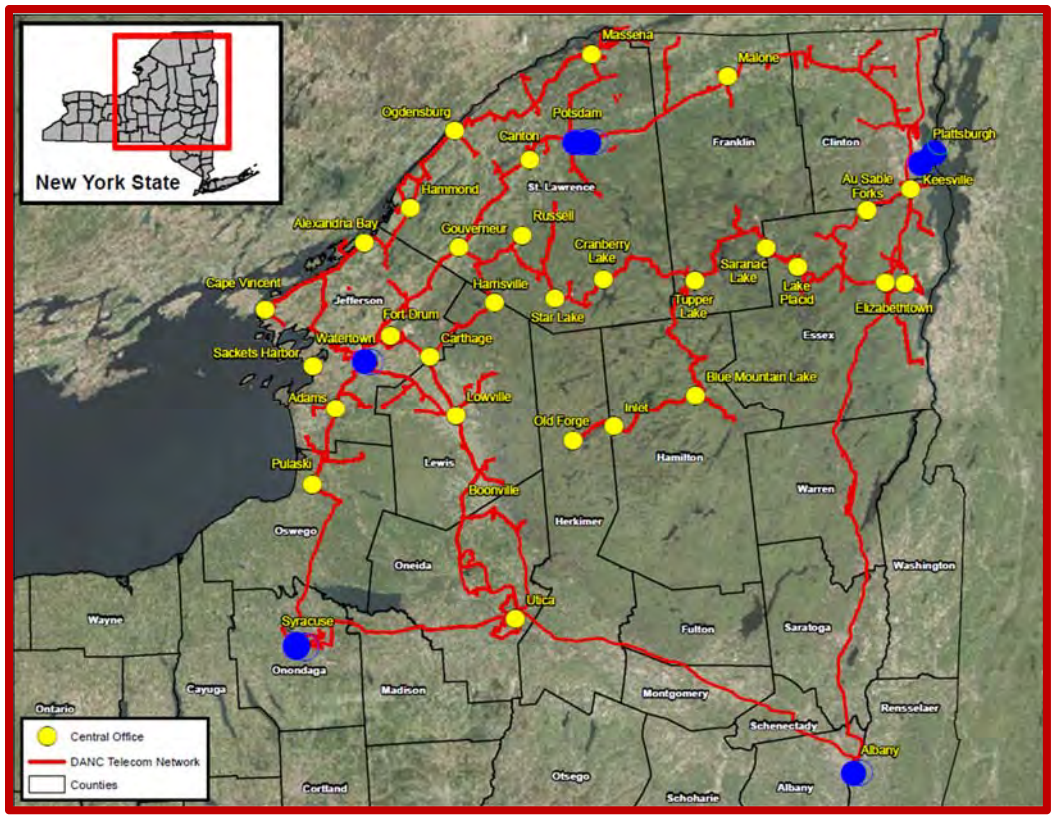


The Authority will be required to replace the original core from Watertown to Syracuse, Utica, Lowville, Fort Drum and return to Watertown, at an estimated cost of $1 million. Without this investment, the equipment will not be supported, spare equipment will not be available, and the Authority network will not stay competitive.

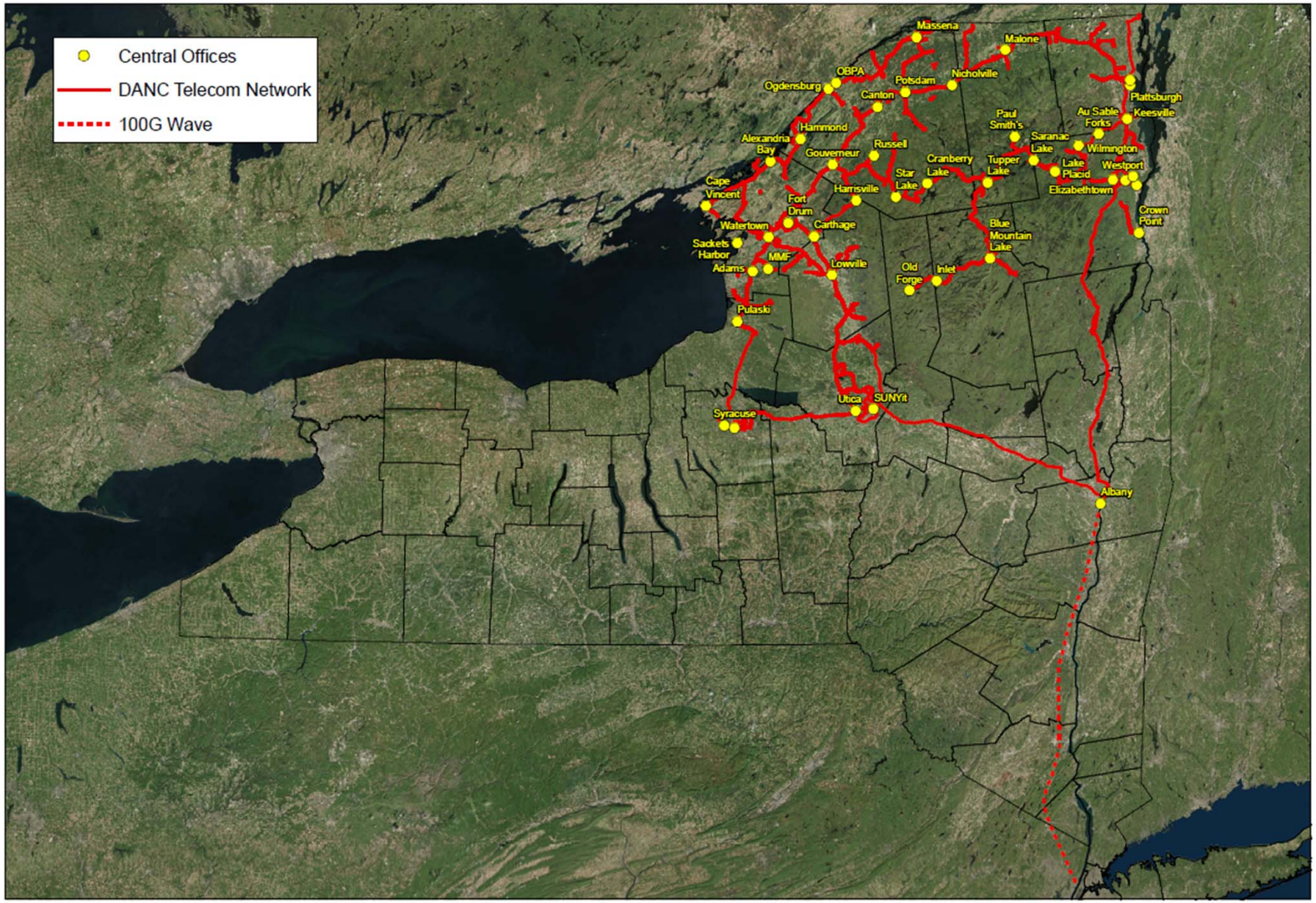
- **Telecommunications – Ethernet Core Equipment**

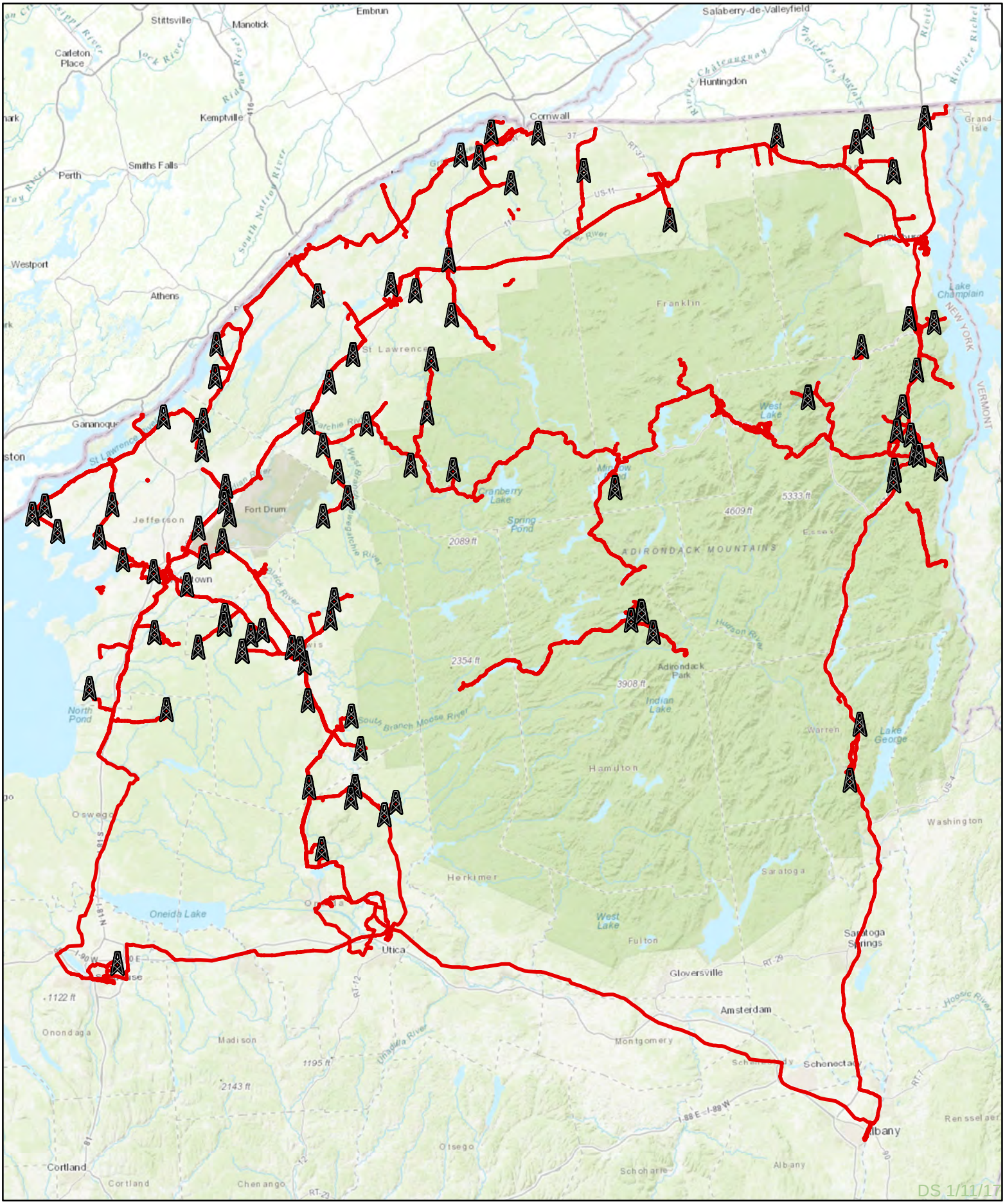
The 10 Gbps Ethernet Core switching network was originally installed in 2011. The equipment is nearing its end of life. Circuit growth and bandwidth increases combined with the anticipated growth of the cell tower network require us to upgrade our equipment. With the planned upgrade to 5G, the Authority will be expected to upgrade each tower's capacity.

The Authority will upgrade core switches in Syracuse, Watertown, Potsdam, Plattsburgh, and Albany to 100 Gbps, with multiple 10 Gbps ports. This will also entail upgrading the remaining Central Offices over several years. Anticipated cost is $500,000.



Open Access Telecommunications Network





Development Authority of the North Country

Cell Towers

Cell Sites 2018 — DANC Fiber Optic Network

W.S. 1/11/18

Regional Development Division Budget Elements

- **Regional Development – Bad Debt**

  The Authority has established a bad debt for AYDM housing project. The Authority joined the JCIDA in funding the project to provide for local construction of Fort Drum family housing.

- **Regional Development – Fort Drum Data**

  The Authority has entered into a Memorandum of Understanding with the Fort Drum Garrison for GIS data sharing. As an element of its community planning and land use compatibility efforts with Fort Drum, the Authority will host Fort Drum data on its GIS database, available to the communities and the public.

- **Regional Development – GIS – Community Data**

  The budget anticipates Regional Development initiating a "second portal" to the GIS platform focused on community planning data. This development will build upon the Fort Drum data sharing and involve federal and state funding initially. Eventually it could be made available on a revenue generation basis.

- **Regional Development - Housing**

  The Authority's Affordable Housing rehabilitation programs are dependent upon state grants and municipal contracts. The budget anticipates funding grants being awarded to Massena and Tupper Lake. Both municipalities have previously contracted with the Authority for housing rehabilitation.

- **Regional Development – JDA Discontinuance**

  The Authority was granted a $1 million line of credit from the Job Development Authority (JDA) to make low interest loans to agribusiness in the three county region. There is also $750,000 still remaining in the North Country Value Added Agriculture Loan Fund. These funds are available to the seven county region. The JDA funds require repayment to the JDA at 1% interest and mature in 10 years. Due to lack of use and unfavorable repayment terms, we recommend prepaying the loan.

- **Regional Development – Query Tool**

  A recommendation from the Joint Land Use Study was to identify a "query tool" that could be utilized to better communicate potential encroachment issues between Fort Drum and the surrounding communities. The budget anticipates negotiating an agreement with Arizona State University and U.S. Office of Economic Adjustment to assist the Authority in acquiring the tool. It is an ESRI based tool and the developer

does not foresee issues with implementation. Funding support is being sought from OEA.

- **Regional Development – Local Government Data Collection**

  The next step for Regional Development in enhancing community planning shared resources across the region is to assist local governments in collecting data for decision making. Since the GIS/IMA software upgrade in FYE 2019, the Authority has access, utilizing our existing licenses, to a variety of web-based ERSI planning tools. Regional Development will work with local governments to develop a menu of tools that can be used to better collect, analyze, and present data for decision making. This could be a new business opportunity for the Authority.

  The Division will spend the fiscal year in an "exploratory phase" to identify tools, business models, and determine feasibility. The Division will retain a consultant with ARC GIS experience and work with IT to assist in this phase, and the development of a business model.

- **Regional Development – Fort Drum Compatibility Query Tool**

  A recommendation from the Joint Land Use Study was to identify a query tool that could be utilized to better communicate potential encroachment issues between Fort Drum and the surrounding communities. The options are a consultant designed tool approaching a $40,000 cost estimate, or the utilization of an existing similar tool developed by Arizona State University (ASU), and paid for with an OEA Grant. In communications with OEA, it appears they can make it available to us.

  The Authority will secure the query program from ASU working with OEA. We would secure funding from OEA to retain a consultant to integrate the tool with our Fort Drum Compatibility website.

- **Regional Development – Agribusiness Funds**

  The Authority was the recipient of $1 million in a credit line from the NYS Job Development Authority (JDA) to make low interest agribusiness loans. The Authority also has available $750,000 in the North Country Value Added Agriculture Loan Fund, funded by the NCREDC/ESD. This fund is available as a 1% fixed loan for real estate and equipment. Currently agribusiness funds are underutilized.

  It is recommended the $1 million line of credit be returned to NYS JDA and the NCREDC/ESD Value Added funds be utilized for agribusiness loans, thus reducing interest costs to the Authority and its borrowers.

Water Quality Division Budget Elements

- **Water Quality – Warneck Space**

  The Division has continued to experience growth with a total of 18 employees. Previously, St. Lawrence County operators stayed in SLC, now they are working at Warneck or in Jefferson County when the work in SLC is done. The Division has also invested in equipment which requires additional storage space. The facility has several HVAC systems, due to prior additions. The system needs evaluation and upgrading.

  The Authority is revisiting the need for additional space. This will include recommendations for Warneck Station.

- **Water Quality – Certified/Licensed Operators**

  The demands on Water Quality are similar to the Engineering Division: specific education and experience requirements for licensure, while older operators are nearing retirement age. These are problems across the state and the industry. The Authority has made efforts to enhance recruitment and retention. However, additional incentives, training, and compensation may be required.

  The Authority will continue recruitment and retention efforts, including the development of an intern program with JCC or BOCES.

- **Water Quality – Disinfection Byproducts**

  The USEPA and NYSDOH have expressed concerns to all City of Watertown supply users over the concentrations of disinfection byproducts (DBP) in the water. The water source, the Black River, is heavy in organic material, requiring high levels of chemical treatment. The transmission distance of the water lines to outside customers contributes to increased concentration. Improper or inadequate flushing techniques by municipalities distributing the water also contribute. The federal/state governments may make the concentration limits stricter.

  The Authority will complete the installation of the aerator in the water tank at BPS to strip out DBP by spring 2020. The Authority should explore the installation of an “in line skid” to strip out more DBP on main municipal service laterals. The Authority shall install more analyzers along the RWL and BPS 2 to monitor parameters.

- **Water Quality – Army Water Line Municipalities**

  The water rates being charged to the municipalities on the Army Water Line are increasing due to increased water rates from the water source, the City of Watertown. Annually, prior to the Army audit, charges are reconciled to expense.

- **Water Quality – Regional Water Line Rates**

  The water rates charged to the municipalities on the Regional Water Line are decreasing due to the reduced rate being charged by the water source, the Village of Cape Vincent. These rates are based upon an annual audit required by the Authority's contact with Cape Vincent.

Water Quality Division Capital Projects

APPENDIX B
WATER QUALITY MANAGEMENT CAPITAL PROJECTS

ARMY SEWER LINE

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	WPS HVAC Evalution/Design Improvements	REV	$ 50,000	$ 200,000	$ -	$ -	$ -
	WPS General Maintenance for upgrading and rehabilitation	TBD	$ -	$ -	$ -	$ 2,000,000	$ -
	WPS ASL Contract 6 Expansion	TBD	$ -	$ -	$ -	$ -	$ 7,850,000
TOTAL ARMY SEWER LINE			**$ 50,000**	**$ 200,000**	**$ -**	**$ 2,000,000**	**$ 7,850,000**

ARMY WATER LINE

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	AWL Waterline Consult/Evaluation/Repairs	REV	$ 100,000	TBD	TBD	$ -	$ -
	AWL BPS 1/2 SCADA Upgrade	REV	$ -	$ -	$ -	$ 40,000	$ -
TOTAL ARMY WATER LINE			**$ 100,000**	**$ -**	**$ -**	**$ 40,000**	**$ -**

REGIONAL WATER LINE

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
43109	RWL TOCV Generator Replacement	CR	$ 25,000	$ -	$ -	$ -	$ -
43310	RWL Chaumont River Crossing Bypass	CR	$ 30,000	$ -	$ -	$ -	$ -
	RWL Mainline Valve Bolt Repair	CR	$ 30,000	$ -	$ -	$ -	$ -
	RWL DBP Mitigation Study	REV	$ -	$ 20,000	$ -	$ -	$ -
	RWL Improvements	REV		$ 20,000	$ 25,000	$ 25,000	
	RWL Water Tower	TBD	$ -	$ -	$ -	$ -	$ 2,500,000
	RWL LBPS Genset Replacement	TBD	$ -	$ -	$ -	$ -	$ 200,000
TOTAL REGIONAL WATER LINE			**$ 85,000**	**$ 40,000**	**$ 25,000**	**$ 25,000**	**$ 2,700,000**

➢ Water Quality – WPS - HVAC

The Warneck Pump Station (WPS) has two air handlers that are past their useful life. Due to additions to the WPS over its life, the building has four heating systems, two air conditioning systems, and two air handlers. These systems need to be replaced and combined to create a more efficient system. The estimated budget reflects a phase I evaluation and design for FYE 2021. The Division is also requesting added space for its equipment storage, dependent upon the Authority's decision regarding additional space options at the Warneck site. This project may be incorporated into another project.

➢ Water Quality – Integrity of Army Waterline

During the past year the Army Waterline experienced its first break related to shutting down the waterline to repair breaks in the Pamelia water system. To our knowledge this is the first time the Army Waterline has experienced these issues since installation in 1986.

The Authority shall retain an engineering consultant to complete an inspection and evaluation of the waterline and make recommendations for performing any required repairs or improvements.

- **Water Quality – Pump Station Generator Replacement**

The original generator at the Town of Cape Vincent Pump Station is more than 25 years old and is reaching the end of it useful life. The emergency backup generator and transfer switch are critical to operate the pump station in the event of a power outage. The pump station is a critical facility that supplies water to customers along the Authority's Regional Waterline. Funding will be split between the town and the regional Waterline. This project was identified last year and the town did not proceed.

- **Water Quality – Chaumont River Crossing Bypass**

This is a connection to the Village of Chaumont's underwater river crossing for emergency use in case of a failure of the Regional Waterline that crosses the river via a pipeline affixed to the bridge. The NYSDOH is requiring the Village of Chaumont to connect the Regional Waterline for use as a bypass in the case of an emergency. The municipal partners of the Regional Waterline agreed to pay for the connection portion of the project. (This is an FYE 2020 project not completed by the municipality.)

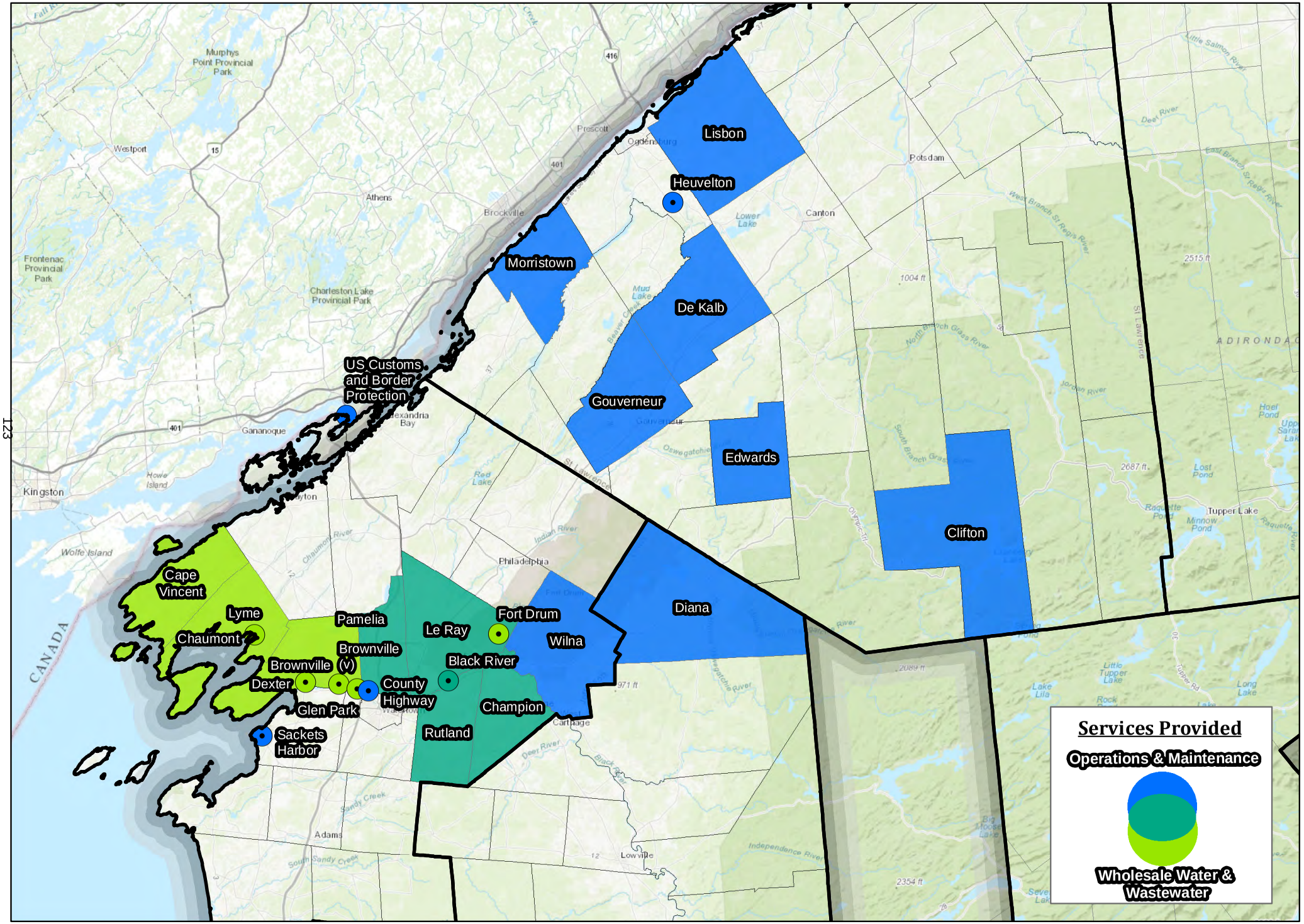
- **Water Quality – Regional Waterline**

The Authority has recognized for several years the need to replace failing bolts on the regional waterline valves. These bolts were not installed with stainless steel valves and consequently are failing. The Authority has presented the issue to the Regional Waterline communities, which have agreed to replace the bolts, to save funds, but the work is not progressing.

The Authority will bid the work out to a contractor to complete the work in a timely fashion, avoiding further failures and leaks.

Water Quality Customers - FYE 20

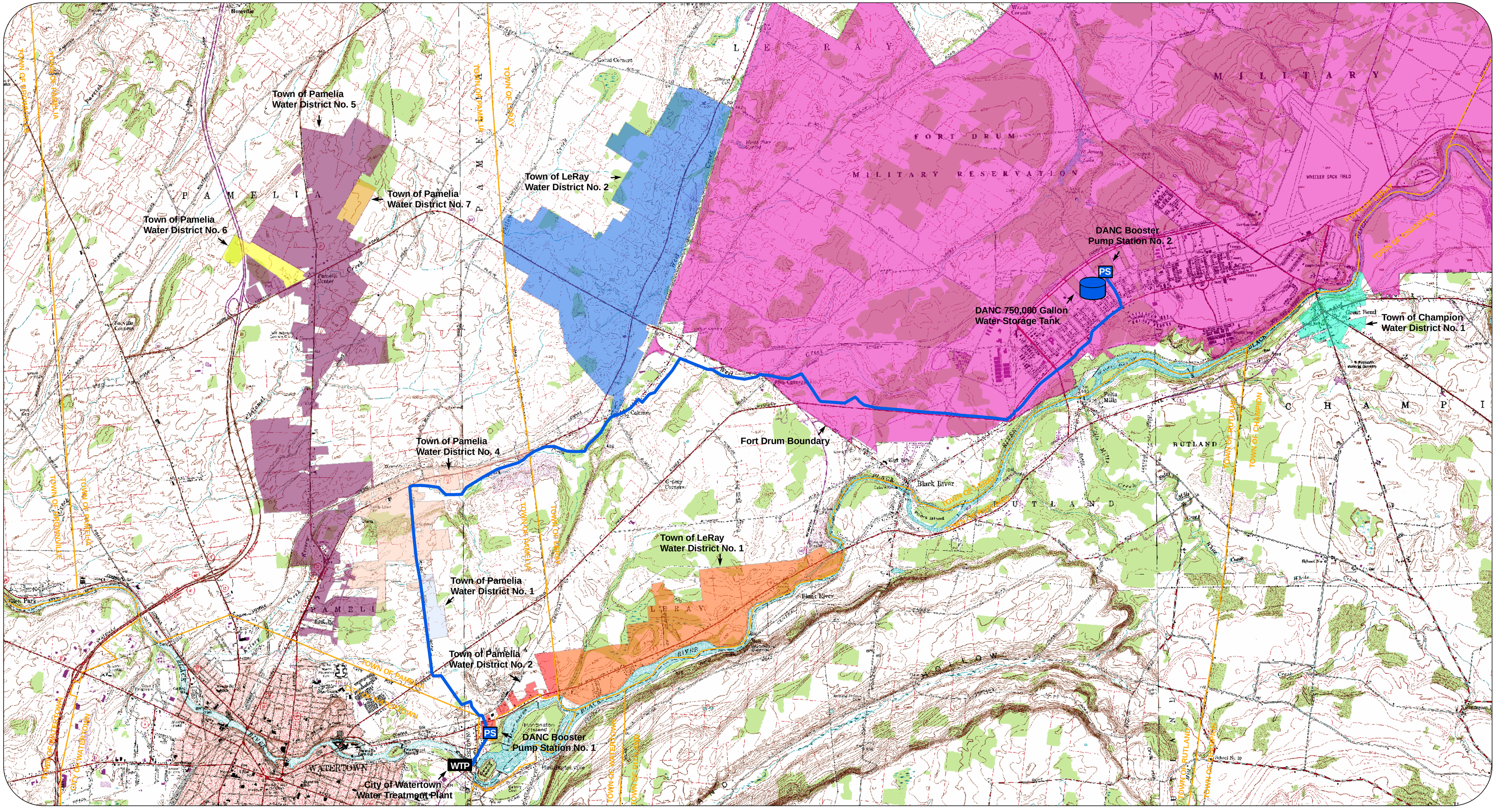
Date: 1/27/2020



Development Authority of the North Country

EXHIBIT G

WATERTOWN - FORT DRUM WATER LINE



DANC Watertown - Fort Drum Water Line
Town Boundaries
WTP Water Treatment Plant
PS Water Pump Station
Water Storage Tank
Town of Pamelia WD # 1
Town of Pamelia WD # 2
Town of Pamelia WD # 4
Town of Pamelia WD # 5
Town of Pamelia WD # 6
Town of Pamelia WD # 7
Town of LeRay WD # 1
Town of LeRay WD # 2
Town of Champion WD # 1
Fort Drum Boundary

N

Scale: 1:25,000

Color-Coded Infrastructure Ownership

DANC- Owned Water Infrastructure
Non DANC-Owned Water Infrastructure

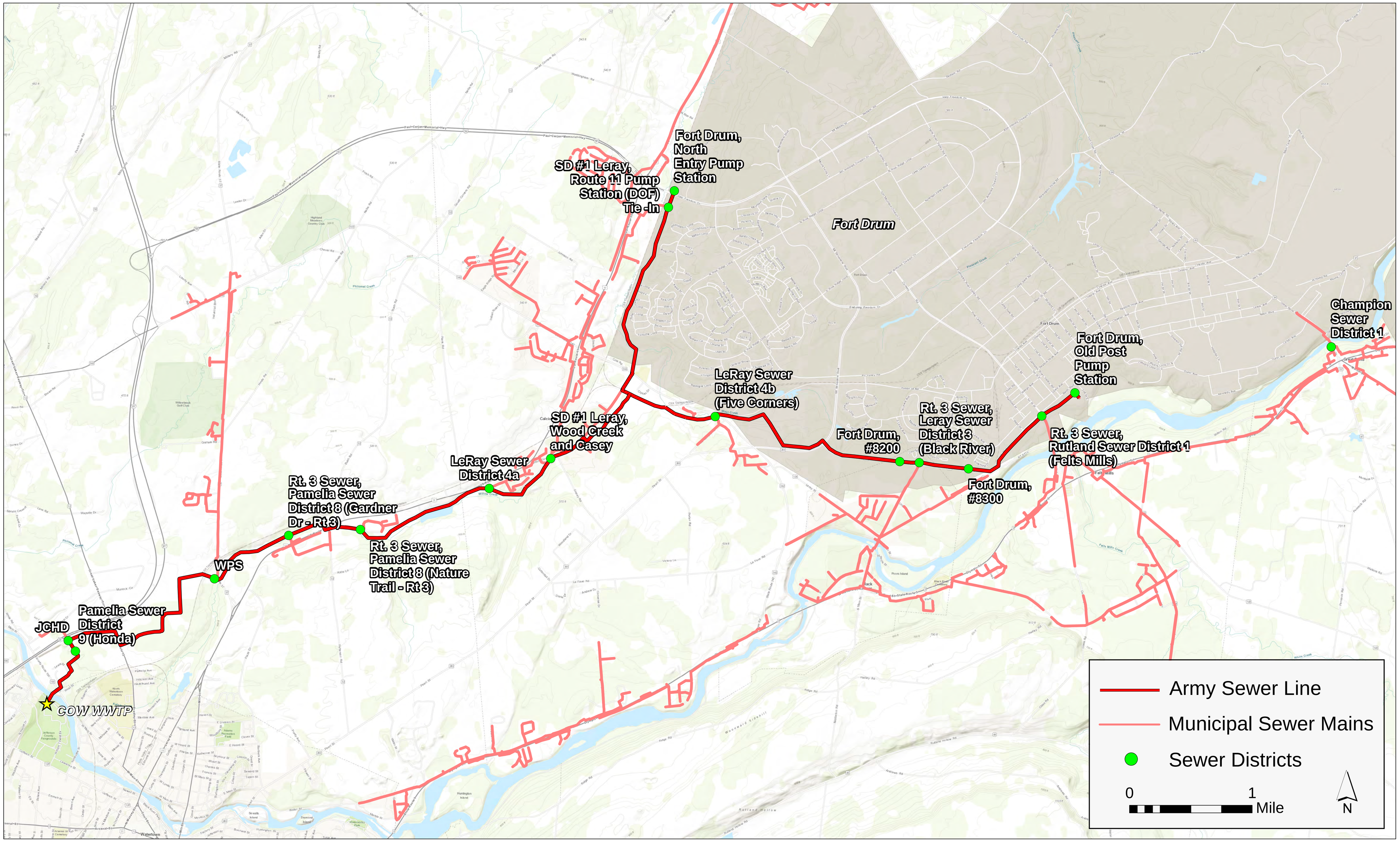
Printed October 2009

This map is intended for display purposes only. For more detailed information, please contact Development Authority of the North Country's Engineering Department (315-782-8661)

Sources:
1. Field Survey (DANC)
2. Quadrangle Maps (USGS)
3. Water District Boundaries (Town Clerks)
4. Town Boundaries (NYS GIS)

Army Sewer Line

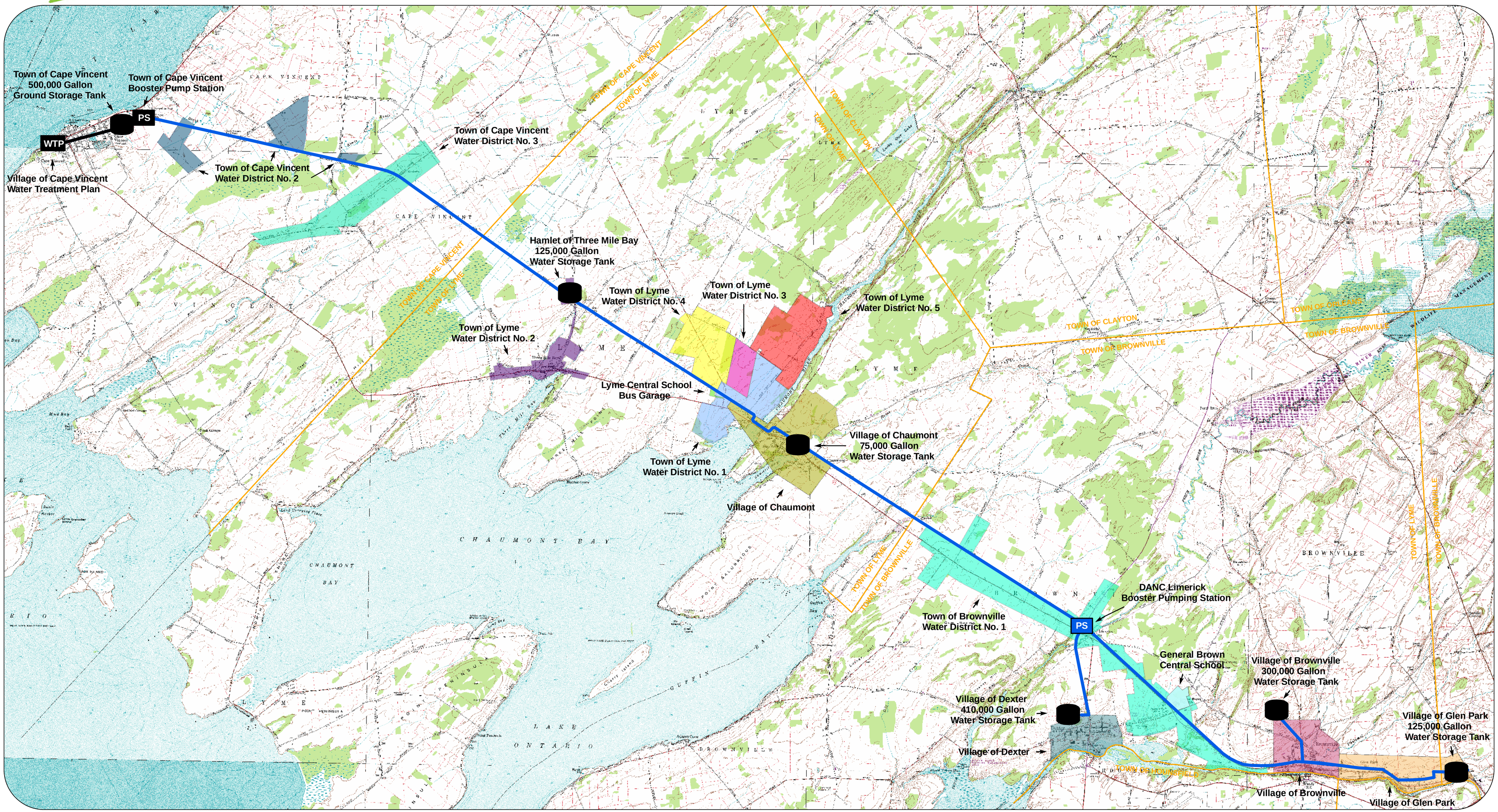
W.S. 2/6/20



Development Authority of the North Country

EXHIBIT G

Western Jefferson County Regional Water Line



DANC Regional Water Line
Municipality - Owned Water Lines
Town Boundaries

Water Storage Tank
WTP Water Treatment Plant
PS Water Pump Station

Town of Cape Vincent WD # 3
Town of Cape Vincent WD # 2
Town of Lyme WD # 1
Town of Lyme WD # 2
Town of Lyme WD # 3
Town of Lyme WD # 4
Town Lyme WD # 5
Lyme Central School
General Brown Central School
Town of Brownville WD # 1
Village of Chaumont
Village of Dexter
Village of Brownville
Village of Glen Park

N
Scale: 1:40,000

Color-Coded Infrastructure Ownership

DANC- Owned Water Infrastructure
Non DANC-Owned Water Infrastructure

Printed August 2009

This map is intended for display purposes only. For more detailed information, please contact Development Authority of the North Country's Engineering Department (315-782-8661)

NOTE
Locations of water connections approximated

Sources:
1. Field Survey (DANC)
2. Quadrangle Maps (USGS)
3. Town Boundaries (NYS GIS)
4. Water District Boundaries (DEC)

Engineering Division Budget Elements

- **Engineering – Stabilization**

  The Engineering Division has experienced a steady period of growth since its inception. However, the past two fiscal years have seen revenue stabilization. There are two contributing factors, the absence of growth in water quality management services and the completion of significant capital projects on the technical services side.

  The Technical Service/Engineering agreements are the second largest element of revenues. The completion of each project requires the Division to continually identify new projects and enter into new municipal agreements. Engineering staffing is critical to the support of new agreements for services.

  Continue "contract development" activities which will produce additional revenues to support engineering staff. Staffing levels should be monitored and adjusted according to demand for service.

- **Engineering – Licensing**

  Although services have stabilized, the potential for additional water quality management service contracts is high as licensed operators at the municipal level continue to retire. The ability of the Authority to establish additional service contracts is directly connected to our ability to recruit, retain, and develop licensed personnel. The second largest and most stable revenues are the five-year water quality service agreements.

  There should be a continuing focus on licensing water quality personnel through NYSDEC and NYSDOH training courses.

- **Engineering – GIS**

  The budget reflects a decrease in both software and hardware. The upgrade in the GIS platform last year enabled the Authority to eliminate software linked to the old system. Additionally, by eliminating Toughbooks and replacing them with iPads, we have reduced the hardware costs significantly.

- **Engineering – Legal**

  The budget reflects a return to limited legal expenses. The current FYE 2020 budget reflects costs related to the Petawatt case involving the Carthage-West Carthage treatment plan rate selling. No similar litigation is anticipated.

- **Engineering – Purchases for Resale**

  The budget reflects a significant decline in "pass through" revenues and expense reflected in the Engineering budget as purchases for resale. Pass through expenses are offset with an equal amount of revenues, effectively having a neutral budget impact. Pass throughs are used to benefit municipalities with the Authority securing essential equipment for compatibility in technical or mechanical applications. It is frequently used in SCADA projects.

- **Engineering – REDI Contracts**

  The budget anticipates new municipal contracts for the NYS Resiliency and Economic Development Initiative (REDI) with Clayton, Alexandria, and the potential of others. These contract revenues will help replace completed contracts in Carthage.

- **Engineering – SCADA Staffing**

  The Authority had previously budgeted a SCADA Technician within the Technology budget. Upon further evaluation, it was determined the position was more appropriately reflected with the Engineering Division. This is not a new position but a reallocation from prior budgets. It will require additional customer charges, internal and external, to support the position during the training period.

  The position of Controls Engineering Trainee is planned for two years to complete the succession plan for the current Controls Engineer II.

- **Engineering – GIS Sustainability**

  The GIS program has been an area of annual growth. The development of the Internet Mapping Application (IMA) has proven to be a beneficial service to the municipalities. The collection of data and mapping has been completed utilizing New York State Archives grants. This has been a significant investment over the years. The annual fees supporting GIS services are very modest by comparison and would not sustain the level of GIS support at the current levels. The state is discontinuing the Archives funding and while municipalities may be eligible for alternative funds, it points out the Authority's need for a long term sustainable GIS approach.

Engineering Division Capital Projects

APPENDIX B
ENGINEERING

ENGINEERING

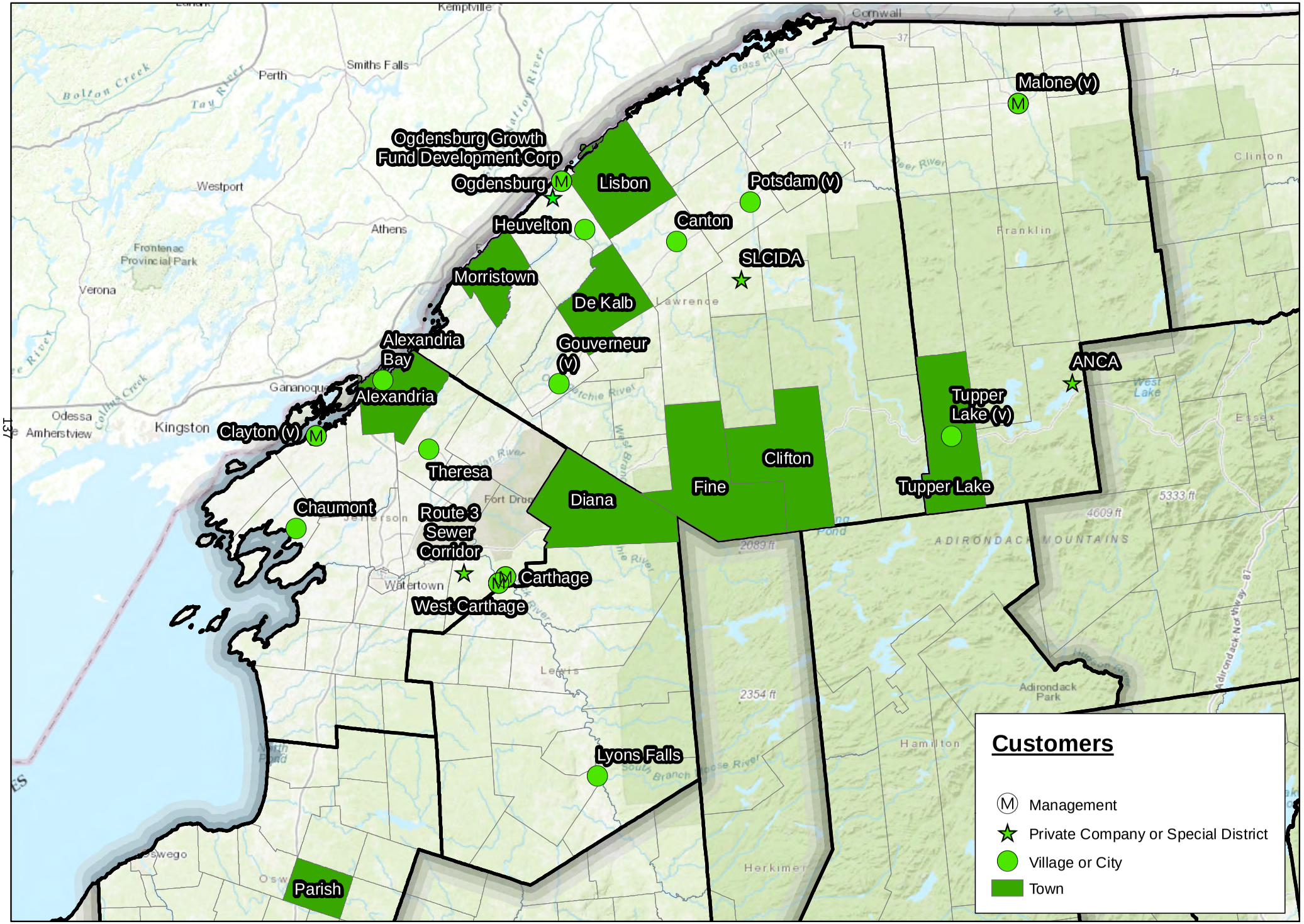
Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	GIS Equipment	O	$ -	$ 30,000	$ -	$ -	$ -
	GIS Internet Mapping Application Upgrade	TBD	$ -	$ -	$ -	$ 50,000	$ -
TOTAL ENGINEERING			**$ -**	**$ 30,000**	**$ -**	**$ 50,000**	**$ -**

Fund Description(s)

REV	Revenue
O	Operating Investments
CR	Capital Reserve
TBD	To Be Determined

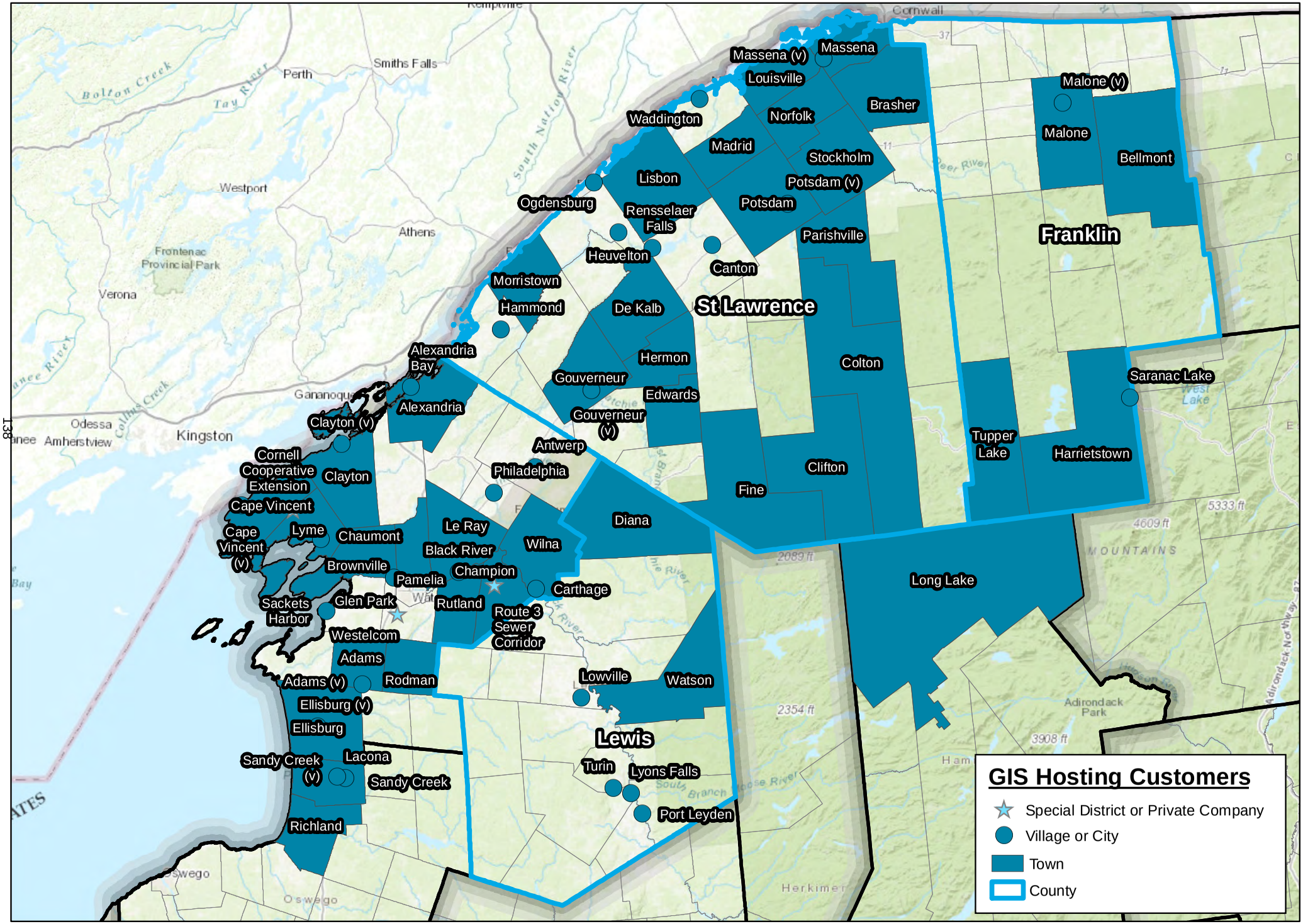
Technical & Management Services Customers - FYE 20

Date: 2/5/2020



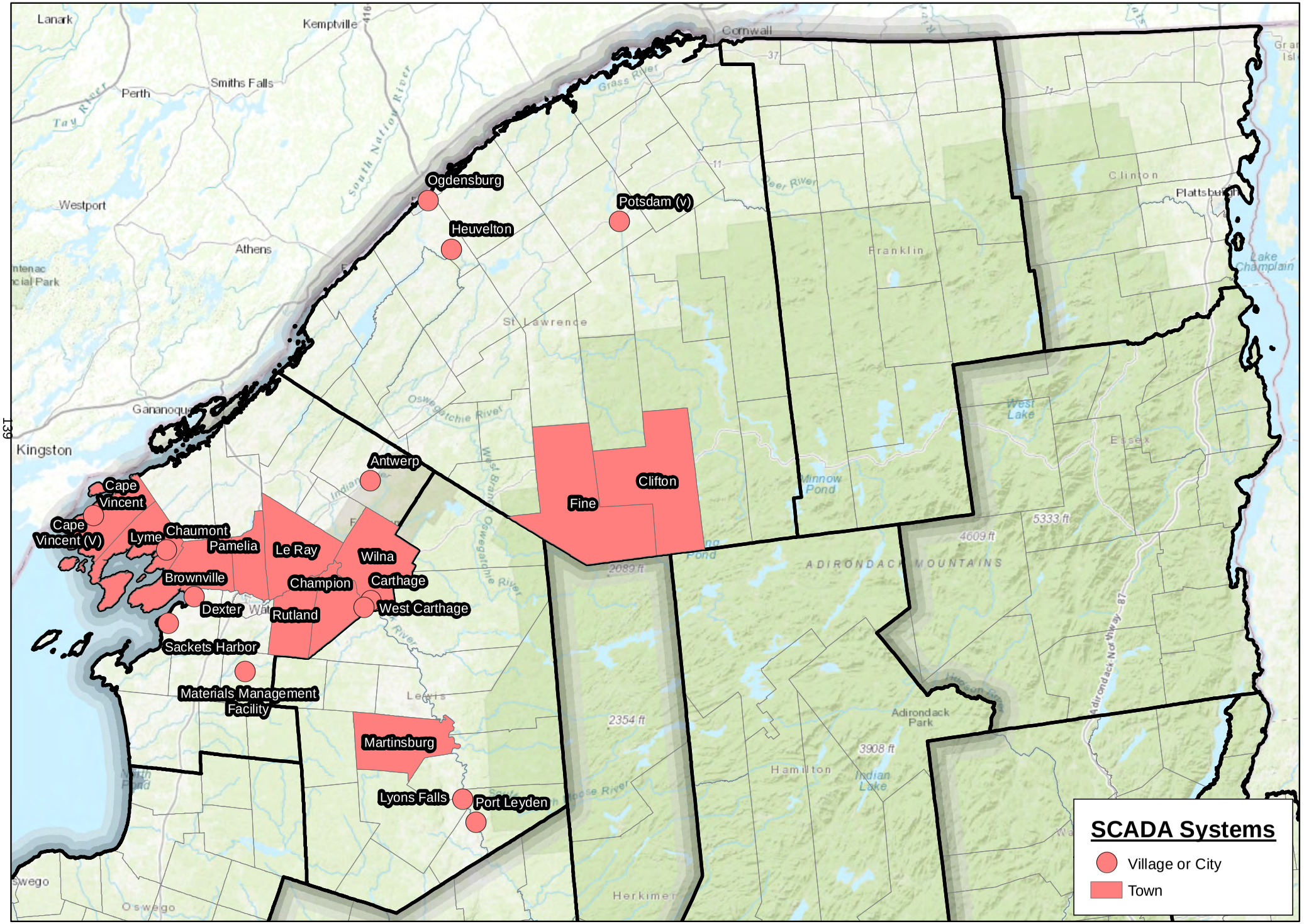
GIS Hosting Customers - FYE 20

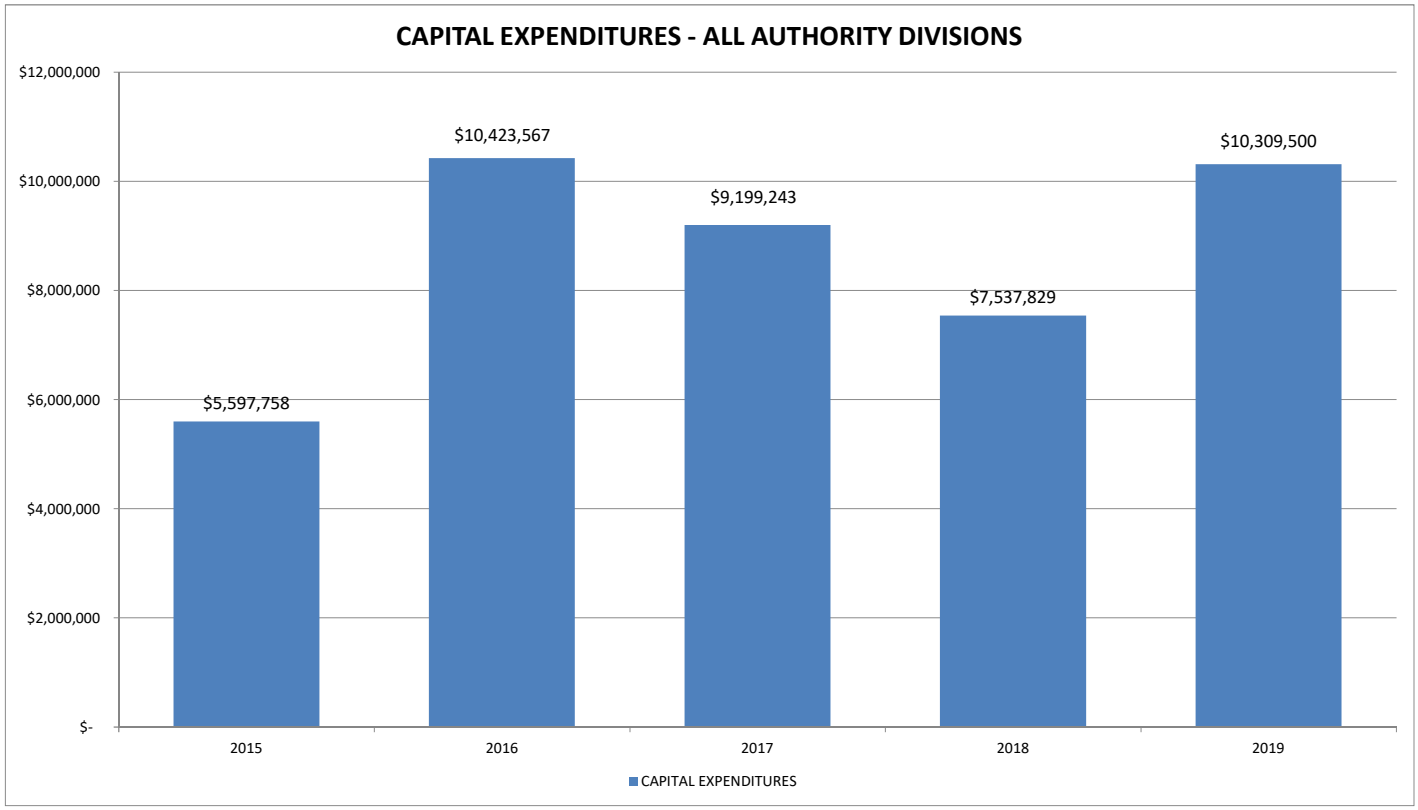
Date: 1/27/2020



SCADA Systems Monitored and/or Contracted

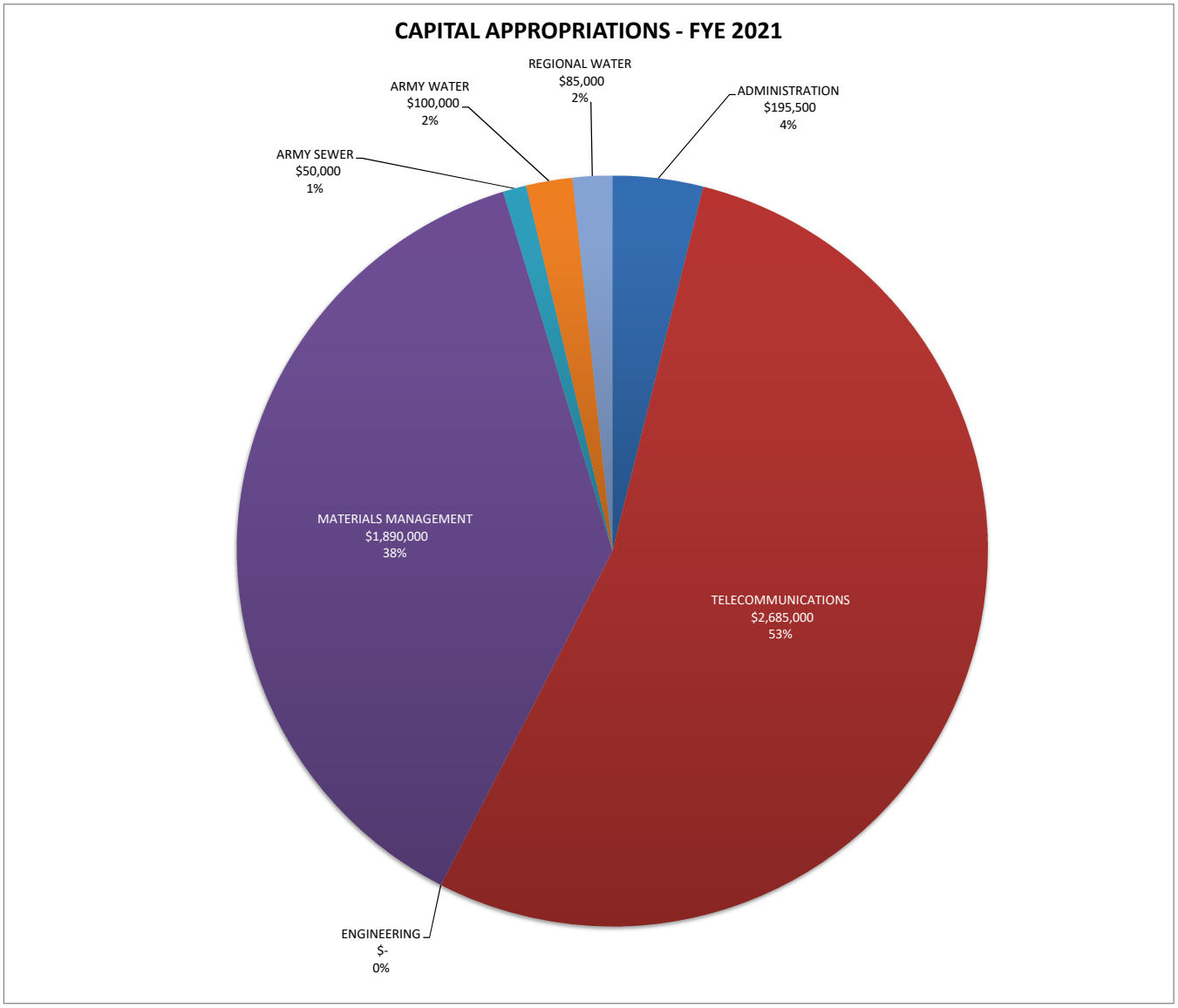
Date: 2/6/2020



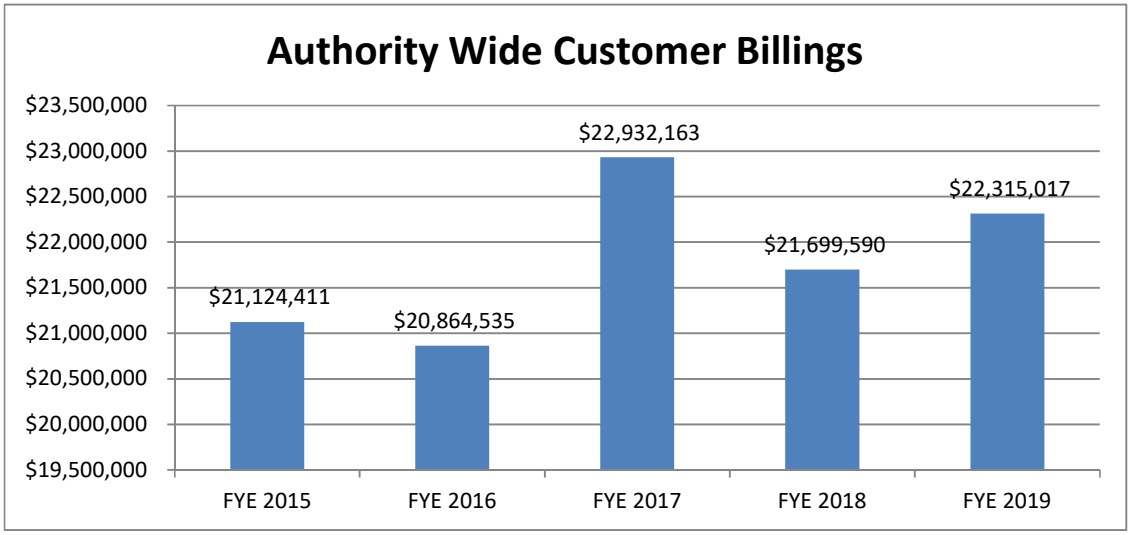

CAPITAL EXPENDITURES - ALL AUTHORITY DIVISIONS
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$-
$5,597,758
$10,423,567
$9,199,243
$7,537,829
$10,309,500
2015
2016
2017
2018
2019
CAPITAL EXPENDITURES

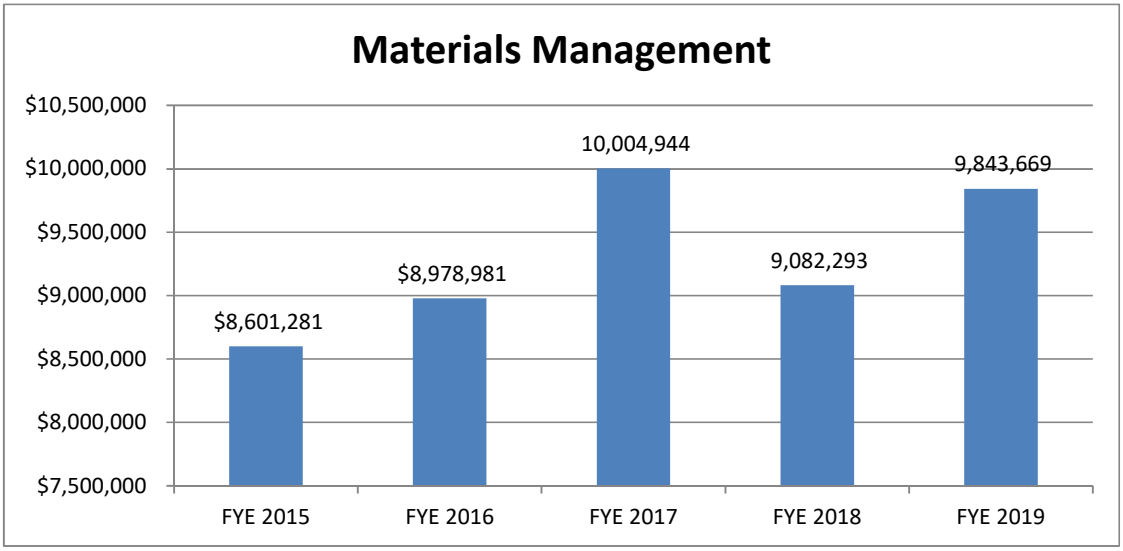
CAPITAL APPROPRIATIONS

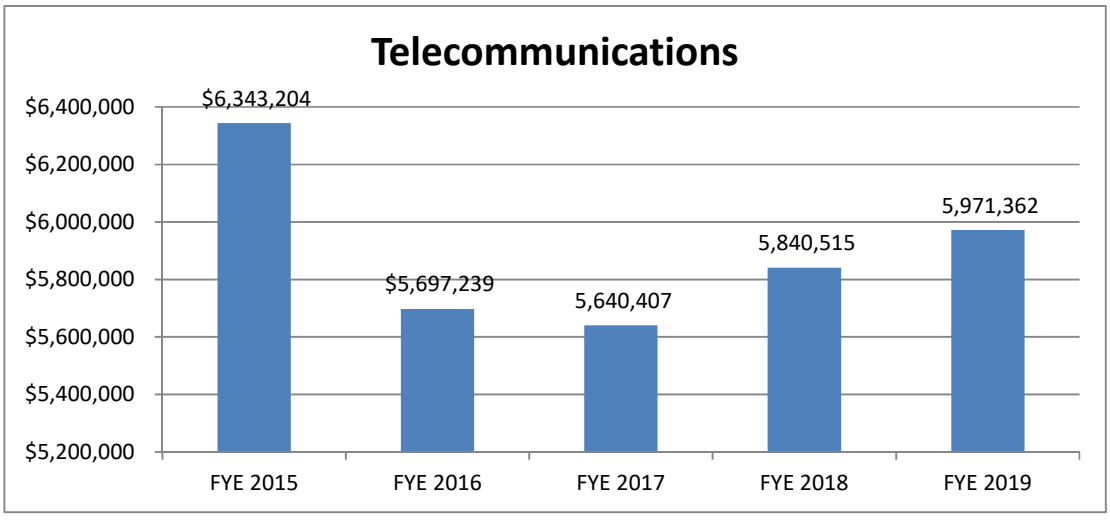
	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021
ADMINISTRATION	$ 332,500	$ 168,000	$ 277,300	$ 200,200	$ 195,500
TELECOMMUNICATIONS	$ 2,075,000	$ 2,385,000	$ 2,775,000	$ 3,832,000	$ 2,685,000
ENGINEERING	$ -	$ -	$ 50,000	$ -	$ -
MATERIALS MANAGEMENT	$ 5,485,000	$ 5,098,250	$ 10,019,000	$ 21,178,000	$ 1,890,000
ARMY SEWER	$ 680,000	$ 210,000	$ 525,000	$ 30,000	$ 50,000
ARMY WATER	$ 1,020,000	$ 150,000	$ 170,000	$ 1,629,866	$ 100,000
REGIONAL WATER	$ 20,000	$ 20,000	$ -	$ 130,000	$ 85,000
TOTAL APPROPRIATION	$ 9,612,500	$ 8,031,250	$ 13,816,300	$ 27,000,066	$ 5,005,500



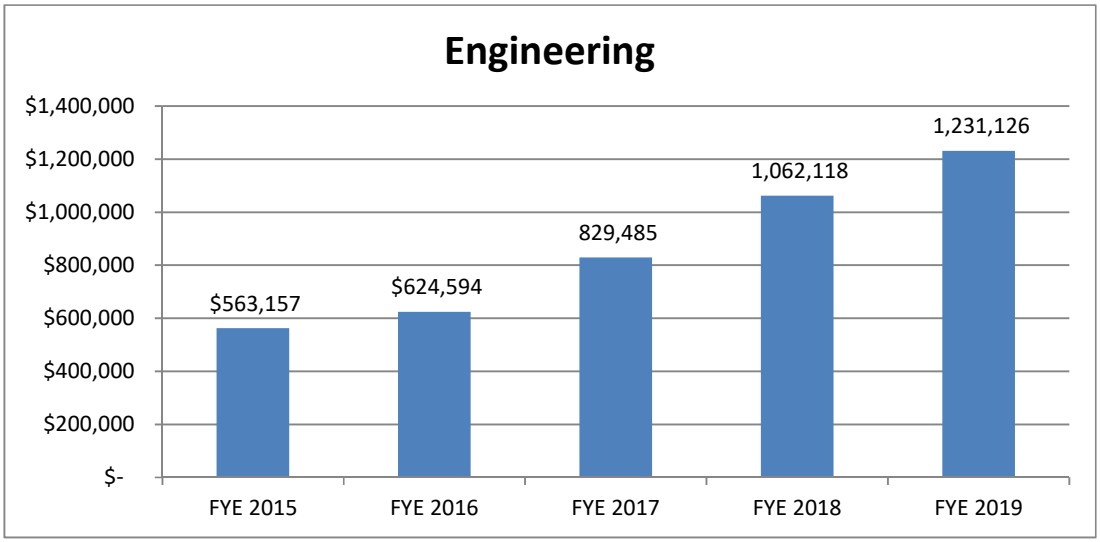
HISTORICAL CUSTOMER BILLINGS

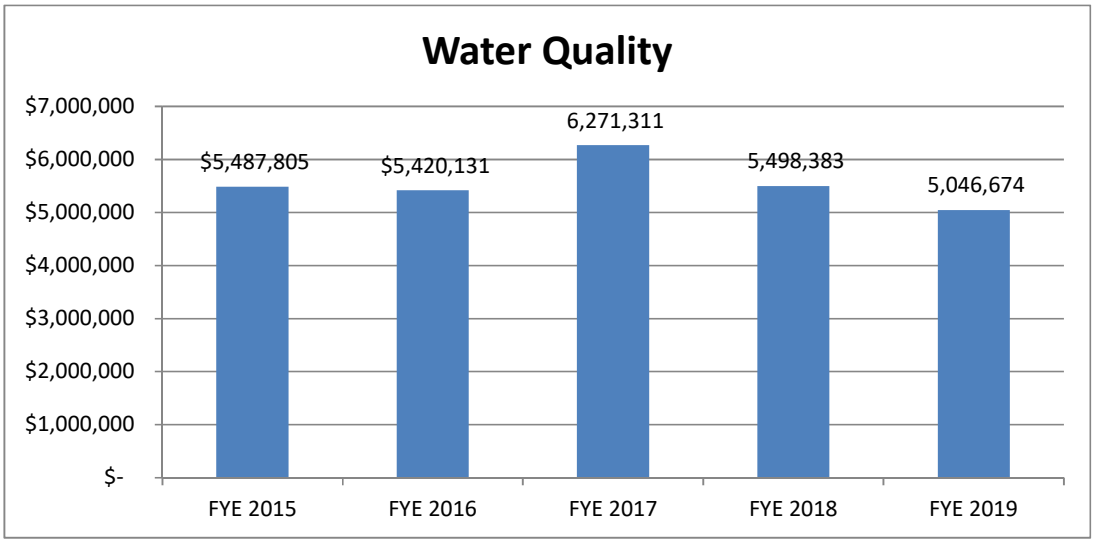


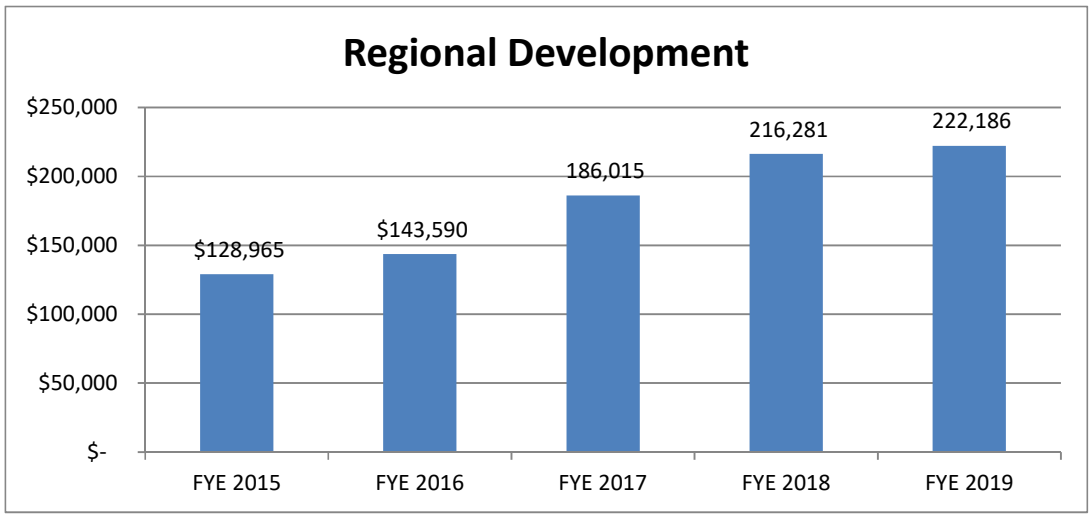




HISTORICAL CUSTOMER BILLINGS

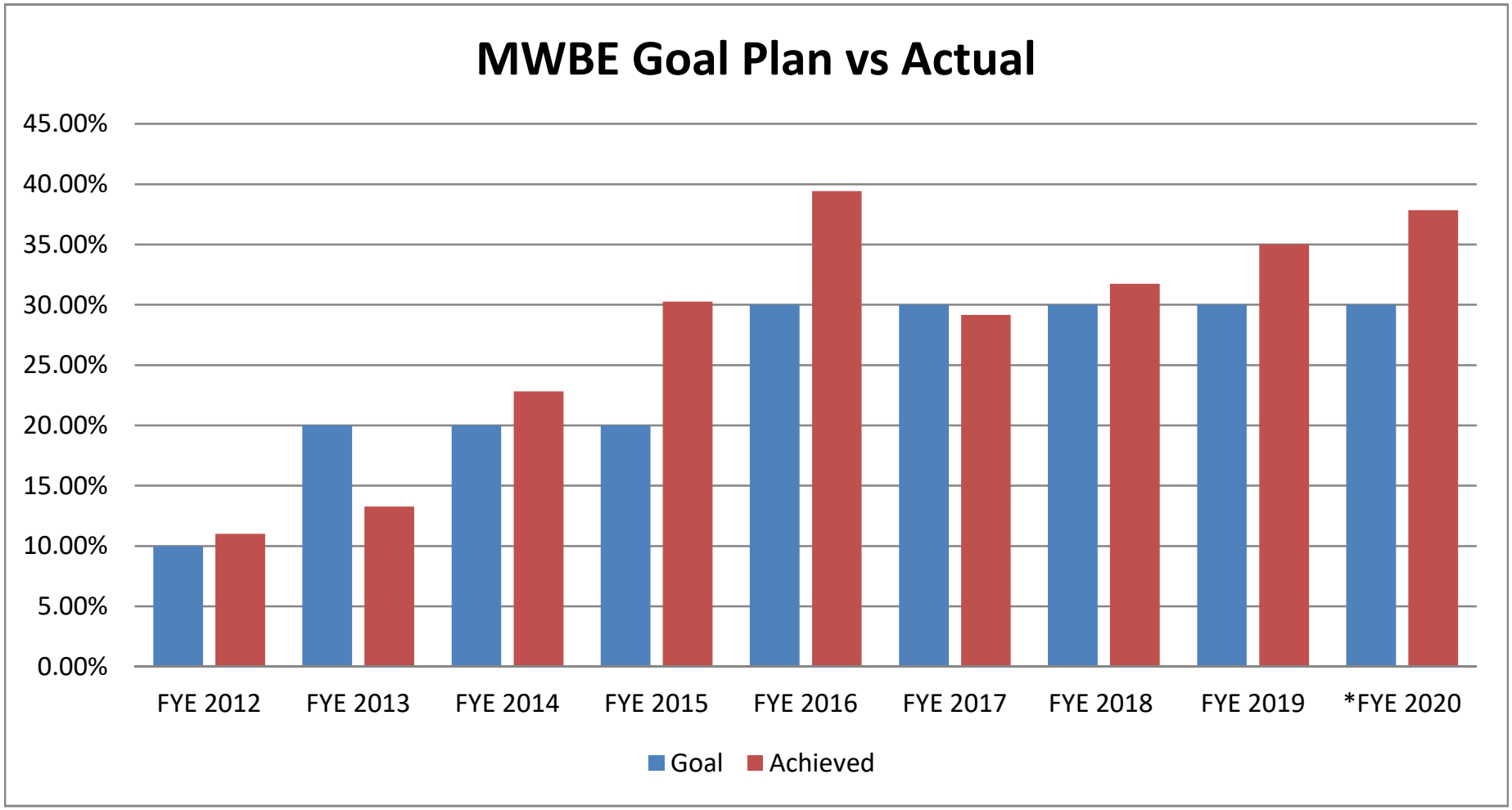






	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019	*FYE 2020
Goal	10.00%	20.00%	20.00%	20.00%	30.00%	30.00%	30.00%	30.00%	30.00%
Achieved	11.03%	13.27%	22.82%	30.28%	39.43%	29.16%	31.75%	35.02%	37.83%

*** Q1-Q3 only**



MWBE Quarterly Breakdown

FYE	% Annual Eligible Spend by Quarter	Eligible Spend	MWBE	% MWBE	MBE	$ MBE	MBE % of Eligible Spend	WBE	$ WBE	WBE % of Eligible Spend	MWBE Count	$ MWBE
2020												
Q1	18.13%	1,858,453.28	491,405.56	26.44%	6	366,993.95	19.75%	12	124,411.61	6.69%	18	491,405.56
Q2	52.12%	5,344,427.06	2,665,013.84	49.87%	6	319,954.07	5.99%	17	2,345,059.77	43.88%	23	2,665,013.84
Q3	29.75%	3,050,413.27	722,742.60	23.69%	4	95,914.17	3.14%	15	626,828.43	20.55%	19	722,742.60
Q4	0.00%			#DIV/0!			#DIV/0!			#DIV/0!		-
		10,253,293.61	3,879,162.00	37.83%		782,862.19	7.64%		3,096,299.81	30.20%		3,879,162.00
	Note: FY1920 data includes Q1-Q3 only									31 different vendors in total		
2019												
Q1	15.01%	1,210,497.05	523,553.82	43.25%	4	297,192.48	24.55%	16	226,361.34	18.70%	20	523,553.82
Q2	34.02%	2,743,756.13	1,166,164.85	42.50%	4	304,651.35	11.10%	16	861,513.50	31.40%	20	1,166,164.85
Q3	36.77%	2,965,995.92	638,328.45	21.52%	5	84,189.97	2.84%	14	554,138.48	18.68%	19	638,328.45
Q4	14.21%	1,146,043.57	496,578.66	43.33%	4	192,009.12	16.75%	17	304,569.54	26.58%	21	496,578.66
		8,066,292.67	2,824,625.78	35.02%		878,042.92	10.89%		1,946,582.86	24.13%		2,824,625.78
										35 different vendors in total		
2018												
Q1	21.19%	1,319,405.30	424,346.22	32.16%	5	101,498.74	7.69%	19	322,847.48	24.47%	24	424,346.22
Q2	27.04%	1,684,013.30	681,803.06	40.49%	7	151,882.31	9.02%	24	529,920.75	31.47%	31	681,803.06
Q3	24.72%	1,539,461.86	464,901.30	30.20%	5	217,830.71	14.15%	18	247,070.59	16.05%	23	464,901.30
Q4	27.05%	1,684,243.44	406,074.59	24.11%	4	171,341.60	10.17%	16	234,732.99	13.94%	20	406,074.59
		6,227,123.90	1,977,125.17	31.75%		642,553.36	10.32%		1,334,571.81	21.43%		1,977,125.17
										47 different vendors in total		
2017												
Q1	11.36%	819,774.15	222,099.17	27.09%	6	79,953.90	9.75%	18	142,145.27	17.34%	24	222,099.17
Q2	24.06%	1,736,165.96	476,380.47	27.44%	8	151,701.23	8.74%	12	324,679.24	18.70%	20	476,380.47
Q3	50.29%	3,628,637.86	931,763.02	25.68%	7	635,738.48	17.52%	16	296,024.54	8.16%	23	931,763.02
Q4	14.28%	1,030,498.23	473,879.81	45.99%	8	170,235.74	16.52%	11	303,644.07	29.47%	19	473,879.81
		7,215,076.20	2,104,122.47	29.16%		1,037,629.35	14.38%		1,066,493.12	14.78%		2,104,122.47
										43 different vendors in total		
2016												
Q1	10.38%	1,041,036.86	422,264.82	40.56%	4	102,198.28	9.82%	17	320,066.54	30.74%	21	422,264.82
Q2	41.31%	4,144,786.89	2,225,199.19	53.69%	7	161,948.41	3.91%	20	2,063,250.78	49.78%	27	2,225,199.19
Q3	28.65%	2,874,861.57	599,059.48	20.84%	10	213,074.27	7.41%	15	385,985.21	13.43%	25	599,059.48
Q4	19.66%	1,972,212.19	709,412.76	35.97%	6	299,037.24	15.16%	21	410,375.52	20.81%	27	709,412.76
		10,032,897.51	3,955,936.25	39.43%		776,258.20	7.74%		3,179,678.05	31.69%		3,955,936.25
					11			32		43 different vendors in total		
2015												
Q1	33.15%	1,837,758.00	465,819.00	25.35%	2	88,800.00	4.83%	18	377,019.00	20.52%	20	465,819.00
Q2	28.02%	1,553,027.44	522,220.01	33.63%	8	282,926.76	18.22%	18	239,293.25	15.41%	26	522,220.01
Q3	23.48%	1,301,357.49	410,739.71	31.56%	5	38,456.90	2.96%	22	372,282.81	28.61%	27	410,739.71
Q4	15.36%	851,233.51	279,549.91	32.84%	2	49,160.26	5.78%	18	230,389.65	27.07%	20	279,549.91
		5,543,376.44	1,678,328.63	30.28%		459,343.92	8.29%		1,218,984.71	21.99%		1,678,328.63
					10			37		47 different vendors in total		

APPENDIX VII

Authority Staff
As of 4/1/2019 (3/01/2020)

Last Name	First Name	Division	Job Title (Budget Line Item)
Wright	James	Admin	Executive Director
Marr	Laurie	Admin	Director of Public Affairs and Communications
Marra	Angela	Admin	Executive Assistant
Maitland	Katie	Admin	Administrative Associate
Farone	Carl	Finance	Comptroller
Tousant	Laura	Finance	Deputy Comptroller
Caccavo	Dawn	Finance	Accountant I
DeFranco	Vicky	Finance	Accounting Associate
Austin	Amy	Admin	Human Resources Director
Barney	Keely	Admin	HR Assistant Director
Oatman	Jan	Finance	Procurement Coordinator
Deysenroth	Leslie	Finance	Procurement Coordinator
Staples	Jennifer	Admin	Director of Information Systems
Bohmer	Stephen	Admin	IT Network Administrator
Moulton	Nicholas	Admin	IT Technician
Capone	Michelle	RD	Regional Development Director
Taylor	Matthew	RD	Sr. Project Development Specialist
Siver	Matthew	RD	Project Development Specialist
Bonisteel Schweitzer	E. Hartley	RD	Community Planner
VACANT	**Part time**	RD	Housing Code Inspector
Pastella	Patricia	MMF	Materials Management Division Manager
Wohnsiedler	Brian	MMF	Landfill Superintendent
Deon	Valerie	MMF	Customer Service Coordinator
VACANT	**Full Time**	MMF	Customer Service Assistant
Bush	Brianne	MMF	Administrative Assistant I
Miller	Kyle	MMF	Recycling Coordinator
Phinney	Monty	MMF	Environmental Technician II
Pierson	Stephen	MMF	Recycling Compliance Officer
Tamblin	Stuart	MMF	Assistant Landfill Superintendent
Sullivan	Christopher	MMF	MMF Equipment Operator II
Worden	Scott	MMF	MMF Equipment Operator II
O'Connor	Christopher	MMF	MMF Equipment Operator I
Doyle	Joshua	MMF	MMF Lead Equipment Operator
Kline	Mark	MMF	MMF Equipment Operator II
Blackwell	Michael	MMF	MMF Lead Maintenance Technician
LaRock	B rian	MMF	MMF Maintenance Technician II
Millard	Benjamin	MMF	MMF Maintenance Technician I
VACANT	**Full Time**	MMF	MMF Maintenance Tech Assistant
Waite	Henry	MMF	MMF Lead Truck Driver
Widrick	Howard	MMF	MMF Truck Driver
Akins	Jason	MMF	Environmental Specialist
Tyo	Mark	MMF	MMF Equipment Operator II
Filson	Flint	MMF	MMF Maintenance Tech Assistant
Tibbetts	Leonard	MMF	Environmental Technician I
Kucuba	Denise	MMF	MMF Equipment Operator I
VACANT	**Full Time**	MMF	Materials Management Supervisor
Simmons	Kimberly	MMF	Environmental Assistant
Chereshnoski	Peter	MMF	Environmental Coordinator
Herne	Noah	MMF	MMF Equipment Operator II

Authority Staff
As of 4/1/2019 (3/01/2020)

Last Name	First Name	Division	Job Title (Budget Line Item)
Best	David	MMF	MMF Equipment Operator I
Walters	Cody	MMF	MMF Maintenance Tech Assistant
Wolf	David	Telecom	Telecommunications Division Manager
Borte	Mark	Telecom	Telecom Chief Technology Officer
Smithers	Stephen	Telecom	Network Architect
Field	Timothy	Telecom	Director of Network Management and Security
Durantini	Robert	Telecom	Director of Network Facilities
Cerrone	Anthony	Telecom	Telecom Business Development Representative
Buckley	Timothy	Telecom	Senior Telecom Specialist
Chereshnoski	Mary	Telecom	Administrative Associate
Duffany	Thomas	Telecom	Telecom Specialist
Thomas	Nicklaus	Telecom	Telecom Specialist
LaFountaine	John	Telecom	Telecom Specialist - Facilities
Shue	Daniel	Telecom	Network Technician
Roman	Thomas	Telecom	Telecom Specialist
Nutting	Brian	WQ	Water Quality Division Manager
O'Dell	Neil	WQ	Water Quality Supervisor
Durant	Melissa	WQ	Office Manager
Taber	Michael	WQ	WQ Operator III
McConnell	Scott	WQ	WQ Operator I
Bishop	Andrew	WQ	WQ Operator I
Perkins	Kevin	WQ	WQ Operator II
Mantle	Brian	WQ	WQ Operator IV
Jones	Norman	WQ	WQ Operator IV
Marshall	Steven	WQ	WQ Operator V
Pete	Larry	WQ	WQ Technician I
Roukous	Michael	WQ	WQ Technician I
Fleming	Alan	WQ	WQ Technician II
Roux	Jerame	WQ	WQ Technician II
Kizzer	Kenneth	WQ	WQ Technician I
Jackson	Daniel	WQ	WQ Technician I
Jesmore	William	WQ	WQ Project Engineer
Tuttle	Carrie	Engineering	Director of Engineering and Environmental
Stevenson	Robert	Engineering	Water Quality Supervisor I
Merrill	Daniel	Engineering	Controls Engineer II
Burt	Manasseh	Engineering	Project Engineer
Belden	Terri	Engineering	Administrative Associate
Haynes	Thomas	Engineering	Project Engineer
Ervay	Megan	Engineering	Water Quality Supervisor I
Carter	Starr	Engineering	Assistant Director of Engineering
Salo	Warren	Engineering	GIS Specialist
Tremper	Kari	Engineering	Project Engineer (GIS)
VACANT	**Full Time**	Engineering	Water Quality Supervisor I
Fout	Christian	Engineering	Water Quality Supervisor I
Rohe	David	Engineering	Water Quality Supervisor I
VACANT	**Part Time**	Engineering	Water Quality Supervisor I
Sutliff	Matthew	Engineering	Controls Engineer

APPENDIX VIII

Development Authority of the North Country Budget Revisions FYE 2020

Budget Revisions for the Month of March 2020

Company	GL Acct#	Acct Description	Type of Budget Revision	Original Budget	$ Change	Revised Budget
52	5570	Other General Expense	Internal Transfer Modification	$250.00	$200.00	$450.00
52	5924	Legal	Internal Transfer Modification	$1,200.00	($200.00)	$1,000.00
10	5130	Office Equipment	Internal Transfer Modification	$2,500.00	$5,500.00	$8,000.00
10	6901	Contingency	Internal Transfer Modification	$19,808.00	($5,500.00)	$14,308.00
30	5102	Office Rent	Internal Transfer Modification	$44,279.00	$2,340.00	$46,619.00
30	5135	Underground Locating	Internal Transfer Modification	$95,000.00	($2,340.00)	$92,660.00
53	5570	Other General Expense	Internal Transfer Modification	$250.00	$750.00	$1,000.00
53	5970	Consulting	Internal Transfer Modification	$88,000.00	($750.00)	$87,250.00
10	5124	Computer Equipment	Internal Transfer Modification	$25,640.00	$7,500.00	$33,140.00
10	6901	Contingency	Internal Transfer Modification	$14,308.00	($7,500.00)	$6,808.00
					$0.00	
20	1440	Closure IV MMF Project 20-165	Capital Project Modification	$3,400,000.00	$1,365,000.00	$4,765,000.00
20	2840	Closure Reserve - Funding Source	Funding Source	$10,038,372.83	($1,365,000.00)	$8,673,372.83
					$0.00	
					$0.00	
					$0.00	
					$0.00	
					$0.00	

Development Authority of the North Country Budget Revisions FYE 2020						
Budget Revisions for the Month of February 2020						
Company	**GL Acct#**	**Acct Description**	**Type of Budget Revision**	**Original Budget**	**$ Change**	**Revised Budget**
10	5126	Computer Maintenance	Internal Transfer Modification	$13,000.00	$3,900.00	$16,900.00
10	5128	Programming & Software	Internal Transfer Modification	$126,506.00	($3,900.00)	$122,606.00
10	5970	Consulting	Internal Transfer Modification	$10,000.00	$162.00	$10,162.00
10	6901	Contingency	Internal Transfer Modification	$19,970.00	($162.00)	$19,808.00
11	5270	Travel & Meeting Expense	Internal Transfer Modification	$2,000.00	($1,500.00)	$500.00
11	5370	Training & Development	Internal Transfer Modification	$0.00	$1,500.00	$1,500.00
20	5932	Monitoring & Testing	Internal Transfer Modification	$115,600.00	$8,300.00	$123,900.00
20	6008	Contract Hauling	Internal Transfer Modification	$27,500.00	($8,300.00)	$19,200.00
20	6021	Regional Tire Recycling	Internal Transfer Modification	$45,000.00	$25,000.00	$70,000.00
20	6202	Interest Expense	Internal Transfer Modification	$580,297.00	($25,000.00)	$555,297.00
30	5062	Third Party Temporary - O&M	Internal Transfer Modification	$5,500.00	($4,000.00)	$1,500.00
30	5170	Other Office Expenses	Internal Transfer Modification	$5,000.00	$4,000.00	$9,000.00
41	5062	Third Party Temporary - O&M	Internal Transfer Modification	$7,500.00	($5,000.00)	$2,500.00
41	5128	Programming & Software	Internal Transfer Modification	$24,560.00	$5,000.00	$29,560.00
41	5804	Building Maintenance & Repair	Internal Transfer Modification	$22,500.00	$1,734.26	$24,234.26
41	5808	Site Maint & Repair	Internal Transfer Modification	$25,000.00	($1,734.26)	$23,265.74
60	5124	Computer Equipment	Internal Transfer Modification	$3,100.00	$2,000.00	$5,100.00
60	5202	Employee Mileage Reimbursement	Internal Transfer Modification	$14,500.00	$2,000.00	$16,500.00
60	5206	Empl. Lodging	Internal Transfer Modification	$7,000.00	($2,000.00)	$5,000.00
60	5402	Employee Uniforms	Internal Transfer Modification	$1,175.00	($200.00)	$975.00
60	5403	Safety Equipment & Supplies	Internal Transfer Modification	$1,100.00	$200.00	$1,300.00
60	5904	SCADA Expense	Internal Transfer Modification	$28,381.07	($2,000.00)	$26,381.07

Development Authority of the North Country Budget Revisions FYE 2020						
Budget Revisions for the Month of January 2020						
Company	**GL Acct#**	**Acct Description**	**Type of Budget Revision**	**Original Budget**	**$ Change**	**Revised Budget**
10	5112	Telephone	Internal Transfer Modification	$3,240.00	$460.00	$3,700.00
10	6901	Contingency	Internal Transfer Modification	$20,430.00	($460.00)	$19,970.00
20	6018	MattressRecycling-AllCounties	Internal Transfer Modification	$150,000.00	$30,000.00	$180,000.00
20	6300	RTS-Safety Equip & Supplies	Internal Transfer Modification	$1,350.00	$1,000.00	$2,350.00
20	6305	RTS-Large Parts	Internal Transfer Modification	$7,500.00	$7,500.00	$15,000.00
20	6310	RTS-Small Parts	Internal Transfer Modification	$4,005.00	$2,750.00	$6,755.00
20	6330	RTS-Contract Haulling	Internal Transfer Modification	$160,000.00	($16,000.00)	$144,000.00
20	6360	RTS-Employee Uniforms	Internal Transfer Modification	$150.00	$250.00	$400.00
20	6370	RTS-Propane	Internal Transfer Modification	$2,500.00	$2,500.00	$5,000.00
20	6375	RTS-Builing Supplies	Internal Transfer Modification	$1,000.00	$1,000.00	$2,000.00
20	6380	RTS-Site Supplies	Internal Transfer Modification	$1,000.00	$1,000.00	$2,000.00
20	6385	RTS-Builing Maintenance	Internal Transfer Modification	$1,500.00	$1,000.00	$2,500.00
20	6395	RTS-Auto Repair & Maintenance	Internal Transfer Modification	$2,000.00	($1,000.00)	$1,000.00
20	6901	Contingency	Internal Transfer Modification	$30,000.00	($30,000.00)	$0.00
30	5926	Investment Banking Fees	Internal Transfer Modification	$4,760.00	$290.73	$5,050.73
30	6901	Contingency	Internal Transfer Modification	$5,000.00	($290.73)	$4,709.27
41	5112	Telephone	Internal Transfer Modification	$6,120.00	$4,000.00	$10,120.00
41	5815	Chemicals	Internal Transfer Modification	$94,040.00	($4,000.00)	$90,040.00
60	5112	Telephone	Internal Transfer Modification	$3,240.00	$438.93	$3,678.93
60	5904	SCADA Expense	Internal Transfer Modification	$28,820.00	($438.93)	$28,381.07

Development Authority of the North Country Budget Revisions FYE 2020						
Budget Revisions for the Month of December 2019						
Company	**GL Acct#**	**Acct Description**	**Type of Budget Revision**	**Original Budget**	**$ Change**	**Revised Budget**
20	5054	Employee Physicals & Screening	Internal Transfer Modification	$8,000.00	$1,500.00	$9,500.00
20	5312	Continuing Education	Internal Transfer Modification	$3,000.00	($1,500.00)	$1,500.00
20	5128	Programming & Software	Internal Transfer Modification	$5,000.00	$40.00	$5,040.00
20	**5312**	**Continuing Education**	Internal Transfer Modification	**$1,500.00**	**($40.00)**	**$1,460.00**
51	5924	Legal	Internal Transfer Modification	$3,000.00	$1,000.00	$4,000.00
51	5970	Consulting	Internal Transfer Modification	$18,000.00	($1,000.00)	$17,000.00
60	5403	Safety Equipment & Supplies	Internal Transfer Modification	$1,000.00	$100.00	$1,100.00
60	5601	Auto/Light Truck Rep. & Maint.	Internal Transfer Modification	$2,877.00	($100.00)	$2,777.00

Development Authority of the North Country Budget Revisions FYE 2020

Budget Revisions for the Month of November 2019

Company	GL Acct#	Acct Description	Type of Budget Revision	Original Budget	$ Change	Revised Budget
10	5206	Empl. Lodging	Internal Transfer Modification	$2,700.00	$1,000.00	$3,700.00
10	6901	Contingency	Internal Transfer Modification	$22,930.00	($1,000.00)	$21,930.00
10	5122	Public Info & Advertising	Internal Transfer Modification	$2,500.00	$1,500.00	$4,000.00
10	**6901**	**Contingency**	Internal Transfer Modification	**$21,930.00**	($1,500.00)	**$20,430.00**
51	5924	Legal	Internal Transfer Modification	$1,000.00	$2,000.00	$3,000.00
51	5970	Consulting	Internal Transfer Modification	$20,000.00	($2,000.00)	$18,000.00
53	5924	Legal	Internal Transfer Modification	$2,000.00	$2,000.00	$4,000.00
53	5970	Consulting	Internal Transfer Modification	$90,000.00	($2,000.00)	$88,000.00

Accounts with more than 1 revision during the month have the current revised budget amount displayed in **bold type.**

Development Authority of the North Country Budget Revisions FYE 2020						
Budget Revisions for the Month of October 2019						
Company	**GL Acct#**	**Acct Description**	**Type of Budget Revision**	**Original Budget**	**$ Change**	**Revised Budget**
10	5122	Public Info & Advertising	Internal Transfer Modification	$1,500.00	$1,000.00	$2,500.00
10	6901	Contingency	Internal Transfer Modification	$23,930.00	($1,000.00)	$22,930.00
30	5206	Empl. Lodging	Internal Transfer Modification	$18,000.00	($2,150.00)	$15,850.00
30	5370	Training & Development	Internal Transfer Modification	$14,300.00	($5,000.00)	$9,300.00
30	5970	Consulting	Internal Transfer Modification	$7,500.00	$7,150.00	$14,650.00
60	4001	Customer Billings	Board Amended Modification	$1,193,850.00	$48,000.00	$1,241,850.00
60	8090	Resale Parts, & Materials	Board Amended Modification	$47,000.00	$48,000.00	$95,000.00

Development Authority of the North Country Budget Revisions FYE 2020						
Budget Revisions for the Month of September 2019						
Company	**GL Acct#**	**Acct Description**	**Type of Budget Revision**	**Original Budget**	**$ Change**	**Revised Budget**
30	5720	Offnet Circuit Lease	Internal Transfer Modification	$600,000.00	$7,800.00	$607,800.00
30	5830	Colocation Expense	Internal Transfer Modification	$185,000.00	($7,800.00)	$177,200.00
30	5133	Equipment Maintenance Contract	Internal Transfer Modification	$340,000.00	($15,000.00)	$325,000.00
30	5836	Pole Attachment Fees	Internal Transfer Modification	$279,479.00	$35,000.00	$314,479.00
30	6901	Contingency	Internal Transfer Modification	$25,000.00	($20,000.00)	$5,000.00

Development Authority of the North Country Budget Revisions FYE 2020						
Budget Revisions for the Month of August 2019						
Company	**GL Acct#**	**Acct Description**	**Type of Budget Revision**	**Original Budget**	**$ Change**	**Revised Budget**
10	5123	Promotional Materials	Internal Transfer Modification	$6,000.00	($3,000.00)	$3,000.00
10	6104	Sponsorships	Internal Transfer Modification	$6,000.00	$3,000.00	$9,000.00
20	5712	Purchased Maintenance & Repair	Internal Transfer Modification	$70,000.00	$20,000.00	$90,000.00
20	5810	Site Supplies	Internal Transfer Modification	$40,000.00	($20,000.00)	$20,000.00
30	5370	Training & Development	Internal Transfer Modification	$16,300.00	($2,000.00)	$14,300.00
30	5770	Other Tools, Equip, O&M Exp	Internal Transfer Modification	$6,000.00	$2,000.00	$8,000.00
41	5124	Computer Equipment	Internal Transfer Modification	$14,000.00	($100.00)	$13,900.00
41	5128	Programming & Software	Internal Transfer Modification	$24,460.00	$100.00	$24,560.00

Development Authority of the North Country Budget Revisions FYE 2020						
Budget Revisions for the Month of July 2019						
Company	**GL Acct#**	**Acct Description**	**Type of Budget Revision**	**Original Budget**	**$ Change**	**Revised Budget**
60	4001	Customer Billings	Internal Transfer Modification	$1,193,850.00	($35,000.00)	$1,158,850.00
60	8090	Resale Parts, & Materials	Internal Transfer Modification	$47,000.00	$35,000.00	$82,000.00

Development Authority of the North Country Budget Revisions FYE 2020						
Budget Revisions for the Month of June 2019						
Company	**GL Acct#**	**Acct Description**	**Type of Budget Revision**	**Original Budget**	**$ Change**	**Revised Budget**
10	5170	Other Office Expenses	Internal Transfer Modification	$1,600.00	$1,070.00	$2,670.00
10	6901	Contingency	Internal Transfer Modification	$25,000.00	($1,070.00)	$23,930.00

Development Authority of the North Country Budget Revisions FYE 2020						
Budget Revisions for the Month of April 2019						
Company	**GL Acct#**	**Acct Description**	**Type of Budget Revision**	**Original Budget**	**$ Change**	**Revised Budget**
41	5128	Programming & Software	Internal Transfer Modification	$23,500.00	$960.00	$24,460.00
41	5815	Chemicals	Internal Transfer Modification	$95,000.00	($960.00)	$94,040.00
42	5128	Programming & Software	Internal Transfer Modification	$21,000.00	$960.00	$21,960.00
42	5706	Shop Tools	Internal Transfer Modification	$5,000.00	($960.00)	$4,040.00
52	5570	Other General Expense	Internal Transfer Modification	$0.00	$250.00	$250.00
53	5570	Other General Expense	Internal Transfer Modification	$500.00	($250.00)	$250.00

APPENDIX IX

Summary of All Units
Change In Net Position
For the Twelve Months Ending Sunday, March 31, 2019

GL	Account Description	Annual Budget	YTD Budget	Actual YTD	YTD Variance Over (Under)
	Customer Billings				
4001	Customer Billings	$19,603,438.00	$19,603,438.00	$18,309,497.42	($1,293,940.58)
4004	Dark Fiber Billings	122,480.00	122,480.00	128,896.68	6,416.68
4005	Capital Billings	278,567.00	278,567.00	278,566.88	(0.12)
4006	Replacement Reserve Tip Income	918,980.00	918,980.00	1,107,093.28	188,113.28
4008	Closure Reserve Tip Income	459,490.00	459,490.00	553,546.64	94,056.64
4010	Tip Fee Stabilization Tip Income	459,490.00	459,490.00	553,546.64	94,056.64
4012	Capital Reserve Tip Income	689,235.00	689,235.00	830,319.96	141,084.96
4013	Landfill Gas Tip Income	459,490.00	459,490.00	553,546.64	94,056.64
	Total Customer Billings	**22,991,170.00**	**22,991,170.00**	**22,315,014.14**	**(676,155.86)**
	Grant Revenue				
4181	Federal Grant Income	138,134.00	138,134.00	127,089.04	(11,044.96)
4183	NY State Grants	3,514,922.00	3,514,922.00	2,123,913.34	(1,391,008.66)
4184	Other Grants	0.00	0.00	438.24	438.24
	Total Grant Revenue	**3,653,056.00**	**3,653,056.00**	**2,251,440.62**	**(1,401,615.38)**
4104	**Loan Interest Income**	**712,000.00**	**712,000.00**	**661,274.95**	**(50,725.05)**
	Other Income				
4162	Processing Fees	16,250.00	16,250.00	39,355.00	23,105.00
4164	Miscellaneous	265,756.00	265,756.00	285,050.25	19,294.25
4166	LFGTE Revenue	740,000.00	740,000.00	581,414.66	(158,585.34)
4190	Recovery of Bad Debts	0.00	0.00	22,317.89	22,317.89
	Total Other Income	**1,022,006.00**	**1,022,006.00**	**928,137.80**	**(93,868.20)**
4201	**Gain on Sale of Assets**	**43,000.00**	**43,000.00**	**115,331.18**	**72,331.18**
	Interest Income				
4102	Investment Interest Income	520,175.00	520,175.00	537,799.80	17,624.80
4106	Trustee Interest	247,845.00	247,845.00	285,905.17	38,060.17
4108	Reserve Interest	315,064.00	315,064.00	351,727.65	36,663.65
4116	Replace Reserve Interest Income	96,443.00	96,443.00	115,189.10	18,746.10
4118	Closure Reserve Interest Income	166,649.00	166,649.00	171,980.27	5,331.27
4119	Post Close Interest Income	125,717.00	125,717.00	156,633.68	30,916.68
4120	Wetlands Mitigation Interest Incom	32,803.00	32,803.00	37,890.62	5,087.62
4202	Mark to Market Adjustment	0.00	0.00	620,041.55	620,041.55
	Total Interest Income	**1,504,696.00**	**1,504,696.00**	**2,277,167.84**	**772,471.84**
	Total Income	**29,925,928.00**	**29,925,928.00**	**28,548,366.53**	**(1,377,561.47)**
	Salaries				
5001-1	Administrative Wages	887,235.00	887,235.00	860,972.08	(26,262.92)
5001-2	Engineering Wages	1,065,690.00	1,065,690.00	998,879.39	(66,810.61)
5001-3	Technology Wages	1,364,516.00	1,364,516.00	1,285,828.15	(78,687.85)
5001-1	Regional Development Wages	328,476.00	328,476.00	295,293.71	(33,182.29)
5001-2	MMF Wages	1,396,188.00	1,396,188.00	1,257,362.12	(138,825.88)

Summary of All Units
Change In Net Position
For the Twelve Months Ending Sunday, March 31, 2019

5001-4	WQ Wages	879,188.00	879,188.00	851,568.72	(27,619.28)
5002 -	Overtime Wages	148,474.00	148,474.00	158,037.44	9,563.44
5005	On-Call Stipend	25,800.00	25,800.00	23,850.00	(1,950.00)
	Total Salaries	**6,095,567.00**	**6,095,567.00**	**5,731,791.61**	**(363,775.39)**
	Fringe Benefits				
5031 -	FICA Expense	466,046.00	466,046.00	405,946.35	(60,099.65)
5032 -	Pension Expense	840,381.00	840,381.00	705,065.07	(135,315.93)
5033 -	Health Insurance	689,871.00	689,871.00	662,869.98	(27,001.02)
5041 -	Retiree Health Insurance	55,840.00	55,840.00	53,275.34	(2,564.66)
5034 -	Workers Comp	190,169.00	190,169.00	166,989.56	(23,179.44)
5035 -	Disability Insurance	4,202.00	4,202.00	3,562.63	(639.37)
5036	Unemployment	10,000.00	10,000.00	0.00	(10,000.00)
5042 -	Post Retire Overhead	488,517.00	488,517.00	480,186.95	(8,330.05)
5051	Benefit Admin. Fees	9,300.00	9,300.00	9,603.12	303.12
5054	Employee Physicals & Screening	15,575.00	15,575.00	13,206.45	(2,368.55)
	Total Fringe Benefits	**2,769,901.00**	**2,769,901.00**	**2,500,705.45**	**(269,195.55)**
	Operations & Maintenance				
5062	Third Party Temporary - O&M	39,700.00	39,700.00	21,618.60	(18,081.40)
5133	Equipment Maintenance Contracts	315,516.00	315,516.00	224,922.32	(90,593.68)
5134	Maintenance Contracts	180,193.00	180,193.00	174,312.21	(5,880.79)
5135	Underground Locating	95,000.00	95,000.00	56,011.69	(38,988.31)
5403	Safety Equipment & Supplies	36,150.00	36,150.00	31,618.94	(4,531.06)
5702	Large Parts	95,000.00	95,000.00	84,147.36	(10,852.64)
5703	Small Equipment	30,000.00	30,000.00	21,332.71	(8,667.29)
5704	O&M Supplies	24,300.00	24,300.00	14,457.09	(9,842.91)
5706	Shop Tools	17,500.00	17,500.00	8,968.56	(8,531.44)
5708	Fuels	253,000.00	253,000.00	234,408.47	(18,591.53)
5710	Lubricants	20,000.00	20,000.00	11,209.22	(8,790.78)
5712	Purchased Maintenance & Repair	123,000.00	123,000.00	68,224.99	(54,775.01)
5716	Equipment Rental	15,000.00	15,000.00	8,778.00	(6,222.00)
5718	Tires	20,000.00	20,000.00	19,128.26	(871.74)
5720	Offnet Circuit Lease	560,341.00	560,341.00	486,374.44	(73,966.56)
5770	Other Tool, Equip & O&M	16,900.00	16,900.00	16,525.63	(374.37)
5815	Chemicals	118,000.00	118,000.00	29,406.55	(88,593.45)
5820	LFG Maintenance	94,950.00	94,950.00	73,306.64	(21,643.36)
5830	Collo Expense	175,000.00	175,000.00	150,070.10	(24,929.90)
5834	Permitting	3,000.00	3,000.00	265.90	(2,734.10)
5836	Pole Attachment Fees	259,380.00	259,380.00	204,544.82	(54,835.18)
5838	Conduit Lease	24,696.00	24,696.00	19,695.93	(5,000.07)
5902	Lab Fees	9,100.00	9,100.00	6,620.00	(2,480.00)
5904	SCADA	28,820.00	28,820.00	22,717.22	(6,102.78)
5932	Monitoring & Testing	117,210.00	117,210.00	94,290.06	(22,919.94)
6008	Contract Hauling	30,000.00	30,000.00	26,528.75	(3,471.25)
6010	Cape Vincent Reserve	700.00	700.00	700.00	0.00
6106	Annual Report	2,000.00	2,000.00	0.00	(2,000.00)
6110	Marketing	5,000.00	5,000.00	5,000.00	0.00
8090	Purchases for Resale	225,330.00	225,330.00	101,971.83	(123,358.17)
	Total O & M	**2,934,786.00**	**2,934,786.00**	**2,217,156.29**	**(717,629.71)**

Summary of All Units
Change In Net Position
For the Twelve Months Ending Sunday, March 31, 2019

	Waste Diversion				
5125	Promotional Materials - RRR	67,500.00	67,500.00	25,396.88	(42,103.12)
6009	Household Hazardous Waste	75,000.00	75,000.00	68,422.72	(6,577.28)
6011	Recycling Incentive	73,755.00	73,755.00	49,019.45	(24,735.55)
6013	CRT Recycling	130,000.00	130,000.00	95,782.40	(34,217.60)
6015	Ag Plastics Recycling	45,000.00	45,000.00	0.00	(45,000.00)
6017	Book Debinding	10,000.00	10,000.00	6,086.31	(3,913.69)
6018	Mattress Recycling - All Counties	150,000.00	150,000.00	42,494.00	(107,506.00)
6019	Fort Drum - Public Partnership	90,000.00	90,000.00	17,308.80	(72,691.20)
6020	Waste Audit	35,000.00	35,000.00	0.00	(35,000.00)
	Total Waste Diversion	**676,255.00**	**676,255.00**	**304,510.56**	**(371,744.44)**
6002	**Sewage Treatment**	**1,563,527.00**	**1,563,527.00**	**1,196,193.97**	**(367,333.03)**
6004	**Water Purchases**	**856,465.00**	**856,465.00**	**600,528.97**	**(255,936.03)**
6016	**Closure & Post Closure Care**	**751,856.00**	**751,856.00**	**1,037,920.58**	**286,064.58**
6006	**Host Community Benefits**	**825,671.00**	**825,671.00**	**987,945.04**	**162,274.04**
6007	**LFGTE Revenue Sharing**	**20,000.00**	**20,000.00**	**0.00**	**(20,000.00)**
	Office & Administrative				
5053	Misc Employee Costs	13,270.00	13,270.00	12,092.73	(1,177.27)
5102	Office Rent	125,450.00	125,450.00	125,450.04	0.04
5104	Office Supplies	25,950.00	25,950.00	14,734.31	(11,215.69)
5110	Postage & Shipping	8,500.00	8,500.00	6,137.41	(2,362.59)
5112	Telephone	31,820.00	31,820.00	31,292.49	(527.51)
5114	Cellular Services	32,950.00	32,950.00	33,392.68	442.68
5118	Other Communications	11,600.00	11,600.00	9,342.79	(2,257.21)
5120	Dues & Subscriptions	13,875.00	13,875.00	9,078.40	(4,796.60)
5122	Public Info & Advertising	18,500.00	18,500.00	11,253.89	(7,246.11)
5123	Promotional Materials	19,000.00	19,000.00	10,314.05	(8,685.95)
5130	Office Equipment	15,500.00	15,500.00	4,556.18	(10,943.82)
5132	Office Equip Maintenance	1,200.00	1,200.00	0.00	(1,200.00)
5170	Other Office Expenses	6,600.00	6,600.00	878.45	(5,721.55)
5172	Filing Fees	12,300.00	12,300.00	4,329.26	(7,970.74)
5173	Credit Card Processing Fees	1,200.00	1,200.00	836.17	(363.83)
5202	Employee Mileage Reimbursemen	39,643.00	39,643.00	27,576.65	(12,066.35)
5204	Empl. Meals & Incidental	21,975.00	21,975.00	12,330.58	(9,644.42)
5206	Empl. Lodging	46,400.00	46,400.00	36,664.26	(9,735.74)
5270	Travel & Meeting Expense	10,400.00	10,400.00	6,896.56	(3,503.44)
5312	Continuing Education	5,000.00	5,000.00	399.00	(4,601.00)
5370	Training & Development	61,885.00	61,885.00	33,127.01	(28,757.99)
5402	Employee Uniforms	35,550.00	35,550.00	17,855.54	(17,694.46)
5508	Cleaning Services	27,000.00	27,000.00	25,277.50	(1,722.50)
5570	Other General Expense	4,050.00	4,050.00	1,182.84	(2,867.16)
6102	Board Member Travel & Expenses	2,750.00	2,750.00	827.44	(1,922.56)
6104	Sponsorships	6,000.00	6,000.00	3,080.00	(2,920.00)
6210	Trustee Fees	8,200.00	8,200.00	6,766.20	(1,433.80)
	Total Office & Admin	**606,568.00**	**606,568.00**	**445,672.43**	**(160,895.57)**
	Utilities				

Summary of All Units
Change In Net Position
For the Twelve Months Ending Sunday, March 31, 2019

5802	Gas & Electric	148,200.00	148,200.00	140,572.73	(7,627.27)
5803	Propane	25,000.00	25,000.00	21,854.09	(3,145.91)
	Total Utilities	**173,200.00**	**173,200.00**	**162,426.82**	**(10,773.18)**
	Materials & Supplies				
5806	Building Supplies	7,000.00	7,000.00	3,297.70	(3,702.30)
5810	Site Supplies	40,000.00	40,000.00	34,694.60	(5,305.40)
5824	Sand, Gravel & Stone	200,000.00	200,000.00	199,892.60	(107.40)
5826	Seed & Mulch	30,000.00	30,000.00	22,840.00	(7,160.00)
	Total Materials & Supplies	**277,000.00**	**277,000.00**	**260,724.90**	**(16,275.10)**
	Professional Fees				
5924	Legal	104,300.00	104,300.00	62,289.46	(42,010.54)
5926	Investment Banking Fees	45,422.00	45,422.00	35,652.96	(9,769.04)
5928	Accounting Fees	41,000.00	41,000.00	34,000.00	(7,000.00)
5970	Consulting	203,600.00	203,600.00	87,794.56	(115,805.44)
	Total Professional Fees	**394,322.00**	**394,322.00**	**219,736.98**	**(174,585.02)**
	Repairs & Maintenance				
5804	Building Maintenance & Repair	48,000.00	48,000.00	41,198.53	(6,801.47)
5808	Site Maint & Repair	35,500.00	35,500.00	12,668.24	(22,831.76)
5812	Pipeline Maintenance	90,000.00	90,000.00	42,603.45	(47,396.55)
	Total Repairs & Maintenance	**173,500.00**	**173,500.00**	**96,470.22**	**(77,029.78)**
	Automobile				
5601	Auto/Light Truck Rep. & Maint.	34,877.00	34,877.00	22,506.89	(12,370.11)
5602	Auto/Light Truck Fuel	90,800.00	90,800.00	72,997.11	(17,802.89)
5603	Auto/Light Truck Rental/Lease	174,750.00	174,750.00	166,931.71	(7,818.29)
5605	Vehicle Ins	34,000.00	34,000.00	25,238.04	(8,761.96)
	Total Automobile	**334,427.00**	**334,427.00**	**287,673.75**	**(46,753.25)**
	Computer				
5124	Computer Equipment	66,900.00	66,900.00	62,698.53	(4,201.47)
5126	Computer Maintenance	10,000.00	10,000.00	2,881.75	(7,118.25)
5128	Programming & Software	169,597.00	169,597.00	148,635.82	(20,961.18)
5129	ECMS Expense	24,000.00	24,000.00	18,112.55	(5,887.45)
6108	Web Page Design & Maintenance	2,630.00	2,630.00	2,359.88	(270.12)
5906	GIS	42,451.00	42,451.00	42,045.51	(405.49)
	Total Computer	**315,578.00**	**315,578.00**	**276,734.04**	**(38,843.96)**
6122	**Bad Debt Expense**	**0.00**	**0.00**	**12,112.35**	**12,112.35**
6114	**Insurance**	**371,100.00**	**371,100.00**	**383,826.53**	**12,726.53**
6120	**Grants**	**1,265,000.00**	**1,265,000.00**	**732,672.04**	**(532,327.96)**
6208	**NYS Administrative Assessment**	**125,049.00**	**125,049.00**	**122,000.00**	**(3,049.00)**
7032	**Depreciation**	**9,965,370.00**	**9,965,370.00**	**9,062,315.33**	**(903,054.67)**
7002	**Amortization**	**24,367.00**	**24,367.00**	**24,366.72**	**(0.28)**
6202	**Interest Expense**	**352,329.00**	**352,329.00**	**322,626.62**	**(29,702.38)**
6901	**Contingency**	**59,300.00**	**59,300.00**	**0.00**	**(59,300.00)**
	Total Expenses	**30,931,138.00**	**30,931,138.00**	**26,986,111.20**	**(3,945,026.80)**

Summary of All Units
Change In Net Position
For the Twelve Months Ending Sunday, March 31, 2019

Change in Net Position	**(1,005,210.00)**	**(1,005,210.00)**	**1,562,255.33**	**2,567,465.33**

APPENDIX X

AUTHORITY CAPITAL PROJECT SUMMARY

	Amended Budget FYE 2020	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
ADMINISTRATION	$ 200,200	$ 195,500	$ 250,600	$ 216,200	$ 260,600	$ 107,300
TELECOMMUNICATIONS	$ 3,832,000	$ 2,685,000	$ 1,722,500	$ 1,645,375	$ 1,748,644	$ 1,757,326
MATERIALS MANAGEMENT FACILITY	$ 21,178,000	$ 1,890,000	$ 1,800,000	$ 2,200,000	$ 1,220,000	$ 370,000
ARMY SEWER LINE	$ 30,000	$ 50,000	$ 200,000	$ -	$ 2,000,000	$ 7,850,000
ARMY WATER LINE	$ 1,629,866	$ 100,000	$ -	$ -	$ 40,000	$ -
REGIONAL WATER LINE	$ 130,000	$ 85,000	$ 40,000	$ 25,000	$ 25,000	$ 2,700,000
ENGINEERING	$ -	$ -	$ 30,000	$ -	$ 50,000	$ -
TOTAL	**$ 27,000,066**	**$ 5,005,500**	**$ 4,043,100**	**$ 4,086,575**	**$ 5,344,244**	**$12,784,626**

APPENDIX B
ADMINISTRATIVE CAPITAL PROJECTS

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	Fleet Vehicles	O	$ 123,500	$ 191,000	$ 213,200	$ 220,600	$ 91,300
	Server Replacement	O	$ 12,000	$ 9,600	$ 3,000	$ 40,000	$ 16,000
	Network Access Control (NAC)	O	$ 60,000	$ -	$ -	$ -	$ -
	Voice Upgrade	O	$ -	$ 50,000	$ -	$ -	$ -
TOTAL ADMINISTRATIVE			**$ 195,500**	**$ 250,600**	**$ 216,200**	**$ 260,600**	**$ 107,300**

Fund Description
O Operating Investments
AR Administrative Reserve

APPENDIX B
TELECOMMUNICATIONS CAPITAL PROJECTS

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	DWDM Upgrade	R	$ 1,000,000	$ 100,000	$ -	$ 100,000	$ 100,000
	Customer Network Construction	R	$ 525,000	$ 600,000	$ 650,000	$ 700,000	$ 700,000
	Ethernet Enhancements	R	$ 500,000	$ 350,000	$ 300,000	$ 250,000	$ 250,000
	Wireless Tower Service	R	$ 300,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
	Emergency Restoration	R	$ 150,000	$ 157,500	$ 165,375	$ 173,644	$ 182,326
	Central Office Enhancements	R	$ 100,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000
	DOT - Road Projects	R	$ 50,000	$ 80,000	$ 80,000	$ 75,000	$ 75,000
	Fiber Augments	R	$ 35,000	$ 85,000	$ 100,000	$ 100,000	$ 100,000
30568	Economic Development Initiatives	R	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
TOTAL TELECOMMUNICATIONS			**$ 2,685,000**	**$ 1,722,500**	**$ 1,645,375**	**$ 1,748,644**	**$ 1,757,326**

Fund Description
R Repair & Replacement Reserve

APPENDIX B
MATERIALS MANAGEMENT FACILITY CAPITAL PROJECTS

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	Onsite Leachate Treatement	R	$ 750,000	TBD	TBD	$ -	$ -
	Equipment: Articulated Hauler	R	$ 750,000	$ -	$ 800,000	$ -	$ -
	Equipment: Main Snow Blower	R	$ 200,000	$ -	$ -	$ -	$ -
	Equipment: Cyncom Camera	R	$ 130,000	$ -	$ -	$ -	$ -
	Equipment: RC Slope Mower	R	$ 60,000	$ -	$ -	$ -	$ -
	Petroleum Bulk Storage Upgrade	R	$ -	$ 650,000	$ -	$ -	$ -
	Equipment: Landfill Compactor	R	$ -	$ 600,000	$ -	$ -	$ -
	Equipment: Main Flare Replacement	R	$ -	$ 300,000	$ -	$ -	$ -
	LFG Wellfield Expansion	LG	$ -	$ 200,000	$ -	$ -	$ -
20105	Natural Habitat Enhancement	R	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000
	Equipment: Waste Dozer	R	$ -	$ -	$ 550,000	$ 600,000	$ -
	Equipment: Hydraulic Excavator	R	$ -	$ -	$ 400,000	$ 475,000	$ -
	Equipment: Sewer Jet/Vacuum Truck	R	$ -	$ -	$ 310,000	$ -	$ -
	Equipment: Leachate Tank Trailer	R	$ -	$ -	$ 90,000	$ 95,000	$ 100,000
	Equipment: Leachate Truck Tractor	R	$ -	$ -	$ -	$ -	$ 170,000
	Concrete Floors in Storage Buildings	R	$ -	$ -	$ -	$ -	$ 50,000
TOTAL MMF			**$ 1,890,000**	**$ 1,800,000**	**$ 2,200,000**	**$ 1,220,000**	**$ 370,000**

Fund Description
C Closure Reserve
CC Carbon Credit Reserve
CAP Capital Reserve

APPENDIX B
WATER QUALITY MANAGEMENT CAPITAL PROJECTS

ARMY SEWER LINE

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	WPS HVAC Evalution/Design Improvements	REV	$ 50,000	$ 200,000	$ -	$ -	$ -
	WPS General Maintenance for upgrading and rehabilitation	TBD	$ -	$ -	$ -	$ 2,000,000	$ -
	WPS ASL Contract 6 Expansion	TBD	$ -	$ -	$ -	$ -	$ 7,850,000
TOTAL ARMY SEWER LINE			**$ 50,000**	**$ 200,000**	**$ -**	**$ 2,000,000**	**$ 7,850,000**

ARMY WATER LINE

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	AWL Waterline Consult/Evaluation/Repairs	REV	$ 100,000	TBD	TBD	$ -	$ -
	AWL BPS 1/2 SCADA Upgrade	REV	$ -	$ -	$ -	$ 40,000	$ -
TOTAL ARMY WATER LINE			**$ 100,000**	**$ -**	**$ -**	**$ 40,000**	**$ -**

REGIONAL WATER LINE

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
43109	RWL TOCV Generator Replacement	CR	$ 25,000	$ -	$ -	$ -	$ -
43310	RWL Chaumont River Crossing Bypass	CR	$ 30,000	$ -	$ -	$ -	$ -
	RWL Mainline Valve Bolt Repair	CR	$ 30,000	$ -	$ -	$ -	$ -
	RWL DBP Mitigation Study	REV	$ -	$ 20,000	$ -	$ -	$ -
	RWL Improvements	REV		$ 20,000	$ 25,000	$ 25,000	
	RWL Water Tower	TBD	$ -	$ -	$ -	$ -	$ 2,500,000
	RWL LBPS Genset Replacement	TBD	$ -	$ -	$ -	$ -	$ 200,000
TOTAL REGIONAL WATER LINE			**$ 85,000**	**$ 40,000**	**$ 25,000**	**$ 25,000**	**$ 2,700,000**

APPENDIX B
ENGINEERING

ENGINEERING

Project Number	Project Description	Fund	Budget FYE 2021	Budget FYE 2022	Budget FYE 2023	Budget FYE 2024	Budget FYE 2025
	GIS Equipment	O	$ -	$ 30,000	$ -	$ -	$ -
	GIS Internet Mapping Application Upgrade	TBD	$ -	$ -	$ -	$ 50,000	$ -
TOTAL ENGINEERING			**$ -**	**$ 30,000**	**$ -**	**$ 50,000**	**$ -**

Fund Description(s)

REV Revenue
O Operating Investments
CR Capital Reserve
TBD To Be Determined

APPENDIX XI

Authority Debt Narrative

1) **Materials Management**
   a) 2019 Bond Issue (Southern Expansion Funding)
      - Debt Balance @ 12/31/19: $10,720,000
      - Annual Debt Service, Interest & Principal: $660,927
      - Maturity Date: 9/01/2044
      - A **Debt Sinking Fund** was established to meet the 2019 debt service requirements. Balance @ 12/31/2019 $ 297,489. A Monthly Debt Service deposit in the amount of approximately $55,100 per month shall commence on April 1, 2020.
      - A Municipal Bond Debt Service Reserve Insurance Commitment has been purchased from Assured Guaranty Municipal Corp. in the amount equal to the Debt Service Reserve Requirement of approximately $345,000.

   b) 2015 Bond Issue (Leachate Loadout & Access Control Facility)
      - Debt Balance @ 12/31/19: $7,540,000
      - Annual Debt Service, Interest & Principal: $504,938
      - Maturity Date : 5/15/2040
      - **A Debt Sinking Fund** was established to meet debt service requirements of the 2015 Debt issuance. Balance @ 12/31/19: $ 215,271. Monthly deposit to 2015 Debt Service Sinking Fund: $44,000
      - **A Debt Service Reserve** was established to meet debt service requirements of the 2015 Debt issuance. Balance @ 12/31/19: $ 251,969. No monthly deposits or annual withdrawals are made.

2) **Regional Waterline**
   a) United States Department of Agriculture
      - Debt Balance @ 12/31/19: $1,065,888
      - Annual Debt Service, Interest & Principal: $91,104
      - Maturity Date: 4/08/36

   b) Village of Cape Vincent – 4th Filter
      - Debt Balance @ 12/31/19: $621,416
      - Annual Debt Service, Interest & Principal: $28,286
      - Maturity Date: 3/1/49

3) **Regional Development**
   a) Housing Trust Fund;
      - Debt Balance @ 12/31/19: $600,000
      - Annual Debt Service, Interest & Principal: $0.00
      - Maturity Date: 12/31/38. Payable upon loan repayment from ultimate recipient.

   b) New York State Job Development Authority – Agribusiness Loan Program
      - Debt Balance @ 12/31/19: $333,333.33
      - Annual Debt Service, Interest & Principal: Payments due in years 5, 7 & 10.
      - Maturity Date: 2028
      - The FY2021 Budget proposes paying back the loan to NYS JDA

4) **Administrative**
   a) NYS Loan (Original State Investment in Authority)
      - Debt Balance @ 12/31/19: $1,014,000
      - Annual Debt Service: $50,000 (Principal Only, 0% Interest)
        Maturity Date: 3/31/40

APPENDIX XII

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

SUPPLEMENTAL SCHEDULE OF REVENUE, EXPENSES AND CHANGE IN NET POSITION BY DEPARTMENT
FOR THE YEAR ENDED MARCH 31, 2019

	General and Administration	Solid Waste Management Facility	Water and Waste Water Operations	Telecommunications Network	Housing and Economic Development	Engineering	Total
OPERATING REVENUE:							
Customer billings	$ -	$ 9,843,669	$ 5,046,674	$ 5,971,362	$ 222,186	$ 1,231,126	$ 22,315,017
Grant revenue	5,175	73,019	-	100,000	2,055,303	17,943	2,251,440
Loan interest income	-	-	-	-	661,275	-	661,275
Other revenue	169,866	600,932	14,487	51,595	91,259	-	928,139
Total operating revenues	175,041	10,517,620	5,061,161	6,122,957	3,030,023	1,249,069	26,155,871
OPERATING EXPENSES:							
Depreciation and amortization	224,926	4,263,466	628,411	3,942,663	-	27,217	9,086,683
Salaries	851,542	1,441,253	1,084,526	1,242,511	367,345	744,620	5,731,797
Fringe benefits	385,567	721,008	528,443	399,903	151,668	314,110	2,500,699
Operation and maintenance	9,480	981,724	69,729	1,345,142	11,260	103,632	2,520,967
Wastewater treatment	-	339,155	857,039	-	-	-	1,196,194
Water purchases	-	-	601,229	-	-	-	601,229
Community benefits	-	928,648	-	-	59,297	-	987,945
Closure and post-closure costs	-	1,037,920	-	-	-	-	1,037,920
Grant	-	-	-	-	732,672	-	732,672
Office and administrative	137,308	67,214	56,068	104,368	11,847	68,869	445,674
Insurance	17,463	153,520	77,075	111,693	-	24,077	383,828
Bad debt	-	12,112	-	-	-	-	12,112
Automobile	701	31,744	168,402	65,774	-	21,053	287,674
Utilities	-	59,890	98,941	3,595	-	-	162,426
Materials and supplies	-	260,726	-	-	-	-	260,726
Professional fees	75,499	18,129	14,555	32,570	78,985	-	219,738
Computer	151,712	16,817	27,161	26,271	-	54,774	276,735
NYS administrative assessment	-	49,605	33,036	31,981	-	7,378	122,000
Repairs and maintenance	-	23,629	72,840	-	-	-	96,469
Engineering allocation	-	31,395	36,112	20,733	8,331	(96,571)	-
Administrative allocation	(1,675,740)	702,057	327,770	470,562	132,226	43,125	-
Total operating expenses	178,458	11,140,012	4,681,337	7,797,766	1,553,631	1,312,284	26,663,488
Total operating income	(3,417)	(622,392)	379,824	(1,674,809)	1,476,392	(63,215)	(507,617)
NON-OPERATING REVENUE (EXPENSE):							
Interest income	404,461	1,259,917	102,605	251,287	258,897	-	2,277,167
Gain on sale of capital assets, net	49,164	41,710	24,458	-	-	-	115,332
Interest expense	-	(258,320)	(64,307)	-	-	-	(322,627)
Total non-operating revenue (expense)	453,625	1,043,307	62,756	251,287	258,897	-	2,069,872
CHANGE IN NET POSITION	$ 450,208	$ 420,915	$ 442,580	$ (1,423,522)	$ 1,735,289	$ (63,215)	$ 1,562,255

The accompanying notes are an integral part of these schedules.