



**NASSAU COUNTY**

**FISCAL 2015**

**BUDGET PREPARATION MANUAL**

**Office of Management and Budget**



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Note: Copies of all forms are at <http://www.nassaucountyny.gov/agencies/OMB/budgetdocs.html>

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# FISCAL 2015 BUDGET PREPARATION MANUAL

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MANAGEMENT BUDGET & FINANCE

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**OFFICE OF MANAGEMENT AND BUDGET**  
1 West Street  
Mineola, NY 11501

**TO:** Department Heads/Fiscal Staff

**FROM:** Roseann D'Alleva, Acting Budget Director

**DATE:** May 29, 2014

**SUBJECT:** Fiscal 2015 Budget Process

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The OMB 2015 Budget development process will begin with a Webinar on Wednesday, June 4th from 10:00 am to 11:30 am and Thursday, June 5th, from 2:00 pm to 3:30 pm.

The 2015 Budget development instructions will be made available in the Presentation Manual that will be posted to the Office of Management and Budget Website by COB, Thursday, June 5, 2014. Please contact your respective Budget Analyst if you have any further inquiries.

Listed below are key important dates in the Fiscal 2015 Budget Development Calendar.

### Final Fiscal 2015 Budget Development Calendar

Date	Activity
5/16	Departmental Narratives Due Back to OMB
6/4, 6/5	Budget Seminars and Distribution of Budget Preparation Materials
7/3	Budget Submissions Due Back to OMB
7/3-8/1	OMB and County Executive Review of Budget Submissions
9/15	Proposed Fiscal 2015 Budget and 2015-2018 Multi-Year Plan Released
TBD	Legislative Budget Hearings
TBD	Deadline for Legislature to Adopt Budget and Multi-Year Plan



## AGENDA FOR 2015 BUDGET WEBINAR

Introduction	Roseann D'Alleva, Acting Budget Director
APEX Pre-Load & Entry	Martha Worsham, Mgr. Fiscal Reporting Ryan Studdert, Sr. Budget Analyst
Interdepartmental Charges / ISAs	Anthony Romano, Sr. Budget Analyst
Risk Management	Roseann D'Alleva, Acting Budget Director John Quinlan, Risk Management Analyst
Performance Management	Doug Cioffi, Manager of Performance Measurement



## PERFORMANCE MANAGEMENT /CPAR MEASURES

In 2014, the Office of Management and Budget (OMB) continued working with Departments in developing “Department-owned” performance measures used to link goals and objectives. These “CPAR” measures (County Performance and Accomplishment Report) are monitored monthly using the *BIRT Performance Scorecard* software tool.

Your existing 2014 CPAR performance measures, along with current performance targets and data will be provided in a separate communication to follow. For your Fiscal 2015 submittal, existing CPAR performance measures and new proposed CPAR performance measures must be consistent with the goals and objectives described in your Departmental narrative.

Each Department should be able to describe how a submitted CPAR performance measure specifically relates to a given goal and objective. In addition, CPAR measures should be:

- Numeric and monitored on a monthly or quarterly basis
- Within the Department’s direct managerial control or influence
- Assigned a realistic annual target (given the current economic environment) with the expectation for year-over-year improvement where feasible

Your 2014 CPAR performance measures should be updated and submitted on the Excel spreadsheet you will receive shortly (sample provided below). If you are simply updating an existing CPAR measure, then the only data required is a 2015 CPAR annual target.

If you are proposing a new CPAR measure, enter data in each column of the spreadsheet. Departments not yet using *BIRT Performance Scorecard* to monitor CPAR measures are encouraged to do so as soon as possible and will also be required to enter data in each column on the spreadsheet.

If you have any questions regarding these instructions, please contact Doug Cioffi of the Performance Management Unit at 571-6333.

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Risk Management			
Category	Performance Measures	Description	Goal Statement
Government Efficiency	% Safety Inspc-Cmplnt Driven	Includes the number of complaint driven safety inspections conducted as a percentage of safety complaints reported.	Conduct Environmental, Safety & Health inspections throughout the County.
Government Efficiency	Risk Management Procedures	Includes the number of Risk Management (Safety / Insurance) procedures developed by the Risk Management group. Procedures must be written, approved and distributed.	Participate in the production of Risk Management related procedures for the County which will address all aspects of Risk Management including those related to safety, environmental and insurance.
Government Efficiency	Safety Inspc-Reoccurring	Includes the number of re-occurring inspections conducted in relation to Environmental, safety & health. The inspections are to identify areas of risk to the County. The inspections must be documented with appropriate recommendations and findings communicated to the appropriate agency and commissioner.	Conduct Environmental, Safety & Health inspections throughout the County.
Government Efficiency	Safety Risk Mgmt Train Class	Includes the total number of Risk Management related training classes conducted throughout the County. Training can relate to safety, environmental, insurance and overall risk management topics. Training does not have to be performed by a member of Risk Management but related to mitigating risk.	Conduct training programs throughout the County.
Government Efficiency	Triad Audits	Includes the number of audits to ensure full compliance by Triad in Risk Management directives in worker's compensation claim handling. The audits include review of bills to claims, review of filing appropriate forms, meeting County claim's special instructions, and adequate reserving practices. The audits will help determine actual exposures as they relate to the adequacy of reserves, the tracking of aggregates, the forecasting of future costs and the evaluation of performance.	Conduct periodic On and Offsite Triad Audits throughout the year.
	New Measure #1		
	New Measure #2		
	New Measure #3		

Risk Management					
Performance Measures	2012 Actual	2013 Actual	2014 Target	2014 April YTD Actual	2015 Target
% Safety Inspc-Cmplnt Driven	100%	100%	100%	100%	
Risk Management Procedures	16	25	14	5	
Safety Inspc-Reoccurring	20	15	14	3	
Safety Risk Mgmt Train Classes	15	2	10	0	
Triad Audits	122	84	84	26	



## SHARED SERVICES BUDGET GUIDELINES

A copy of the Sub-Object Code directory for BB and DD codes is below.

### **Just-In-Time / Staples Office Supplies**

All departments must budget their Staples office supplies in sub-object code DD300 for each responsibility center within their department. If they are purchasing miscellaneous items not listed in the Staples catalog or items restricted by the County from being ordered from Staples (see the Excluded / Restricted items list below), they may budget under a different DD sub-object code and order via an ADPICS requisition.

Similarly, departments must budget their Grainger supply needs in sub-object code DD400 for each responsibility center within their department. If they are purchasing miscellaneous items not listed in the Grainger catalog or items restricted by the County from being ordered from Grainger they may budget under a different DD sub-object code and order via an ADPICS requisition.

A new vendor to be added to the Just-In-Time program this year is for General Parts Company (NAPA) and will function like Grainger. This is currently in the process of being implemented and further instructions will be made available to departments utilizing (NAPA) as they become available for this program.

If departments do not budget properly in DD300 or DD400 and later determine they need to purchase Staples items, a delay will occur in arranging for budget funds to be transferred from the other DD line. First, Shared Services needs to send a request to Comptrollers to transfer funds from the other DD line to the new line. Upon confirmation from Comptrollers that the funds have been transferred, Shared Services must open a corresponding account at JP Morgan Chase on behalf of that index code/sub-object code. Only upon confirmation that Chase has opened the appropriate line of credit and issued a new account number can Shared Services advise vendors what the new corresponding account number is for their records. Vendors also require time to update the department's profile. The overall process can often take several days to a week to complete. This delay can be avoided if departments comply with the correct procedure.

Copier paper and toner cartridges may be ordered from Staples if they are listed in the Staples catalog. If a department has a non-standard toner not available through Staples, these items should be budgeted separately. Specialty papers, not available through Staples, should also be budgeted separately and ordered via an ADPICS requisition.



## EXCLUDED / RESTRICTED ITEMS

Audio Visual	Furniture, Files, Lamps	Surge Protectors
Bathroom Supplies	Hand Trucks	Telephones & Cell Phones
Binding Systems	Letter Folders	Televisions
Boards	Light Bulbs	Time Recorders
Briefcases, Luggage, etc.	Lunchroom Supplies	Typewriters
Cameras & Film	Mailroom Supplies &	Vacuum Cleaners
Cleaning Products	Equipment	
Computers	Medicines (e.g., Tylenol)	
Computer Accessories and	Multi-Function Machines	
Peripherals: Cables,	Palm Pilots/PDAs	
Keyboards, Mice	Photocopiers	
Monitors, Computer Tool	Printers	
Kits	Recorders & Transcribers	
Fax Machines	Scanners	
Food	Shredders	





The following table outlines the sub-objects that are no longer used and also lists the updated codes that are to be used going forward. A complete list of all sub-objects is in NIFS.

## DIRECTORY OF BB SUB-OBJECT CODES

*Effective January 1, 2006*

General Definition: The primary distinction between object codes BB and DD is that BB is to be utilized for the purchase of actual equipment, while DD should be used for expenses related to the maintenance and operation of that equipment.

New Code	Description	Previous Sub-Object Code
<b>BB201</b>	<b>Office Furniture/Furnishings</b> Art Acquisitions Cabinets, Files, Etc. Chair, Lounges Clocks, Timestamps Desk Accessories/Lamps/Desk Tops Desk Accessories/Lamps Lockers Tables, Table Tops Waste & Ash Receivers Beds and Beddings Equipment Kitchen and Dining Room Equipment Lamps Bedding Springs etc Fans Window Shades Vents	BB003 BB010 BB011 BB012 BB014 BB015 BB017 BB022 BB025 BB030 BB031 BB032 BB033 BB060 BB067
<b>BB202</b>	<b>Copying/Blueprint Equipment</b> Purchase of Copier Machines Typesetting & Bindery Equipment Bindery Equipment Photostat and Blueprint Equipment	BB045 BB074 BB083 BB090
<b>BB203</b>	<b>Computer Equipment</b> Word Processing Equipment Computer Equipment Technology Fee Expenditures	BB100 BB101 BB104
<b>BB204</b>	<b>Educational &amp; Training Equipment</b> Educational Equipment Training Equipment	BB005 BB103
<b>BB205</b>	<b>Medical/Dental Equipment</b> Dental Equipment Microscopes Sterilizers Surgical Equipment Wheelchairs Stretchers etc X-ray Equipment Lab & Testing Equipment	BB004 BB034 BB037 BB039 BB041 BB042 BB043 BB089

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<b>BB206</b>	<b>Building Equipment</b> Special Building Equipment Mechanical Equipment Floor Cleaning Equipment Wheelbarrows & Trucks Boiler & Engine Room Equipment Ladders Electric Heaters & Stoves Other Building Equipment Air Conditioning etc Engineers Equipment Construction Equipment Miscellaneous	BB007 BB019 BB065 BB066 BB068 BB069 BB070 BB079 BB080 BB087 BB097
<b>BB207</b>	<b>Motor Vehicles</b> Automobiles Ambulances Motorcycles Trucks & Trailers Other Motor Equipment Boats & Marine Equipment	BB050 BB051 BB052 BB054 BB059 BB082
<b>BB208</b>	<b>Motor Vehicle Equipment</b> Other Motor Equipment Boats & Marine Equipment	BB059 BB082
<b>BB209</b>	<b>Heavy Duty Equipment</b> Snow Plows Tractors, Mixers etc Road Equipment Miscellaneous Garage & Shop Equipment Farm & Agricultural Equipment	BB053 BB055 BB056 BB088 BB096
<b>BB210</b>	<b>Safety &amp; Security Equipment</b> Fire Protection Fire Arms & Clubs etc.	BB062 BB081

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<b>BB211</b>	<b>Communication Equipment</b> Radio & Communications Equipment	BB091
<b>BB212</b>	<b>Traffic/Highway Equipment</b> Traffic Signals Signs Highway Equipment (Chips)	BB092 BB102
<b>BB213</b>	<b>Recreational Equipment</b> Stop Watches Recreation & Playground Equipment	BB038 BB098
<b>BB215</b>	<b>Election/Voting Equipment</b> Election Equipment Voting Machines	BB086 BB094
<b>BB216</b>	<b>Miscellaneous Equipment</b> Numbering Machines Safes, Strong Boxes etc Typewriters Records & Trans Equipment Refrigerators & Coolers Scales Laundry Equipment Sewing Machines Other Institutional Equipment Flags Lawn Mowers etc Cameras Projectors etc Corporate Seal Other General Equipment	BB009 BB021 BB023 BB027 BB035 BB036 BB040 BB044 BB049 BB061 BB063 BB084 BB085 BB099



## DIRECTORY OF DD SUB-OBJECT CODES

*Effective January 1, 2006*

General Definition: The primary distinction between object codes BB and DD is that BB is to be utilized for the purchase of actual equipment, while DD should be used for expenses related to the maintenance and operation of that equipment.

New Code	Sub-Object Code Name	Previous Sub-Object Code
DD300	<b>Office Supplies / Just in Time</b> Office Supplies & Copy Paper	DD300
DD301	<b>Traveling Expenses</b> Traveling Expenses	DD301
DD305	<b>Insurance Premiums</b> Insurance Premiums	DD305
DD308	<b>Rents</b> Rents	DD308
DD330	<b>Election Supplies and Expenses</b> Election Supplies	DD330
DD400	<b>Grainder Expenses</b> Industrial Supplies & Tools	DD400
DD401	<b>Copying, Blueprint Supplies and Expenses</b> Photostat and Blueprint Printing Copier Maintenance Copier Supplies	CC210 DD361 DD391 DD393
DD402	<b>Postage and Postage Delivery</b> Postage Messenger & Delivery Service	DD316 DD369
DD403	<b>Computer Supplies &amp; Expenses</b> Data Processing Supplies Data Processing Products Data Processing System Service	CC244 DD356 DD357

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DD404	<b>Educational Supplies</b> Books Recreation & Education Equipment Books (College Only) Small Pts - Technical & Science Educational Expenses Books, Newspapers & Periodicals	BB016 CC211 CC216 CC233 DD345 DD373
DD405	<b>Medical Supplies and Expenses</b> Medical, Surgical and Laboratory Supplies Biologicals and Vaccines Medications, Prescriptions & Drugs Dental Supplies X-Ray Film and Supplies Blood Supplies Isotopes Tube Feeding Supplies Non-Prescription Drugs Oxygen Medical Purchase Savings - NUMC Tuberculosis Drugs Tuberculosis Care Charges Rehabilitation Services - Adult Rehabilitation Services - PHC	CC208 CC217 CC218 CC219 CC220 CC221 CC222 CC224 CC226 CC227 CC228 CC234 DD324 DD349 DD367
DD406	<b>Building Supplies and Maintenance</b> Floor Coverings Building Supplies Exterminator Chemicals Repairs & Maintenance of Buildings Facilities Renovation Facilities	BB020 CC207 CC213 DD306 DD39C DD394
DD407	<b>Fuel, Gasoline, Oil and Lubricants</b> Fuel Gas, Oil and Lubricants Gas, Oil and Lubricants	CC201 CC240 DD344
DD408	<b>Motor Vehicle Supplies and Parts</b> Vehicle Parts Vehicle Parts	CC243 DD343

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DD409	<b>Motor Vehicle Expenses</b> Auto Expense Motorcycle Expense	DD312 DD315
DD410	<b>Heavy Duty Motor Vehicle Expenses</b> Marine Expense Trucks and Tractors	DD314 DD319
DD411	<b>Traffic and Highway Supplies and Expenses</b> Traffic Signals and Signs Highway Supplies	DD321 CC206
DD412	<b>Communication Supplies and Maintenance</b> Telephone Installation Costs Radio and Communication	DD307 DD317
DD413	<b>Investigative Expenses</b> Investigative Telecommunications Investigative Travel Investigative Buy Money Investigative Charges Investigations	DD31A DD31B DD31C DD31D DD313
DD414	<b>Recreation Supplies &amp; Expenses</b> Referee Fees	DD326
DD415	<b>Equipment Maintenance and Rental</b> Maintenance of Equipment Rental of Equipment Rental of Other Equipment Credit Card Terminals	DD303 DD309 DD310 DD328
DD416	<b>Food Supplies</b> Food Bread Ingredients	CC202 CC215
DD417	<b>Clothing and Uniform Supplies</b> Clothing & Clothing Supplies Uniform Maintenance Police Clothing & Equipment	CC214 DD346 DD353
DD418	<b>Clothing and Uniform Supplies</b> Sewage Chemicals, etc. Drainage Structures	CC212 DD332

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<b>DD419</b>	<b>Miscellaneous Supplies &amp; Expenses</b>	
	Maps	BB018
	Brief Cases and Bags	BB024
	Other Materials and Supplies	CC209
	Sewage Chemicals, Etc	CC212
	Paper Goods	CC223
	Supplies for Sale	CC225
	Other Materials and Supplies	CC229
	Transcribing & Briefs	DD320
	Public Administrator Expenses	DD327
	Other Expenses	DD329
	Miscellaneous Materials & Supplies	DD331
	Drainage Structures	DD332
	Transportation of Inmates	DD366
	Laundry Services	DD358
	Public Information Expenses	DD359
	Stamps and Stationery	DD386



## SHARED SERVICES POLICY

Due to the severe budget constraints, the Administration must keep County-wide purchasing to an absolute minimum for the entire fiscal year. Accordingly, the following policy is in effect:

1. All purchase requests in the ADPICS system must be reviewed expeditiously by the Director of Shared Services and the OMB Budget Analysts. With the authority of the County Executive, resolution of all outstanding purchase requests is a top priority for both the Shared Services Department and the Office of Management and Budget.
2. All purchases must be made according to the standard operating procedures of the County. Within the ADPICS system, departments must use the “Notes” field (sample responses attached) to identify:
  - a. A description of the request (as applicable, identify if the request for goods or services is driven by mandates or laws);  
*Example: Water testing kits required for daily testing of public water supply. By state law, we are required to test the water 3 times a day at 10 different water districts.*
  - b. Why the purchase is needed now, (i.e., why is the purchase essential for day-to-day operations);  
*Example: Currently we have 180 kits in stock. Based upon the daily usage we have 6 days of supply left. The lead-time for receiving the goods from date of purchase order placement is 3 days.*
  - c. Any alternatives to purchasing the goods or services, (e.g., the use of already-existing in-house County resources);  
*Example: No alternatives, the kits are required to test the water.*
  - d. Why your department needs the quantity of items you are requesting now;  
*Example: This order is for a three-month supply.*
  - e. The revenue-generating capacity of the purchase;  
*Example: If applicable, describe the fees the County receives on the sale of the items or services.*
  - f. The percentage of purchase cost reimbursed through external assistance.  
*Example: The County receives 75% reimbursement from the state to cover this expense.*
3. Purchase requests must be reviewed by OMB and by the Director of Shared Services. Approval of purchase requests depends upon the availability of appropriated funds and the answers that departments provide to the criteria established in #2.
4. Failure to include adequate justifications in the “Notes” field in the ADPICS system will result in rejection of the purchase request.





5. OMB monitors department's purchasing expenses against the Adopted Budget and month-by-month averages. In the event OMB identifies adverse trends, OMB meets with the applicable department to develop a corrective action plan. OMB reserves the right to freeze a department's ability to purchase items if the department fails to submit an acceptable corrective action plan.
6. OMB also monitors the progress of a department with respect to the implementation of savings and revenue initiatives included in the Adopted Multi-Year Plan. OMB reserves the right to freeze a department's ability to purchase items if the department's initiative targets and milestones are not met and a contingency plan is not in place.



## TIPS TO ASSIST REQUISITION PROCESSING

To: All Department Heads  
From: Office of Shared Services  
Re: Tips to Assist Requisition Processing

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The Office of Shared Services encourages all departments entering requisitions to be cognizant of the correct method of placing requisitions into ADPICS. Below are ways to avoid unnecessary delays and requisition rejection. It is important for agencies to understand that Shared Services operates under the bidding rules of New York State and the Nassau County Charter and must comply with those rules. These rules impose time factors on the processing of orders. Below are ways to assist in expediting your requisitions:

- Commodity Codes: Requisitions may be rejected because the wrong commodity code was used. Additionally, based on description and commodity code, a requisition might be rejected after it is determined that the item is covered under a Blanket Purchase Order.
- Insufficient Funds: Outdated estimates of cost on the requisition may cause the item to be rejected by ADPICS and returned if the item exceeds available funding.
- Circumventing OMB: Agencies often request that quantities be increased after the initial OMB approval. Shared Services will not process these requests and may reject them back to the initiating agency to resubmit. Likewise, agencies often ask Shared Services to decrease quantities after Shared Services has solicited quotations. In this instance, Shared Services will reject the requisition for the agency to resubmit with the lesser quantities. Price quotations are based on quantities and Shared Services cannot go back and forth to vendors several times for different quantity scenarios. However, Shared Services may be made aware of price breaks by the vendor and offer these to the agency when appropriate.
- Specification Details: Item Descriptions must be as complete as possible, including manufacturer and part numbers.
- Recommended Vendor: Please indicate the correct vendor ID number on the Detail Header. Also, whenever possible avoid using **.COM** vendors who typically will not accept a government purchase order on-line. In addition, many **.COM** vendor-pricing charts are outdated and obsolete. Please do not attempt to place orders via the Internet using an ADPICS issued purchase order as authorization.
- Department Contact: Please include the contact person in the Notepad portion of the requisition, especially if it is different from the person entering the document into the system.
- Copying Requisitions: In copying a requisition from a previous order, please remove the buyer's name, as it would typically be routed to them upon receipt. The same buyer may not be handling it now and this creates another delay by rerouting the requisition internally. In addition, copying a requisition repeatedly can result in pricing that might be out of date, misleading OMB as to what the actual cost might be.
- Grants: Please allow sufficient time to process requisitions involving grant funding. Grant funded purchases are not excluded from normal bidding rules or legislative approval requirements. If over \$10,000 or estimated to be \$10,000 or more, a formal sealed bid is required. If over \$100,000, Legislative Rules Committee approval is required, which needs an additional 17 day notice to the Legislature. Please indicate the grant expiration date in the Note Pad section of the requisition.



## Recommending a Vendor In the Requisition Process

**NOTE: ANY REQUISITION WITHOUT A RECOMMENDED VENDOR ON THE PCHL2100 SCREEN WILL BE REJECTED**

Effective 2006 The County Implemented E-Procurement Vendor Registration which must be verified. To verify that your recommended vendor is a registered vendor go to ADPICS to the **PCHL5200** screen and enter the vendor's ID Number into the appropriate field and press the control key. When the vendor information is pulled up and you see that the **Alternate Vendor ID** field is completed with a leading **F** or **S** then that vendor has registered. However, further review of this screen may reveal that the vendor may have registered as a branch without the parent company being registered, if this is true, then the screen will be annotated as shown below. When this happens you cannot use the vendor address code in the 5200 screen which is the 01 address code, so you must proceed to the 5220 screen (press the F7 key when in the 5200 screen) to select a valid sub-address code (02, 03, 04 etc.). To verify that the transaction will post the Purchase Order when it is created by the buyer, you must verify not only that the vendor exists in FAMIS but also that there are sufficient address codes in FAMIS to cover the number of codes in ADPICS. If there aren't, you will run the risk of the transaction failing at the PO posting level forcing the buyer to retreat and investigate and correct the error back at the requisition level regarding the vendor. In such cases a matching address code is needed in FAMIS.

**PCHL5200** V4.5      ADVANCED PURCHASING/INVENTORY    05/29/2013      11:09 AM

LINK TO: VENDOR TABLE MAINTENANCE

VENDOR: 010137770

NAME: T.D. BANK, N.A.

ALT. NAMES: T.D. BANK, N.A.

COMMERCE BANK

NOTES: N

UPDATED: 04/21/11

DELETE (Y/N): N

**ALT. VENDOR ID: F010137770**

STATUS CODES:

SALES ADDRESS: **\*NO HEAD QUATERS**

CITY:

ST:

ZIP:

CTRY:

ALT/REMIT ADDR: **\*NOT A VALID ADDRESS**

CITY:

ST:

ZIP:

CTRY:

CONTACT:

TELEPHONE:

EXT.

DISCOUNT TERMS:

FAX:

EXPEDITOR CODE:

DELETE REASON:

**HQ NOT REGISTERED IN WEBPROCUR**

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Should a vendor not be registered in E-procurement have them register via the following web link <https://eproc.nassaucountyny.gov/SupplierRegister>. This registration will get them entered into ADPICS when their registration is approved.

Should a vendor not be listed in FAMIS provide them with a 700 Form to be filled out by them and submitted to Comptrollers for entry into FAMIS. A W-9 Form will also suffice.



## CAPITAL AND OPERATING BUDGET INTEGRATION: LINKING CAPITAL PROJECTS TO OPERATING BUDGET AND SERVICE DELIVERY IMPACTS

### **Introduction**

Since the adoption of Local Law 13 in 2001, the County has continued to make improvements in the development and management of its Capital Budget and Capital Improvement Plan. These key improvements have laid the foundation for greater integration of capital program initiatives with operating budget goals. In other words, County departments should link the outcomes of capital projects with the inherent impacts they will have on the operating costs to leverage any opportunities for expense savings and enhanced revenue performance that may exist. The Government Finance Officers Association (GFOA) has always considered this linkage an important standard in effective budgeting, but has now made documentation of the capital budget impacts a mandatory criterion.

In order to realize this vision fully, departments proposing non-infrastructure projects are required to submit more extensive and reasoned analysis to justify the County's capital investment. The overarching goal is to ensure that such an investment is financially sound, captures all operating impacts, and provides measurable improvement toward meeting service delivery objectives.

### **The Capital Project Submission Process**

The capital submission process requests the submitting department to calculate the project's impact on the operating budget, should the project be approved. In order to promote better communication of the effect that many projects will have on the operating budget, the submitting departments must complete the Fiscal and Service Impact *Memorandum* (formerly the "Fiscal & Service Impact Worksheets"). The memorandum must contain a narrative description of the project and provide as much detail on the impacts on both fiscal and constituent service as can be reasonably be determined.

Immediately upon submitting the proposed project, the memorandum must be given to the Office of Management and Budget and the Capital Program Office. OMB will ensure that the impacts adhere to the budget and multi-year plan targets. Deputy Directors and analysts will review the finances and service impacts in the context of the overall submission. Subsequent analysis and data may be requested from the submitting department to allow OMB to develop a recommendation.

### **Format of the Fiscal and Service Impact Memorandum**

The memorandum requires the same data from departments that is already required by the Cap Wizard database; therefore, this should not require significantly more effort on the part of the submitting department. The memorandum should be jointly addressed to the Office of Management and Budget and the Capital Program Office and contain the following sections.

#### *Project Detail*

Please provide the Project Name (and Project Number, if applicable), the Estimated Completion Date, the total Project Cost along with a description of the project's scope and goals.



## Department of Information Technology Budget Guidelines

The Department of Information Technology, (NCIT), is a service department that provides technology solutions and services to County departments and agencies. NCIT plays an integral role in supporting County operations by designing, implementing and supporting technology solutions that improve the overall business efficiencies of each agency.

### **BB – Equipment:**

When equipment is needed, an authorized representative from your department should submit a request to the NCIT help desk by calling 1-Help (1-4357) or emailing [Helpdesk@nassaucountyny.gov](mailto:Helpdesk@nassaucountyny.gov). An IT Project Manager, along with the Equipment Manager, will visit you, address your needs, and create an equipment needs list that will be in line with your associated software. Only after the approval of funding will IT be able to move forward on your requests.

### **DE – Software and Maintenance Contracts:**

The first distinction made in regard to software is to who will utilize the product. All software that has County-wide application (used by more than one agency) will be licensed and maintained by the Department of Information Technology.

*A sample of software maintained by IT is below:*

Microsoft	Office Pro (EA)
Microsoft	SharePoint (EA)
Microsoft	Windows Pro (EA)
Microsoft	Windows CAL (EA)
Microsoft	Project Pro w/Project Svr CAL (EA)
Microsoft	Outlook/Exchange
Microsoft	SQL (EA)
Symantec	AV Enterprise-Anti virus
IBM	3270 Terminal Emulation (PCOM)
Adobe	Acrobat
SAS	Statistical Program

Any software or technology solution requested for an agency must be coordinated through IT. All requests should be submitted by an authorized representative from your department to the NCIT help desk by calling 1-Help (1-4357) or emailing [Helpdesk@nassaucountyny.gov](mailto:Helpdesk@nassaucountyny.gov). In the course of the business analysis, the funding source for the software purchase will be identified. Typical funding sources include grants, agency operating budgets, and technology capital projects.

Software needs are to be identified by the individual department with the assistance of IT Project Manager. Approval by the IT Department is necessary to eliminate duplication of product and services. You will be contacted by an IT Project Manager to assist you in identifying your needs and requirements and preparing the submission of your request with the required justification.

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*Maintenance charges for agency-specific software must be budgeted in the user department's operating or grant funds annually.* While the IT Department supports and coordinates maintenance agreements, it is the responsibility of the individual agency to budget the cost of annual maintenance for these software products.

When a *capital project* for a specific department goes into productions, the maintenance contract is the responsibility of that department and needs to be budgeted by the user department annually. Below is a list of annual maintenance that should be budgeted by the user department.

## PROJECTED MAINTENCANCE 2015

Vendor	System	Projected Annual Cost	2015 Budgeting Department
Genesys	Voice Gene	\$ 15,000	Assessment
Wolters K Luwer Fin.	Team Mate (Auditing)	12,500	Comptroller
CCH	Paperless Audit System	1,300	Comptroller
Intellitech Corp	Jail Management System	194,555	Corrections - Jail
New Dawn	DA Case Management System	469,620	District Attorney
Asset Works	Fuel Focus	20,000	DPW
Asset Works	Work Management	65,000	DPW
Cityworks	Sewer Maintenance System	64,000	DPW
Locality Media	Permits System	19,000	Fire Marshall
Locality Media	Permits System Phase II	31,050	Fire Marshall
Locality Media	Permits System Phase III	34,680	Fire Marshall
Porter Lee	LIMS System	11,000	Medical Examiner
Quincy	CMFW Software	17,285	Medical Examiner
Mideo Systems	DNA/Biology/Latent Prints Sys	30,000	Medical Examiner
TBD	Case Tracking	50,000	Office of Housing
SVAM	Case Track	60,000	OHIA
Performance	PB Views	19,000	OMB
CS Stars	Risk Management/OMB	68,000	OMB
Vermont Systems	Rec Trac	28,000	Parks
Tracker	Probation Upgrade	16,000	Probation
Automon	Case Load Explorer	120,000	Probation
Compu Trusts	Case Management	750	Public Administrator
Softcode	Sheriff Accounting System	30,000	Sheriff
TBD	Debt Manager	5,500	Treasurer
Avispo	Video Wall Maintenance	22,307	Fire Com.
Avispo	Video Wall Maint. - Large Wall	28,000	Police Department
Avispo	Video Wall Maint. - Small Wall	14,000	Police Department
Quest	New Traffic & Parking Court Sys	127,000	TPVA
Sterling Solutions	VIM	700	Veterans
Spec Bid	E-Procurement	186,000	Shared Services
SHI	Auto Hiring Process	77,700	Civil Service

In addition, please note that all contractual services related to Information Technology should be allocated to sub-object codes **DE505** (IT-Systems & Programming) and **DE5A5** (IT Hardware/Software Maintenance).



## **Technology (Grant Funded):**

Equipment or software purchases that are part of an approved grant budget must be coordinated with NCIT to eliminate duplication of hardware, software or services. We need to ensure that all information technology software and hardware purchases are consistent with the NCIT's standards and are consistent with the County's strategic direction.

## **Technology (Capital Funded):**

If you are planning a capital project in your department, the IT Department will need to work with you to develop the best utilization of available funds. An IT Project Manager will assist you with your technology project requests, justifications, and the necessary IT approval process.





## RISK MANAGEMENT

Risk Management will develop the Workers' Compensation and Insurance Budgets for all departments. These costs will be allocated to all departments at year-end based on actual expenses. The Budget package has three Risk Management related forms to be completed by each department and budgeted for by each department.

### Safety-Related Training Programs

If your department is required to conduct Safety Training Programs by the Occupational Safety and Health Administration (OSHA) or Public Employee Safety and Health (PESH) regulations please provide the information on these training programs conducted or scheduled for 2015 and requested in 2014.

### Safety Equipment

If your department must purchase safety equipment as required by state or federal law, or if your department procedures require the use of special safety equipment, please indicate the equipment needed on the *Safety Related Equipment Form*.

### Safety Annual Medicals Required

If your department is required to provide safety related annual medicals such as audiometer, fit testing (pulmonary function test) medicals, lead testing etc. as required by OSHA/PESH regulations, please fill out the attached *Safety Annual Medical Form*.

### Workers' Compensation (WC):

- Four Departments have direct budgets
  - Police Headquarters (PDPDH1100)
  - Police District (PDPDD2400)
  - Corrections (CCGEN1120)
  - DPW (PWGEN1050)
- All other WC budgets are managed by Risk Management
- There are three Interdepartmental Service Agreements for WC
  - BUGEN2150 (Health)
  - BUGEN2350 (Social Services)
  - BUGEN2830 (Sewer Fund)
- Safety Training
  - Departments that require safety training should budget for them
  - Some safety training is provided by Risk Management (e.g. Noise, Right to Know , Work Place Violence)
  - All safety related training must be approved by Risk Management
- Safety Surveys
  - Safety surveys performed in areas where there is potential risk
  - Surveys of Park facilities

### Safety Equipment

- If your department is required to use safety equipment or OSHA/PESH required Personal Protective Equipment (PPE) it should be budgeted for by the department
- All PPE must include a hazard assessment and appropriate training
- Defective or damaged PPE shall not be used and shall be immediately discarded or replaced

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# FISCAL 2015 BUDGET PREPARATION MANUAL

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## Insurance

- Risk Management manages the insurance policies for buildings and property

## Risk Management Intranet

- <http://webconnect/agencies/RiskManagement/index.php>
  - Workers' Compensation
  - Safety Programs
  - Online Training





# FISCAL 2015 BUDGET PREPARATION MANUAL



## INSURANCE

### SCHEDULED FOR 2014

Type of Policy	Location Covered	Amount of Coverage	Premium	Budgeted Department
Environmental	Grumman		\$361,896.63	
Crime	Glen Cove		\$ 1,515.00	
Crime	Long Beach		\$ 1,740.00	
Crime	Nassau County		\$ 9,876.00	
Aviation	Helicopters		\$84,972.00	
Public Official Bond	Public Administrator		\$1,250.00	
Recreation Camp	Parks – Recreation Camp			

### REQUESTED FOR 2015

Type of Policy	Location Covered	Amount of Coverage	Premium	Budgeted Department
Environmental	Grumman			
Crime	Glen Cove			
Crime	Long Beach			
Crime	Nassau County			
Aviation	Helicopters			
Public Official Bond	Public Administrator			
Recreation Camp	Parks – Recreation Camp			
Sports League – Accident	Parks – Sports leagues			
Team Nassau	Parks			





## INTERDEPARTMENTAL SERVICE AGREEMENTS

The process for developing 2015 Interdepartmental Service Agreements (ISA) between interdependent County departments will be unchanged from the process established in 2006.

OMB will still require interdepartmental services expense forecasts for all departments, however, ISAs will only be required for primary buyer units/departments. Only primary buyer units/departments will be allocated an Interdepartmental Charge (HF) budget. Primary buyer units/departments are defined as either a cost segment of a major county operating fund or are routinely eligible for federal and state reimbursement of expenses. For GRANTS please use revenue codes BW for interfund charges revenue and expense codes HH for inter fund charges.

### Primary Buyer Units/Departments

- Fire Commission
- Police Headquarters
- Police District
- All Health and Human Services Departments
- Economic Development Grant Units and the Office of Housing & Community Development

Primary seller departments (noted below) will prepare their ISAs as required in the ISA instructions (see sample on following pages) for primary buyer unit/departments only. Seller departments will forward copies of these ISAs directly to the primary buying units/departments noted above and their OMB Analyst. In addition, primary seller departments will provide their OMB representative with a spreadsheet listing interdepartmental services expense forecasts for all other departments that use their services.

### Primary Seller Departments

- Information Technology
- Police Headquarters
- Records Management
- Constituent Affairs - Printing Graphics and Mail Services
- Public Works
- Purchasing Department
- County Attorney

Other departments (sellers and buyers not described above) may participate in this process but only if the ISA is fully agreed to in advance by both parties.



## ISA INSTRUCTIONS

Seller departments should complete the ISA form (see sample provided), available electronically in an Excel format on the countydocs webpage (or contact your OMB representative). You may include additional information for the ISA not included as part of the template if necessary. The fully executed ISAs are to be submitted with each seller's departmental budget submission. This means the ISA must be signed by both the seller and the buyer.

### Form Definitions:

The ISA # should be assigned by the seller department.

The ISA Manager is usually someone on the fiscal staff of the buyer and seller departments.

The Period is the period of performance; in most cases this will be annual (12 months).

The Requirements and Specifications should briefly explain what service or product is being provided and what the quality and schedule expectations are.

The Resource Plan should identify what resources (staffing, equipment, vendors, etc.) will be dedicated to the accomplishment of the Requirements and Specifications.

The Reporting Requirements establish the necessary level of communication/coordination for the successful completion of the ISA. The type and content of status reports should be identified. Monthly status reports are recommended but quarterly status reports may be more appropriate.

The Price defines the cost (Salary, Fringe Benefits and OTPS expenses) of providing the services or products defined by the ISA. For ISA purposes the following fringe factors should be applied to the salary expenses:

General Fund:	63%	Police Headquarters Fund:	54%
Fire Fund:	45%	Police District Fund:	51%

Note: Fringe Benefit rates listed above reflect fiscal year 2014. Rates for 2015 will be forwarded upon availability.

### Indirect Cost:

The Seller Departments that need to claim indirect costs expense should refer to the 2014 indirect cost rate allocation spreadsheet (See Indirect Cost Rates Attachment A).

The Seller Account Information is the selling department's index code and revenue object code BJ and appropriate sub-object (in most cases 7800 designated "Interdepartmental Revenues").

The Buyer Account Information is the buying department's index code along with the expenditure object code HF and appropriate sub object for the for the service or product being provided.

### Records Control

OMB and both the seller and buying departments should retain copies of the completed/signed ISA forms.



# FISCAL 2015 BUDGET PREPARATION MANUAL



**FOR SELLER DEPARTMENTS:**

Each seller department must submit a summary of their “buyer” department details:

Nassau County ISA Interdepartmental Charges Summary Projected for Fiscal Year 2015 Seller Department Name: County Attorney		
		HF Subobject Code
Buyer Department Name	CC	590 - County Attorney Charges
Corrections	CC10	\$ -
Planning	PL10	\$ -
Physically Challenged	HP10	\$ -
Police Districts	PD20	\$ -
Social Services	SS10	\$ -
GEN Fund RV	MI	\$ -
Assessment Review	AR	\$ -
Assessment Department	AS	\$ -
		\$ -
		\$ -
<b>TOTALS:</b>		\$ -

# FISCAL 2015 BUDGET PREPARATION MANUAL



## Interdepartmental Service Agreement ~ BUDGET 2015

By executing this Interdepartmental Service Agreement (ISA) the Buyer and Seller Departments agree that the Seller Department is qualified to perform this ISA; that performance will be timely and meet or exceed ISA standards; that each department will maintain the necessary level of departmental communication, coordination and cooperation to ensure the successful completion of the ISA; that the Buyer certifies that sufficient funds are available for this ISA; and that the Seller is required to provide reports as specified in the ISA.

<b>ISA #</b> _____ <b>Buying Department</b> _____ <b>Buying Division</b> _____ <b>ISA Manager</b> _____	<b>Selling Department</b> _____ <b>Selling Division</b> _____ <b>ISA Manager</b> _____
--	--

**1 Period**  
 From: 01/01/15 To: 12/31/2015

**2 Requirements/Specifications** (use separate sheets if necessary)

**3 Resource Plan** (use separate sheets if necessary)  
 Staffing: \_\_\_\_\_

**4 Reporting Requirements**

<b>5 Price</b>	
Service Center	_____
Dept Dedicated Staff	_____
Direct Material	_____
Cost per visit	_____
<b>Annual Total</b>	_____

<b>Basis of Charging</b> (indicate one)	
Actuals	_____
Transaction Based	<b>X</b>
Allocated	_____

**7 Buyer Account Information**  
 \_\_\_\_\_  
 Buyer's Chargeback Code

**Seller Account Information**  
 \_\_\_\_\_  
 Seller's Chargeback Code

**Buyer Signature** \_\_\_\_\_  
 Date \_\_\_\_\_

**Seller Signature** \_\_\_\_\_  
 Date \_\_\_\_\_



## GRANTS PLAN INSTRUCTIONS - 2015

The Grants Plan is a summary of all grants expected to commence in the 2015 calendar year, grants awarded in prior years with appropriations in 2015, and grants awarded in prior years that will be active in 2015, i.e., Grant Details from prior years. This information will provide an inventory of all County grants, including descriptions, budget categories, dollar amounts, General Fund affects, and accomplishments. The purpose of the Plan is to provide transparency to the Grant Fund and improve monitoring and oversight.

Department 2015 Grants Plan Narratives and Financial Forms were sent to departments with the Operating Budget requests on May 6, 2014. Departments must return the completed Narratives and Forms to Richard Haemmerle on or before July 24, 2014.

### Grants Plan Narrative

The following provides the description and format of the Grants Plan Narrative. Unless noted otherwise, the font is Times New Roman 12 point.

**[DEPARTMENT NAME] (14 point)**

**Grant Title:** [Grantor's Name of Grant]  
**Index Code:** [Grant Code] XXGRTXX [Grant Detail] X5\*  
**Term of Grant:** xx/xx/2015 – xx/xx/2016  
**Program:** [Department Program Area]

\* Departments use Grant Detail X5 for Grants commencing in 2015; grants appropriated in other years continue to use the Grant Detail of the applicable year.

[Provide a description of the grant program in sufficient detail to inform all potential readers of the purpose, goals, and activities of the program that is being funded in part or in its entirety by the grant. If the County is contributing to the operation of the program, departments should make note of this and identify the type of contribution be it in cash or in-kind services.]



## Grants Plan Financial Form

Grants Management (GM) revised the Excel Grants Plan Financial Form for the 2014 Grants Plan. GM sent to the departments a template of the revised form as well as the Departments' completed 2014 Forms, in the revised format, on May 6, 2014 with the other Budget material. Departments must use either the revised template or revised 2014 submission, not their saved copies from 2014, which are out of date.

PROJECTED GRANT FUNDING					
Department:	[Department name]				
Grant Title:					
Grant Code & Detail:	XXXX X5				
Program:	[Department program area]				
Grant Term:	xx/xx/15 - xx/xx/16				
Estimated Grant Beginning in 2015					
	Expense	Revenue			
	Annual Budget	Federal	State	Other Non-County Source	Total County Share
Expense					
AA - Salaries					
AB - Fringes					
BB - Equipment					
DD - General Expenses					
DE - Contractual					
HH - Interfund Charges					
Total Appropriation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	2016	2017	2018		
Projected Grant - Continuing Totals by Year	\$0.00	\$0.00	\$0.00		

Departments must complete a Grants Plan – Projected Grant Funding Form (See attached Grants Plan Funding Form) for each grant (see sample Form above). In the cells at the top left of the Form, enter the *Department Name*, the *Grant Title* (name of grant given by the grantor), the *Grant Detail* year (e.g., X4), the *Program*, the *Grant Term* (e.g., 1/1/15-12/31/15), and grant financials. In addition, we are asking you to provide a projection for the 2016, 2017, and 2018 grant funding.

A separate Form must be used for each grant that has a starting date in 2015, was awarded in a prior year with appropriations expected in 2015 (regardless of the ending date), or was awarded in a prior year and will be active at any time in 2015. The information included should be for the 12 months of the grant starting in 2015. Use actual information (if available) or projected information to complete these schedules.

Do not use a separate spreadsheet for each form. Rather, put all the forms on a single Excel spreadsheet with each on a properly titled sheet. In fact, the spreadsheet that was provided to you on May 6 is in the appropriate format using the revised Form. You only need to revise sheets to reflect 2015, delete grants that are no longer active, and add new grants.

Fringes (AB) and indirect costs: Most grants include salary appropriations. If there is a salary (AA) appropriation, the grant should also include all fringe costs. Based on each grant



reimbursement criteria, the grant manager should review charging direct and indirect costs. Include only indirect costs that will be reimbursed by the grant.

For grants received from another department within the County, as a sub-grantee, each department receiving grant funds must submit a separate budget. Examples are the Urban Area Security Initiative and State Homeland Security Grants through Emergency Management, where the programs provide funds to County departments to implement programs designed within categories of the functions that the sub-grantee department provides.

The expense appropriation cells (“*Annual Budget*”) will be the sum of the data entered in the revenue columns. In the revenue columns for each expense object code, enter the amount of funding projected for each revenue source:

- Federal: funds received from the Federal Government
- State: funds received from New York State including pass-thru funds from the Federal Government
- Other Non-County Sources: funds received from sources excluding Federal, New York State or Nassau County
- County Share: The County Share includes cash matches, in-kind matches and other cost-sharing required by the grantor (if applicable). This can also include items that are not fully reimbursed by the grant (e.g., certain fringe benefit costs such as pensions etc.). In the column, labeled “*Name of Fund Subsidizing Grant*” note the name of the fund (e.g. GEN, PDD, PDH, FC, SSW, etc.) where the revenue has been budgeted

In the “*Projected Grant*” line at the bottom of the spreadsheet, enter the projected (or actual if available) total amount of the grant funding for 2016, 2017 and 2018.

## Definitions

Direct Costs: Includes all items that can be categorically identified and charged to the specific project, such as personnel, fringe benefits, consultants, subcontractors, travel, equipment, supplies, communications, computer time, and publication charges.

After all direct costs have been determined and assigned to the grant and other activities as appropriate, what remains are:

Indirect Costs: Costs of an institution not readily identifiable to a specific project or activity. The costs of maintaining buildings, grounds and equipment, accounting services, and general administrative expenses are considered types of indirect costs. Such costs may or may not be allowed by a funding source, and others may place a ceiling on the percentage allowed in a given grant situation. Indirect costs are generally calculated as a percentage of the total direct costs of the project minus any capital or equipment expenses. Indirect costs are comprised of three types:

1. Departmental Indirect Costs: Those costs incurred by the department that do not benefit the grant objective 100%, (e.g., personnel costs for a department director who oversees the grant, among other functions; an attorney who works in the department and devotes a portion of his/her time to the grant, etc.).



2. Countywide Indirect Costs: These are the costs of central government services distributed through the central service allocation plan (MAXIMUS Federal OMB A-87 Central Services Cost Allocation Plan).
  
3. Other Department Indirect Costs – These costs include the following:
  - a. Fleet Maintenance
  - b. Building Occupancy
  - c. Purchasing
  - d. Records Management
  - e. Information Technology
  - f. Postage Charges
  - g. Printing Charges
  - h. Gasoline

Note: The Grants Plan is a planning document and, except where actuals are provided by a department, all figures are projections/estimates based on the best information the department has at the time. The Administration and OMB do not hold departments to their projections in the Grants Plan.

### **Grants Plan Accomplishments**

This section provides departments with the opportunity to tell the reader how it used the funds, and in some cases, its own resources to achieve the goals of the grant program.

#### **Accomplishments For the Last Completed Year [Month] 201x**

<b>Objectives</b>	<b>Impact</b>
Provide housing for the homeless	100 homeless families placed in housing
Identify and help prosecute Medicaid fraud	10 cases identified; assisted with 6 prosecutions

An “Objective” is a short to medium-term activity that can be measured. It can include completing an activity, serving a number of people, providing units of an item, identifying a group’s needs, etc. by a certain date or within the grant year.

An “Impact” is the measurement of the completed objective. It can include the department’s indication that it completed the activity, served “x” number of people, provided “x” number of units of an item, identified “x” needs, etc. by a certain date or within the grant year.



## APPENDIX A

### OMB STAFF

Roseann D'Alleva	Acting Budget Director	571-0525
Doug Cioffi	Manager, Performance Management	571-6333
Robert Conroy	Deputy Budget Director	571-6335
Steve Feiner	Director, Grants Management	571-0413
Randy Ghisone	Assistant to the DCE	571-4221
Richard Haemmerle	Operations Analyst	571-0797
Narda Hall	Senior Budget Analyst	571-0556
Ann Hulka	Deputy Budget Director	571-0423
Thomas Love	Budget Analyst	571-7713
Chris Nolan	Deputy Director	571-4269
John F. Quinlan	Risk Management Analyst	571-1959
Irfan Qureshi	Senior Budget Analyst	571-0462
Matthew Ronan	Budget Analyst	571-7735
Anthony Romano	Senior Budget Analyst	571-4385
Steven Munzing	Operations Analyst	571-0799
Joseph Schiliro	Budget Analyst	571-4373
Ryan Studdert	Senior Budget Analyst	571-6260
Martha Worsham	Manager of Fiscal Reporting	571-1459
Technical Support	Help Desk	1-HELP (1-4357)



## APPENDIX B

### Budget Departmental Assignments

Departments										OMB Staff	Telephone	Deputy
AR	AS	CF	ISA	HI	SS	TR				Anthony Romano	571-4385	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <b>Bob Conroy</b> 571-6335                 </div>
CA	TV	MA	SA	HS	ME	PA				Narda Hall	571-0556	
EM	PB	PR	AT	NHCC	HE					Joe Schiliro	571-4373	
BU	RM	CL	PW	OTB	NCC	SSW				Ryan Studdert	571-6260	
FC	CC	IT								Thomas Love	571-7713	
CE	DA	EL	CO							Martha Worsham	571-1459	
PK	CS	VS	HR							Matt Ronan	571-7735	
PDD	PDH	PE	LR							Irfan Qureshi	571-0462	
Project Management and Capital Projects										Chris Nolan	571-4269	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <b>Roseann D'Alleva</b> 571-0525                 </div>
Performance management										Doug Cioffi	571-6333	
Risk Management Safety										John F. Quinlan	571-1959	
Risk Management Workers Compensation										Steven Munzing	571-0799	