



# ERIE COUNTY FISCAL STABILITY AUTHORITY

### 2018-2021

BUDGET AND FINANCIAL PLAN





### ERIE COUNTY FISCAL STABILITY AUTHORITY

### **Directors**

James M Sampson Chairman

Catherine Creighton
Peter Marlette
Lynn Stievater
Craig Speers
Dr. Barry Weinstein

### **Staff**

Kenneth J. Vetter Executive Director

Susan Pawlik Executive Assistant

Gordon M. Panek Financial Analyst

Ellicott Square Building 295 Main Street, Suite 946 Buffalo, NY 14203 Tel: (716) 847-7184 Fax: (716) 847-7192

Web: www.ecfsa.state.ny.us E-mail: info@ecfsa.state.ny.us



### TABLES OF CONTENTS

Organization4
Budget process
Schedule of general fund budget and financial plan6
Principal budgetary assumptions and assessment of budgetary risks7
Reconciliation of changes
Projected personal and non-personal service costs9
Statement of borrowed debt11
Schedule of long term debt
Schedule of debt service fund budget and financial plan13





#### **ORGANIZATION**

The Erie County Fiscal Stability Authority (the Authority) is as a corporate governmental agency and instrumentality of the State of New York (the State) constituting a public benefit corporation. Although legally separate and independent of Erie County (the County), the Authority is incorporated into the financial statements of the County as a blended component unit. The Authority was created on July 12, 2005 by Chapter 182 of the Laws of 2005 (the Act), as amended by Chapter 183 of the Laws of 2005, to monitor and oversee the finances of the County as lack of a balanced budget in the County was determined to be a matter of overriding State concern. The Act declared the County to be in a severe fiscal crisis that could not be resolved absent assistance from the State. Agencies and departments to be covered by the Authority's activities include all Erie County Departments, Erie Community College, the Buffalo & Erie County Public Libraries and Erie County Sewer Districts.

The business of the Authority is carried out by the Authority's Board of Directors at public meetings, which are required to be held not less than quarterly during a control period and not less than annually during an advisory period. Board meetings are typically being held when the County submits its annual budget and financial plan, upon requests for the authority to issue debt on the County's behalf, awarding or repurposing of state efficiency grants and to conduct Authority administrative matters. No action may be taken by the Authority without a favorable vote of at least four directors. The Authority is to be governed by seven directors, each appointed by the Governor including one each appointed on the written recommendation of the Temporary President of the State Senate, the Speaker of the State Assembly and the State Comptroller. The Governor designates a chair and vice chair form among the directors. One director appointed by the Governor and the directors appointed on the recommendation of the Temporary President of the State Senate, the Speaker of the State Assembly and the State Comptroller must be residents of Erie County. All directors of the Authority serve without salary.

In its oversight capacity, the Authority is vested with advisory powers to review County financial plans submitted to it and make recommendations, or if necessary, adverse findings thereon. Annually, the Authority is required to review and approve or disapprove a budget and four-year financial plan submitted by the County, which details expenditures, revenues and gap closing measures. The Authority may impose a control period upon making one of several statutory findings concerning the County's financial position and, if necessary, develop financial plans on behalf of the County if the County is unwilling or unable to take the required steps toward fiscal stability. The Authority is also empowered to make appropriated State aid available as it determines in the form of efficiency grants and to comment on proposed borrowings by the County. The Authority may issue bonds or other obligations on behalf of the County if it requests that the Authority do so in order to achieve budgetary savings through debt restructuring, deficit financings or by financing short-term cash flow or capital needs.

Revenues of the Authority consist of sales tax revenue, defined as net collections from sales and compensating use taxes, penalties and interest authorized by the State and imposed by the County on the sale and use of tangible personal property and services in the County, as well as investment earnings on funds deposited in Authority bank accounts. Sales tax revenues collected by the State Comptroller for transfer to the Authority are not subject to appropriation by the State or County. Revenues of the Authority that are not required to pay operating expenses and other costs of the Authority are payable to the County as frequently as practicable.





### **BUDGET PROCESS**

### Proposed Budget and Financial Plan

The Authority's proposed budget and financial plan are prepared in accordance with accounting principles generally accepted in the United States of America on a modified accrual basis, but also include adjustments for cash basis accounting. Comparative amounts for the fiscal year ended December 31, 2016 were derived from the Authority's audited financial statements, copies of which were previously delivered to the Board and approved by resolution #17-12 on May 3, 2017. Amounts budgeted for the fiscal year ending December 31, 2017 and forecasts included in the financial plan have been developed using assumptions and methods of estimation disclosed in budget and financial plan notes and sections herein. Working papers that document the reasonable assumptions and methods of estimation, consistent with prudent budgetary practices, have been prepared contemporaneously with the plan and will be maintained by the Authority.

The proposed budget and financial plan is submitted to the Authority's Board for review no later than 90 days prior to the commencement of its next fiscal year along with a certification by the Authority's Executive Director attesting to the reasonableness of assumptions and methods of estimation used to prepare the budget and financial plan. At the same time, the proposed budget and financial plan with certification are submitted to the Governor, Chairman and Ranking Minority Member of the Senate Finance Committee, and Chairman and Ranking Minority Member of the Assembly Ways and Means Committee. The proposed budget and financial plan is posted on the Authority's website and made available to the public for 45 days, at least 30 of which must be prior to approval by the Board.

### Approved Budget and Financial Plan

Authority staff provide the Executive Director & Board with quarterly updates on actual revenues and expenses compared to annual budget targets. No later than 90 days after the close of each fiscal year, Authority staff report publicly on the prior year's actual versus budgeted results. Should any situation arise that has the potential to have a material, adverse affect on the approved budget and financial plan, Authority staff are required to notify the State Comptroller in writing of the situation.

				Genera	al Fu	nd									
Fiscal Year End		ember 31, 2016 (Actual)	December 31, 2017 (Adopted Budget)		December 31, 2017 (Projection)		Dec	December 31, 2018 (Budget)		December 31, 2019 (Forecast)		December 31, 2020 (Forecast)		December 31, 2021 (Forecast)	
Receipts/Revenues:															
State Sales Taxes transferred to Erie County	\$	362,433,157	\$	397,647,684	\$	399,626,308	\$	397,199,599	\$	412,605,417	\$	417,834,902	\$	440,702,344	
State Sales Tax set-asides for Bonds		63,347,652		55,167,878		58,659,509		57,580,044		51,279,419		55,337,231		41,942,831	
State Sales tax retained by the Authority		480,000		480,000		522,733		480,000		480,000		480,000		480,000	
State Sales Tax Interest Distibution retained by Authority		80,808		24,024		92,169		24,129		24,611		25,103		25,605	
State Efficiency Grants															
Interest received on Notes with County				-											
Principal pymts received on Notes with County		-		-		-		-		-		-		-	
Other Interest Income		136		150		150		150		150		150		150	
Total Revenues	\$	426,341,753	\$	453,319,736	\$	458,900,869	\$	455,283,922	\$	464,389,597	\$	473,677,386	\$	483,150,931	
Disbursements/Expenditures:															
General & Administrative															
Salaries, Benefits and Payroll Taxes	\$	348,174	\$	362,110	\$	342,144	\$	362,464	\$	370,508	\$	378,829	\$	387,438	
Professional Fees		41,079		51,550		31,261		55,400		59,250		63,100		66,950	
Office Related Expenses		33,957		50,000		34,569		50,000		50,000		50,000		50,000	
General & Administrative Subtotal		423,210		463,660		407,974		467,864		479,758		491,929		504,388	
Distributions to Erie County															
State Sales Taxes	\$	362,433,157	\$	397,647,684	\$	399,626,308	\$	397,199,599	\$	412,605,417	\$	417,834,902	\$	440,702,344	
Debt Service Set Asides	*	63,347,652	•	55,167,878	•	58,659,509	*	57,580,044	*	51,279,419	-	55,337,231	*	41,942,831	
Efficiency Grants				-		-		-				-			
Accrued Interest		_		_		_		_		_		_		_	
ECFSA excess Operations Account Funds		_		_		_		_		_		_		_	
Distributions to Erie County Subtotal		425,780,809		452,815,562		458,285,817		454,779,643		463,884,836		473,172,133		482,645,176	
Debt Service		120,100,000		102,010,002		100,200,011		10 1,7 7 0,0 10		100,001,000		,2,		102,010,110	
Principal Pymts on RANS	\$	_	\$	_	\$	_	\$	_	\$	_	\$	_	\$	_	
Interest Pymt on RANS	Ψ	_	•		•		Ψ		Ψ.		Ψ.		•		
Debt Service Subtotal															
Other Expenditures															
Discount on RAN's purchased	\$		\$		\$		\$		\$		\$		\$		
RAN issue costs	Ψ		Ψ		Ψ		Ψ		Ψ		Ψ		Ψ		
Total Other Expenditures		-		-		-				-		-		-	
Total Disbursements/Expenditures	\$	426,204,019	\$	453,279,222	\$	458,693,791	\$	455,247,507	\$	464,364,594	\$	473,664,062	\$	483,149,564	
Excess (Deficiency) of Revenues over expenditures		137,734		40,515		207,078		36,415		25,003		13,325		1,367	
Other Financing Sources (Uses)															
Inter-fund Transfer In		-		-		-		-		-		-		-	
Inter-fund Transfer Out		-		-		-		-		-		-		-	
Proceeds from Issuance of RANs		-		-		-		-		-		-		-	
Premiums on RANs		-		-		-		-		-		-		-	
Purchases of RAN Notes from Erie County		-		-		-		-		-		-		-	
Issuance Costs on RANs		-		-		-				-		-		-	
Total other financing sources (uses)		-	,	-	•	-	•	-	•	-	_	-		-	
Net Change in Fund Balance	\$	137,734	\$	40,515	\$	207,078	\$	36,415	\$	25,003	\$	13,325	\$	1,367	
Fund Balance - beginning of year	\$	145,556	\$	283,290	\$	283,290	\$	490,368	\$	490,368	\$	490,368	\$	490,368	
Fund Balance - end of year	\$	283,290	\$	323,805	\$	490,368	\$	526,783	\$	515,371	\$	503,693	\$	491,735	

Sales tax receipts in fiscal years 2018 through 2021 are based on County forecasts.
 Revenues of ECFSA that are not required to pay operating expenses and other costs of the ECFSA are distributed to the County as frequently as practicable.



### PRINCIPAL BUDGETARY ASSUMPTIONS AND ASSESSMENT OF BUDGETARY RISKS

The budget and financial plan includes estimates developed using assumptions as disclosed in notes to the plan. Estimates are subject to risk due to assumptions made about future scenarios. Sales tax receipt estimates, which constitute the majority of the Authority's budgeted and forecasted revenue, are based on amounts set forth in the County's 2018-2021 Four Year Financial Plan. County sales tax receipts are forecast to grow by 1.25 % in 2017, 1.75 % in 2018 and 2.0 % through 2021. Actual Sales tax receipt growth for 2016 was 0.23% and currently trending at 2.75% for 2017 per ECFSA actual receipts. Sales tax receipts are sensitive to the fluctuations in economic activity in the County, which has gone through numerous cycles of expansion and contraction over the years.

Interest income is earned by the Authority on sales tax receipts held by the New York State Comptroller's Office and on cash held by the Authority in interest bearing accounts. The amount of interest income the Authority earns on an annual basis is sensitive to total sales tax receipts and bank account balances. In addition, the amount of interest income earned by the Authority is also subject to changes in interest rates.

The Authority is charged with reviewing and determining whether the County's budget and financial plans are in balance, reasonable and doable, approving State-funded efficiency grants as appropriate and approving County bond sales or selling Authority bonds on behalf of the County. The Authority has set a goal of meeting these requirements in an efficient manner with minimal cost to taxpayers. In order to do so the Authority may incur, from time to time, additional professional fees and may hire additional staff. The Authority has prudently budgeted for these potential demands in order to minimize budgetary risks. Also, the Authority's budget and financial plan risks are mitigated by the magnitude by which sales tax receipts exceed operating expenditures.





### RECONCILIATION OF CHANGES

The following is a reconciliation of changes from the previously approved 2017 budget. Revisions are documented in the "2017 Projection" column in the 2018-2021 budget and financial plan above. Adjustments have been made for changes in estimates since the 2017 budget was approved.

Sales Tax Receipts – For December 31, 2017, "projected" sales tax receipts are expected to continue to be favorable over budgeted amounts due to improving economic factors and increasing gasoline prices.

*Distributions to Erie County* – For December 31, 2017, "projected" distributions to Erie County are expected to be favorable due to improving economic factors and increasing gasoline prices.

Interest Income – By December 31, 2017, the Authority is anticipating to receive approximately \$92,169 in interest on "projected" sales tax transfers to the Authority by the Office of the New York State Comptroller an increase over the budgeted amount of \$24,024 due to higher interest rate calculations on cash balances held before distribution.

Salary & Benefits Expense – For December 31, 2017, "projected" salaries & benefits are expected to be approximately \$20,000 lower than budgeted due to continued savings from low COLA increase.

**Professional Fees** – For December 31, 2017, "projected" professional fees are expected to be approximately \$20,289 lower than budgeted due to lower legal counsel needs and corresponding fees.

Office Related Expenses – For of December 31, 2017, "projected" office related expenses are expected to be approximately \$15,431 lower than budgeted due to lower than expected office related expenditures.





## PROJECTED PERSONAL AND NON-PERSONAL SERVICE COSTS

### Personal Service Costs

As of December 31, 2017 the Authority has four employees, all of whom are full-time, exempt and funded by general revenues of the Authority. Revised, budgeted and projected annual expenses for salary, health insurance, other benefits and payroll taxes are presented below:

### Personal Service Employee Expenses Detail - 2017 to 2021

Item	2017	2018	2019	2020	2021
Executive Director	128,232	130,156	132,108	134,189	136,101
Director of Administration	0	0	0	0	0
Financial Analyst / Officer	58,287	59,162	60,049	60,950	61,864
Office Manager/Executive Assistant	34.972	35,497	36,029	36,570	37,118
Other Salary Items	7,500	7,500	7,500	7,500	7,500
Health Insurance	63,520	67,077	70,833	74,801	78,993
Other Benefits and Payroll Taxes	69,598	63,077	63,989	64,918	65,861
Total	362,110	362,464	370,508	378,829	387,438

In addition to personal service costs for employees, the Authority contracts with outside vendors for certain professional services. The following table lists estimates of professional service fees based on current contracts and possible future expenses.

### Professional Fees Expenses Detail - 2017 to 2021

Description	Contractor	2017	2018	2019	2020	2021
Independent Auditors	Freed Maxick CPA's	11,550	12,900	14,250	15,600	16,950
Legal & Bond Counsel	Phillips Lytle, LLP	20,000	20,000	20,000	20,000	20,000
Financial Advisors	Capital Market Advisors	2,500	2,500	2,500	2,500	2,500
Banking & Payroll Services	M & T Bank Paychex	17,500	20,000	22,500	25,000	27,500
Total		51,550	55,400	59,250	63,100	66,950



### Non-Personal Service Costs

The Authority incurs expenses for non-personal service items. Revised, budgeted and projected annual office-related and meeting expenses are presented below:

### Non-Personal Service Expense Detail – 2017 to 2021

Item	2017	2018	2019	2020	2021
Rent	26,500	26,500	26,500	26,500	26,500
Office Supplies	12,500	12,500	12,500	12,500	12,500
Travel	2,500	2,500	2,500	2,500	2,500
Meetings & Misc Expenses	8,500	8,500	8,500	8,500	8,500
Total	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000



#### STATEMENT OF BORROWED DEBT

The Authority is authorized to issue up to \$700 million in long-term debt excluding any cost of issuance, debt reserve fund or future refunding of bonds net of unearned bond accretion for the purpose of refinancing or restructuring outstanding Erie County debt or to fund County capital and operating needs. In addition, the Authority may undertake cash flow borrowings on behalf of the County, up to a limit of \$250 million of the aggregate outstanding at any time. The Authority is authorized to issue fixed or variable rate debt and may enter into interest rate swaps.

Since its inception, the Authority has issued short term and long term debt on behalf of the County in the form of General Obligation debt, capital projects debt, refinancing of eligible County bonds debt and issuance of a one year Revenue Anticipation Notes.

In 2017 the Authority issued \$198,525,000 of long term debt comprising series 2017A, 2017B, 2017C and 2017D bonds. The bonds were issued on behalf of Erie County. Proceeds of the series 2017A & 2017B bonds are new money for capital projects. Proceeds of the series 2017C bonds will be used to refund the Authority's outstanding 2011C bonds. Proceeds of the series 2017D bonds will be used for County-approved capital commitments to the Erie County Medical Center Corporation. All previous issued Authority long term debt is serviced through its debt service fund. See supporting long term debt schedule below.

Since 2010, the Authority has issued \$712,750,000 of long term debt in the form of Notes and Serial Bonds with due dates through 2039. At December 31, 2017, \$383,830,000 remains outstanding

Any bonds issued by the Authority are secured by a senior lien on its revenues, which consist of a share of sales and compensating use tax authorized by the State and imposed by the County and any state aid appropriated to the County by the State under the aid and incentive for municipalities program. The Authority's enabling legislation restricts changes in local laws, ordinances or resolutions imposing or relating to taxes or fees that would reduce maximum annual debt service coverage below 200 percent.

#### Long Term Liabilities - Serviced through the Debt Service Fund - 2017 Original Amt December 31, 2016 Fiscal Year End Refunding December 31, 2017 Due in One Year Increases Series 2010A bond, maturing May 2023 with interest ranging from 2.0% to 5.0% over the life 157,995,000.00 52,230,000.00 12,160,000.00 40,070,000.00 12,725,000.00 of the bond. Series 2010B bond, maturing July 2022 with interest ranging from 2.0% to 5.0% over the life 46,365,000.00 11,520,000.00 6,870,000.00 4,650,000.00 1,535,000.00 of the bond. Series 2010C bond, maturing March 2020 with 6,215,000.00 interest ranging from 2.25% to 5.24% over the 42,175,000.00 25,500,000.00 5,935,000.00 19,565,000.00 life of the bond. Series 2011A bond, maturing March 2020 with interest ranging from 2.25% to 5.24% over the 27,690,000.00 14,290,000.00 6,970,000.00 7,320,000.00 7,320,000.00 life of the bond. Series 2011B bond, maturing March 2020 with interest ranging from 2.25% to 5.24% over the 16,810,000.00 10,950,000.00 1,355,000.00 9,595,000.00 1,420,000.00 life of the bond. Series 2011C bond, maturing March 2020 with interest ranging from 2.25% to 5.24% over the 86.250.000.00 70.355.000.00 70,355,000.00 life of the bond. Series 2013A bond, maturing March 2024 with interest ranging from 1.25% to 5.00% over the 25.635.000.00 21,240,000.00 2.295.000.00 18,945,000.00 2,375,000.00 life of the bond. Series 2013B bond, maturing January 2024 with interest ranging from 2.00% to 5.00% over the 31,135,000.00 23,005,000.00 5,155,000.00 17,850,000.00 5,420,000.00 life of the bond. Series 2013C bond, maturing August 2023 with interest ranging from 1.63% to 5.00% over the 35,835,000.00 26,720,000.00 3,295,000.00 23,425,000.00 3,445,000.00 life of the bond. Series 2016A bond, maturing May 2023 with 44.335.000.00 44.335.000.00 44.335.000.00 interest rate of 5.00%. Series 2017A bond, maturing June 2031 with 32.075.000.00 32.075.000.00 32.075.000.00 interest rate of 5.00%. Series 2017B bond, maturing November 2036 11,590,000.00 11,590,000.00 450,000.00 11,140,000.00 405,000.00 with interest ranging from 2.00% to 5.00%. Series 2017C bond, maturing September 2034 62,745,000.00 62,745,000.00 62,745,000.00 2,505,000.00 with interest ranging from 3.00% to 5.00%. Series 2017D bond, maturing September 2039 92,115,000.00 92,115,000.00 92,115,000.00 500.000.00 with interest ranging from 3.00% to 5.00%.

Year Ending December 31,         Principal         Interest         Total           2017 Paid         \$ 44,485,000.00         \$ 12,165,093.00         \$ 56,650,093.00           2018         43,865,000.00         13,716,044.00         57,581,044.00           2019         40,005,000.00         11,274,419.00         51,279,419.00           2020         41,665,000.00         13,672,231.00         55,337,231.00
2017 Paid         \$ 44,485,000.00         \$ 12,165,093.00         \$ 56,650,093.00           2018         43,865,000.00         13,716,044.00         57,581,044.00           2019         40,005,000.00         11,274,419.00         51,279,419.00
2018     43,865,000.00     13,716,044.00     57,581,044.00       2019     40,005,000.00     11,274,419.00     51,279,419.00
2019 40,005,000.00 11,274,419.00 51,279,419.00
2020 41,665,000.00 13,672,231.00 55,337,231.00
2021 29,990,000.00 11,952,831.00 41,942,831.00
2022-2026 93,890,000.00 40,599,770.00 134,489,770.00
2027-2039
\$ 428,315,000.00 \$ 146,632,876.00 \$ 574,947,876.00
2010-2016 Paid 167,785,000.00 102,917,440.00 270,702,440.00
rumulative Debt Schedule Total \$ 596,100,000.00 \$ 249,550,316.00 \$ 845,650,316.00
2010A Refunding \$ 46,295,000.00 - 46,295,000.00
2011C Refunding \$ 70,355,000.00 - 70,355,000.00
Total Issuances \$ 712,750,000.00

300,145,000.00 \$ 198,525,000.00 \$

Totals

\$ 712,750,000.00 \$

Short Term Debt
The ECFSA has not issued Short Term Debt in 2017

44,485,000.00 \$

70,355,000.00 \$

383,830,000.00 \$

43,865,000.00

Erie County Fiscal Stability Authority
Annual Budget and Multi-Year Financial Plan - 2018-2021
Modified Accrual Basis of Accounting with Adjustments for the Cash Basis
Amounts in Dollars

				Debt	Ser	vice Fund								
Fiscal Year End	December 31, 2016		December 31, 2017		December 31, 2017		December 31, 2018		December 31, 2019		December 31, 2020		Dec	ember 31, 202
		(Actual)	(Ad	dopted Budget)		(Projection)		(Budget)		(Forecast)		(Forecast)		(Forecast)
Receipts/Revenues:														
Principal payments received on notes with County	\$	46,935,000	\$	48,455,000	\$	48,455,000	\$	43,865,000	\$	40,005,000	\$	41,665,000	\$	29,990,000
Interest payments received on notes with County	•	15,365,297		13,848,169	۳	13,848,169	•	13,716,044	Ψ.	11,274,419	*	13,672,231	•	11,952,831
Total Revenues	\$	62,300,297		62,303,169	\$	62,303,169	\$		\$	51,279,419	\$	55,337,231	\$	41,942,831
Disbursements/Expenditures:														
Debt Service														
Principal payments on Bonds		46,935,000		48,455,000		48,455,000		43,865,000		40,005,000		41,665,000		29,990,000
Interest payments on Bonds		15,365,297		13,848,169		13,848,169		13,716,044		11,274,419		13,672,231		11,952,831
Debt Service Subtotal		62,300,297		62,303,169		62,303,169		57,581,044		51,279,419		55,337,231		41,942,831
Total Disbursements/Expenditures	\$	62,300,297	\$	62,303,169	\$	62,303,169	\$	57,581,044	\$	51,279,419	\$	55,337,231	\$	41,942,831
Excess (Deficiency) of Revenues over expenditures		-		-		-		-		-		-		-
Other Financing Sources (Uses)														
Inter-fund Transfer In		-		-		-		-		-		-		
Inter-fund Transfer Out		-		-		-		-		-		-		
Proceeds from Issuance of Bonds		-		-		-		-		-		-		-
Premiums on Bonds		-		-		-		-		-		-		
Discount on Issuance of Bonds		-				-								
Purchases of Bonds fr erie County		-				-								
Purchases of Notes from Erie County		-		-		-		-		-		-		
Issuance Costs on Bonds		-		-		-		-		-		-		-
Total other financing sources (uses)		-		-	•	-		-		-	_	. '		-
Net Change in Fund Balance	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	
Fund Balance - beginning of year	\$	15,771	\$	15,771	<b>*</b> \$	15,771	\$	15,771	\$	15,771	\$	15,771	\$	15,771
Prior Period Adjustment	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Fund Balance - end of year	\$	15,771	\$	15,771	\$	15,771	\$	15,771	\$	15,771	\$	15,771	\$	15,771