

NASSAU HEALTH CARE CORPORATION

OPERATING BUDGET
Fiscal Year Ended December 31, 2024



Message from the CEO

In August 2023, the Nassau Health Care Corporation (NHCC) began the process of a financial turnaround through revenue cycle optimization, operational transformation, workflow process improvement and cost reduction implementation. The improvement initiatives developed through this process are the basis of the 2024 Budget Plan.

As of August 2023, a Financial Improvement Plan was implemented targeting specific revenue enhancement and cost reduction opportunities. The Financial Improvement Plan identifies \$132.3 million in net margin improvement over a 4-year period through two transformation components:

- \$103.0 million in revenue enhancement initiatives
- \$ 29.3 million in cost reduction initiatives

Highlights of the Revenue Enhancement Plan include:

- Billing & Collections Improvement
- RCM Billing & Chargemaster Optimization
- Coding & Clinical Documentation Improvement
- 340B Drug Pricing Program Optimization

Highlights of the Cost Reduction Plan include:

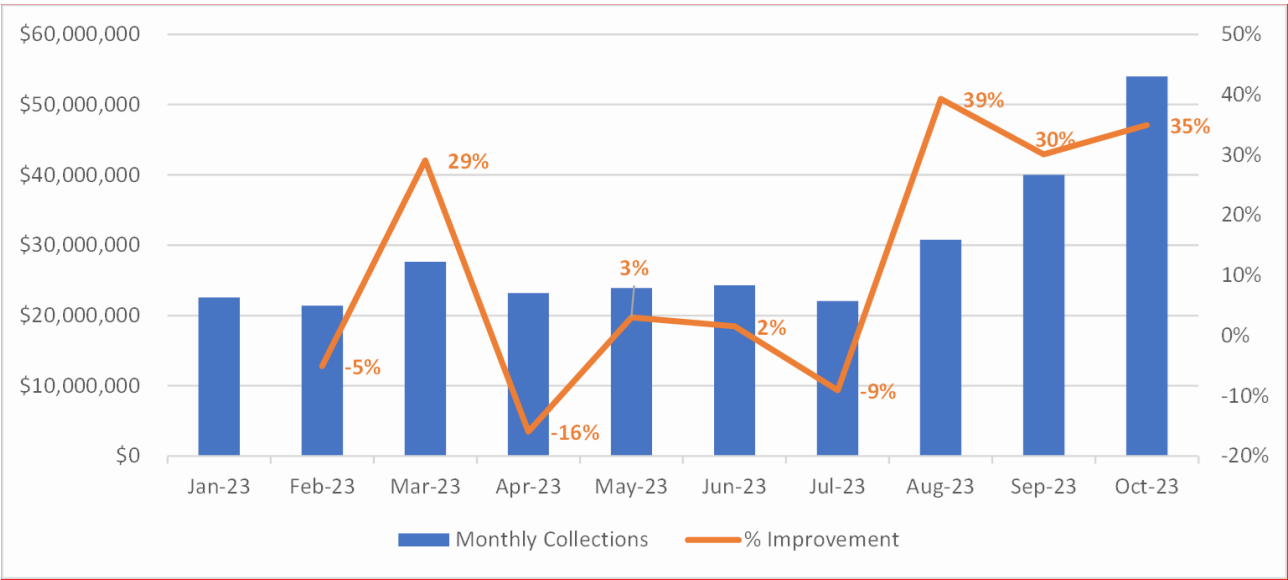
- Reduction in targeted expenses
- Reduction in unnecessary overtime
- Reduction in purchased services

The 2024 budget reflects a decrease of \$78.9 million in our operating loss from 2023 projection of \$145.5 million to a budgeted 2024 operating loss of \$66.6 million through the implementation of the Financial Improvement Plan.

The Financial Improvement Plan includes \$78.9 million in net margin improvement in 2024 through revenue enhancement and cost reduction initiatives. NHCC established teams that are now in place to drive improvement initiatives. The initial results proved promising as evidenced in a 34+% increase in cash and 21+% improvement in the operating margin from July through September as compared against July 2023.

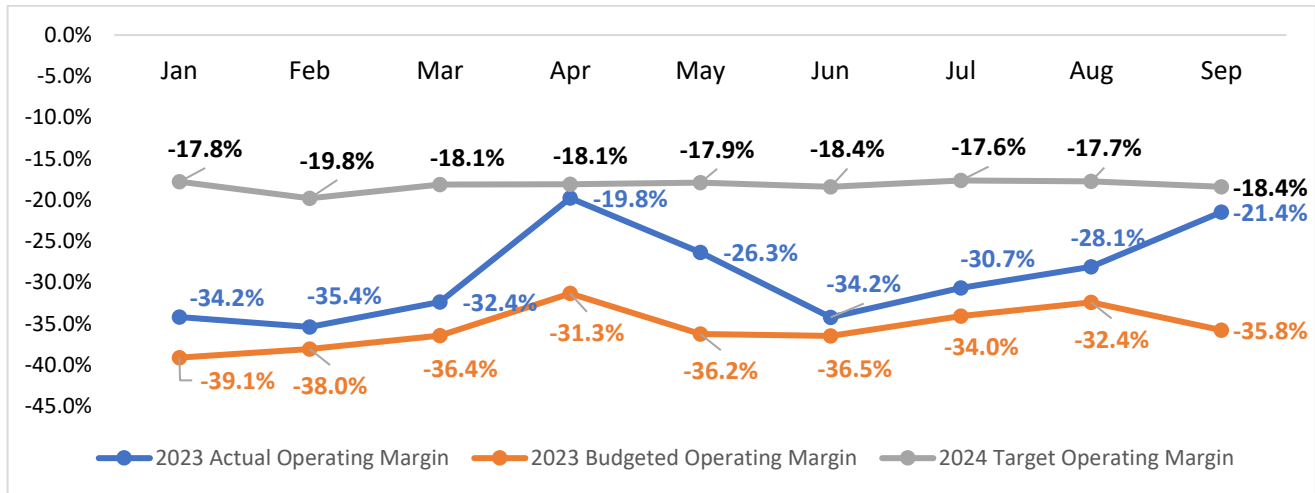
The 2024 Budget year is the first year of the four-year Financial Improvement Plan that was established to achieve full opportunity realization in NHCC achieving operational sustainability.

The following cash collections graph demonstrates the impact of the revenue enhancement initiatives to the cash collections through October 2023:



The Cash Collections have improved over 34+% month over month for the months August through October with October collections hitting \$53 million for the month

The graph below shows the impact of several of the initiatives to the operating margin as of September 2023:



The above results are through September 2023 which was the most current financial information at the time of this writing

The above graph highlights a 21+% improvement in the operating margin in September over July. The initiatives have a dramatic impact when spending and cost control are being tightly managed.

The initiatives that have been implemented through September/October 2023 are demonstrating positive financial improvements in NHCC's operations. The Financial Improvement Plan combined with the expertise of our consultants, our dedicated staff and community support at local, county and state levels will yield success for years to come and further allow NHCC to provide accessible high-quality healthcare to all that require it.

Nassau Health Care Corporation and Subsidiaries

Operating Budget

For Twelve Months Ending December 31, 2024

Message from the CEO

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Executive Summary - Basis of the 2024 Budget

The 2024 budget has been prepared using 2023 operations as a baseline while incorporating patient volumes based on year-to-date volumes as of October 31, 2023. Also included in the 2024 Budget are initiatives and workstreams that have been implemented which increases the quality of the revenue being billed but more importantly the cash collections on those billings. Other workstream initiatives have targeted expense categories for reduction and potential elimination of unnecessary services and associated costs.

Budgeted Operating Results

The 2024 budget for Nassau Health Care Corporation projects an operating deficit of \$66.6 million before OPEB (Other Post Retirement Benefits) and the NYS Actuarial Pension Adjustment. The budgeted loss has decreased \$78.9 million from the projected loss for 2023 of \$145.5 million due to the Financial Improvement Plan that incorporates improvement in revenue & operational process workstreams. The transformational workstreams are focused on improved revenue maximization processes, chargemaster maintenance, improved medical coding, and 340B Drug Pricing Program maximization. Operating expense reduction are targeting: purchased services, clinical and non-clinical overtime, staff attrition and decreases in medical/surgical expenses. The combination of these initiatives are resulting in the 2024 Budget Loss before OPEB of \$66.6 million.

Patient Volumes

The budget has been prepared based upon 2023 actual inpatient volumes, adjusted for expected changes in on-going operations. The 2024 average daily census (ADC) at NUMC is budgeted at 315.4 patients, approximately the 2023 ADC level. The combined case mix index of 1.07 has been budgeted for 2024 based on the actual case mix for 2023 through October 2023. Discharges have been budgeted at 16,740, which is projected to be level with 2023 discharges.

2024 Outpatient volumes for General Clinic, Emergency Department and Ambulatory Surgery have slight increases over 2023 levels and are budgeted at the trended October 2023 levels. General Clinic is budgeted at 134,500 visits, Emergency Department volume at 65,500 visits and ambulatory surgery cases for 2024 volume at 5,250.

A. Holly Patterson, with a current daily census of 481, is budgeted to stay at this level for 2024.

Net Patient Service Revenue (NPSR)

Net patient service revenue is budgeted at \$480.9 million or \$51.7 million above the 2023 NPSR levels because of the financial improvement plan that was implemented in August of 2023. The Net Patient Service Revenue portion of the financial improvement plan focuses on significant improvement in NPSR billing & collections, revenue cycle management system & Chargemaster improvement, medical coding & clinical documentation improvement and 340 B drug pricing program optimization. The 2024 improvement & optimization targets are:

Billing & Collections Operation Improvement	\$ 42.8 million
RCM System & Chargemaster Optimization	\$ 5.2 million
340 B Drug Pricing Program & Optimization	\$ 3.7 million
2024 Total	\$ 51.7 million

Other Operating Revenue

Other Operating Revenue represents non patient related billings such as NYS Intergovernmental transfer payments, billings to Nassau County for certain contracted services, Corrections medical services, Federal & State Aid and other miscellaneous billings. The total Other Operating Revenue budgeted for 2024 is \$114.2 million.

NYS Intergovernmental Transfer	\$ 52.0 million
Nassau County Billings	\$ 19.6 million
Corrections Contract	\$ 19.5 million
Federal & State Aid	\$ 5.0 million
Miscellaneous	\$ 18.1 million
Total Other Revenue	\$ 114.2 million

Expenses

The Expense portion of the financial improvement plan focuses on material reductions in clinical expenses, clinical & nonclinical overtime expense, eliminations in nonessential and unnecessary purchased services and other miscellaneous costs no longer being needed. The 2024 cost reduction targets are:

Decrease Purchased Services	\$ 3.0 million
Reduction in Overtime & Personnel Attrition*	\$ 13.9 million
Reduction in Med/Surgical/Implants/Bio Supplies	\$ 4.3 million
Miscellaneous	\$ 10.8 million
2024 Total	\$ 32.0 million

(Fringe Benefits have decreased \$8.3 million from Projected 2023 due to the decrease in salaries)

Revenues

Hospital patient service revenue for 2024 is budgeted at \$395.3 million or \$47.6 million above the 2023 NPSR (Net Patient Service Revenue) levels because of the financial improvement plan that was implemented in August of 2023. The NPSR portion of the financial improvement plan focuses on significant improvement in NPSR billing & collections, revenue cycle management system & Chargemaster improvement, medical coding & clinical documentation improvement and 340 B drug pricing program optimization. The 2024 improvement & optimization targets are:

Billing & Collections

Billing & Collections Operation Improvement	\$ 38.7 million
RCM System & Chargemaster Optimization	\$ 5.2 million
340 B Drug Pricing Program & Optimization	\$ 3.7 million
2024 Total	\$ 47.6 million

Patient Volumes

The budget is based on 2023 patient volumes - discharges, patient days, length of stay and outpatient visits. The table below outlines historical discharge data:

Year	Discharge Volumes	% Change from Previous Year
2024 Budgeted	16,740	4.19%
2023 Projected	16,067	-8.30%
2022	17,518	-7.00%
2021	18,832	6.78%
2020	17,636	-12.12%
2019	20,068	1.21%

Outpatient Volumes:	Projected 2023	Budgeted 2024
Clinics-General	138,589	134,500
Clinics-Mental Health	17,454	17,200
Clinics-Hemodialysis	19,262	19,200
Emergency Department	66,289	65,500
Ambulatory Surgery	5,475	5,250

Other Operating Revenue

	Projected 2023	Budgeted 2024
DSH-IGT	\$ 42.0 million	\$ 42.6 million
Charges to Nassau County	\$ 19.9 million	\$ 19.6 million
State and Federal Aid	\$ 9.7 million	\$ 4.4 million
Miscellaneous	\$ 19.1 million	\$ 16.8 million
Practice Plan Revenue	\$ 13.5 million	\$ 17.2 million
Total	\$ 104.2 million	\$ 100.6 million

Expenses

The budget includes no increases to salaries, increase to related fringe benefits, primarily for longevity and step increases and health benefit costs, and a decrease in clinical and non-clinical overtime of \$10.4 million. The collective bargaining agreement expired on December 31, 2022 and management is currently negotiating new terms of that agreement. 2023 salaries are projected to be \$243.9 million. No new hires are included in the 2024 budget. Supplies & expenses include a decrease of \$18.1 million for purchased services, operating room supplies and miscellaneous costs.

Depreciation expense is budgeted based upon historical information with consideration given to the current and future capital expenditure requirements and affordability.

The 2024 Cost Reduction Targets are:

Decrease Purchased Services	\$ 3.0 million
Reduction in Overtime	\$ 10.4 million
Reduction in Med/Surgical/Implants/Bio Supplies	\$ 4.3 million
Miscellaneous	\$ 10.8 million
2024 Total	\$ 28.5 million

A Holly Patterson Extended Care Facility

Revenue

Patient Service Revenue is budgeted to remain at the level of 2023 operations at \$51.1 million. This reflects loss in average daily census as experienced during 2023 primarily from Medicare. The anticipated average daily census will maintain on year end 2023 levels of 481 residents. Resident days are budgeted at 175,200, which is a decrease of 3.762 days from the 2023 projected level.

Resident Days

	2022 Actual	2023 Projected	2024 Budget
Geriatrics	164,982	171,592	167,900
HIV	4,729	4,813	5,110
Vent	2,825	2,557	2,190
Total	172,536	178,962	175,200

IGT-UPL revenue is budgeted at \$9.4 million.

Expense Assumptions

Salary and fringe benefits are budgeted at \$66.0 million, a decrease \$6.2 million. This includes a \$3.5 million decrease in overall over time and no new hires for 2024.

The 2024 Cost Reduction Targets are:

Decrease Purchased Services	\$ 0
Reduction in Overtime & Personnel Attrition	\$ 3.5 million
Reduction in Med/Surgical/Implants/Bio Supplies	\$ 0
Miscellaneous	\$ 0
2024 Total	\$ 3.5 million

Physician Faculty Practice Plan

Physician Faculty Practice Plan net patient service revenue for 2024 is budgeted at \$34.6 million or approximately \$4.0 million above the 2023 NPSR levels because of the financial improvement plan that was implemented in August of 2023. The NPSR portion of the financial improvement plan focuses on significant improvement in NPSR billing & collections & Chargemaster improvement. The expenses of the faculty practice plan are budgeted to remain at the level of 2023 operations.

SECTION TWO



COMPARATIVE FINANCIAL STATEMENT PRESENTATION

Nassau Health Care Corporation and Subsidiaries

Revenue & Expenses Consolidated (In Thousands)

Operating Revenues	Audited FYE 12/31/2022	Projected FYE 12/31/2023	Budgeted FYE 12/31/2024
Net Patient Service Revenue	421,095	429,206	480,898
Other Operating Revenues			
NYS Intergovernmental transfer	39,300	53,127	52,000
Nassau County Billings	20,725	19,863	19,626
Corrections Contract	19,126	19,394	19,458
Federal & State Aid	21,326	11,449	5,000
Practice Plan Revenue	0	0	0
Miscellaneous	21,677	20,598	18,123
Total Operating Revenues	543,249	553,637	595,105
Operating Expenses	Audited FYE 12/31/2022	Projected FYE 12/31/2023	Budgeted FYE 12/31/2024
Salaries	311,667	315,872	301,949
Fringe Benefits	148,329	171,373	163,053
Supplies	57,807	55,695	51,348
Expenses	95,448	116,250	102,435
Utilities	22,074	20,958	22,718
Depreciation Expense	20,586	19,006	20,247
Total Operating Expenses	655,911	699,154	661,750
Income (loss) before OPEB, GASB 68	(112,662)	(145,517)	(66,645)
Employee Benefits - OPEB	(61,931)	(41,000)	(32,094)
NYS Actuarial Pension Adjustment	5,993	(31,155)	
Total Operating Loss	(168,596)	(217,672)	(98,739)
Non-Operating Activities			
Interest Income	1,836	1,830	1,765
Interest Expense	(6,224)	(6,636)	(5,107)
Deferred Loss on Debt Refunding	(1,492)		
Government Stimulus Grants (CARES ACT)	75,691		
NYS Health Insurance Relief		60,000	
Total Non-Operating Activities	69,811	55,194	(3,342)
Capital Contribution		4,312	5,000
Change in Net Position	(98,785)	(158,166)	(97,081)

Nassau Health Care Corporation and Subsidiaries

Budgeted Revenue & Expenses

By Entity (In Thousands)

	Nassau University Medical Center	A. Holly Patterson Extended Care Facility	Physician Faculty Practice Plan	Correctional Facility	Total
	Budget 2024	Budget 2024	Budget 2024	Budget 2024	Budget 2024
Operating Revenues					
Net Patient Service Revenue	395,274	51,061	34,563		480,898
Other Operating Revenues					
NYS Intergovernmental Transfer	42,600	9,400			52,000
Nassau County Billings	19,626				19,626
Corrections Contract				19,458	19,458
Federal & State Aid	4,404	596			5,000
Practice Plan Revenue	17,248		(17,248)		
Miscellaneous	16,838	1,285			18,123
Total Operating Revenues	495,990	62,342	17,315	19,458	595,105
Operating Expenses					
Salaries	233,674	41,000	15,200	12,075	301,949
Fringe Benefits	133,190	25,000	605	4,258	163,053
Supplies	46,391	4,825		132	51,348
Expenses	91,801	6,131	1,510	2,993	102,435
Utilities	20,594	2,124			22,718
Depreciation Expense	19,589	658			20,247
Total Operating Expenses	545,239	79,738	17,315	19,458	661,750
Income (loss) before OPEB expenses	(49,249)	(17,396)			(66,645)
Employee Benefits – OPEB	(24,071)	(8,023)			(32,094)
NYS Actuarial Pension Adjustment					
Operating Loss	(73,320)	(25,419)			(98,739)
Non-Operating Activities					
Interest Income	1,765				1,765
Interest Expense	(3,019)	(2,088)			(5,107)
Total Non-Operating Activities	(1,254)	(2,088)			(3,342)
Capital Contribution	5,000				5,000
Change in Net Position	(69,574)	(27,507)			(97,081)

Nassau Health Care Corporation and Subsidiaries
Nassau University Medical Center

Revenue & Expenses (In Thousands)

Operating Revenues	Audited FYE 12/31/2022	Projected FYE 12/31/2023	Budgeted FYE 12/31/2024
Net Patient Service Revenue	343,093	347,724	395,274
Other Operating Revenues			
NYS Disproportionate Share	33,300	42,000	42,600
Nassau County Billings	20,725	19,863	19,626
Corrections Contract	1,557		
Federal & State Aid	21,326	9,710	4,404
Practice Plan Revenue	15,222	13,490	17,248
Miscellaneous	21,149	19,098	16,838
Total Operating Revenues	456,372	451,885	495,990
Operating Expenses			
Salaries	239,156	243,979	233,674
Fringe Benefits	121,616	138,848	133,190
Supplies	52,770	50,272	46,391
Expenses	86,180	106,218	91,801
Utilities	20,570	19,328	20,594
Depreciation Expense	19,713	18,326	19,589
Total Operating Expenses	540,005	576,971	545,239
Income (loss) before OPEB, GASB 68 & other expenses	(83,633)	(125,086)	(49,249)
Employee Benefits - OPEB	(51,399)	(33,000)	(24,071)
NYS Actuarial Pension Adjustment	4,944	(25,703)	
Operating Loss	(130,088)	(183,789)	(73,320)
Non-Operating Activities			
Interest Income	1,704	1,700	1,765
Interest Expense	(3,688)	(4,498)	(3,019)
Deferred Loss on Debt Refunding	(1,324)		
Government Stimulus Grants	60,949		
NYS Health Insurance Relief		48,000	
Total Non-Operating Activities	57,641	45,202	(1,254)
Capital Contribution		4,312	5,000
Change in Net Position	(72,447)	(134,275)	(69,574)

Nassau Health Care Corporation and Subsidiaries
Correctional Facility

Revenue & Expenses (In Thousands)

Operating Revenues	Audited FYE 12/31/2022	Projected FYE 12/31/2023	Budgeted FYE 12/31/2024
Net Patient Service Revenue			
Other Operating Revenues			
NYS Intergovernmental Transfer			
Nassau County Billings			
Corrections Contract	17,569	19,394	19,458
Federal & State Aid			
Practice Plan Revenue			
Miscellaneous			
Total Operating Revenues	17,569	19,394	19,458

Operating Expenses

Salaries	11,376	12,194	12,075
Fringe Benefits	3,821	4,214	4,258
Supplies	130	135	132
Expenses	2,239	2,850	2,993
Utilities			
Depreciation Expense	3	1	
Total Operating Expenses	17,569	19,394	19,458

Income (loss) before OPEB, GASB 68 & other expenses

Employee Benefits - OPEB

Total Operating Loss

Non-Operating Activities

Interest Income

Interest Expense

Total Non-Operating Activities

Capital Contribution

Change in Net Position

Nassau Health Care Corporation and Subsidiaries
A. Holly Patterson Extended Care Facility

Revenue & Expenses (In Thousands)

Operating Revenues	Audited FYE 12/31/2022	Projected FYE 12/31/2023	Budgeted FYE 12/31/2024
Net Patient Service Revenue	48,561	50,872	51,061
Other Operating Revenues			
NYS Intergovernmental Transfer	6,000	11,127	9,400
Nassau County Billings			
Corrections Contract			
Federal & State Aid		1,739	596
Practice Plan Revenue			
Miscellaneous	528	1,500	1,285
Total Operating Revenues	55,089	65,238	63,342
Operating Expense			
Salaries	48,811	44,509	41,000
Fringe Benefits	22,351	27,706	25,000
Supplies	4,907	5,288	4,825
Expenses	5,675	5,857	6,131
Utilities	1,504	1,630	2,124
Depreciation Expense	870	679	658
Total Operating Expenses	84,118	85,669	79,738
Income (loss) before OPEB, GASB 68 & other expenses	(29,029)	(20,431)	(17,397)
Employee Benefits - OPEB	(10,528)	(8,000)	(8,023)
NYS Actuarial Pension Adjustment	1,049	(5,452)	
Total Operating Loss	(38,508)	(33,883)	(25,419)
Non-Operating Activities			
Interest Income	131	130	
Interest Expense	(2,703)	(2,138)	(2,088)
Government Stimulus Grants	14,742		
NYS Health Insurance Relief		12,000	
Total Non-Operating Activities	12,170	9,992	(2,088)
Capital Contributions			
Change in Net Position	(26,338)	(23,891)	(27,507)

Nassau Health Care Corporation and Subsidiaries
Physician Faculty Practice Plan

Revenue & Expenses (In Thousands)

	Audited	Projected	Budgeted
	FYE 12/31/2022	FYE 12/31/2023	FYE 12/31/2024
Operating Revenues			
Net Patient Service Revenue	29,441	30,610	34,563
Other Operating Revenues			
NYS Intergovernmental Transfer			
Nassau County Billings			
Corrections Contract			
Federal & State Aid			
Practice Plan Revenue	(15,222)	(13,490)	(17,248)
Miscellaneous			
Total Operating Revenues	14,219	17,120	17,315
Operating Expenses			
Salaries	12,324	15,190	15,200
Fringe Benefits	541	605	605
Supplies			
Expenses	1,354	1,325	1,510
Utilities			
Depreciation Expense			
Total Operating Expenses	14,219	17,120	17,315
Income (loss) before OPEB, GASB 68			
& other expenses			
Employee Benefits - OPEB			
Operating Loss			
Non-Operating Activities			
Interest Income			
Interest Expense			
Total Non-Operating Activities			
Change in Net Position			

Nassau Health Care Corporation and Subsidiaries
Nassau Health Care Corp, LTD.

Revenue & Expenses (In Thousands)

Operating Revenues	Audited FYE 12/31/2022	Projected FYE 12/31/2023	Budgeted FYE 12/31/2024
Net Patient Service Revenue			
Other Operating Revenues			
NYS Intergovernmental Transfer			
Nassau County Billings			
Corrections Contract			
Federal & State Aid			
Practice Plan Revenue			
Miscellaneous	5,358	5,200	5,900
Total Operating Revenues	5,358	5,200	5,900
Operating Expense			
Salaries			
Fringe Benefits			
Supplies			
Expenses	850	5,200	5,900
Utilities			
Depreciation Expense			
Total Operating Expenses	850	5,200	5,900
Income (loss) before OPEB,GASB 68 & other expenses	4,508		
Employee Benefits - OPEB			
NYS Actuarial Pension Adjustment			
Total Operating Income (Loss)	4,508		
Non-Operating Activities			
Interest Income	350		
Interest Expense			
Total Non-Operating Activities	350		
Change in Net Position	4,858		

Nassau University Medical Center

Patient Volumes 2019 to 2024

	Actual				Projected	Budgeted
	2019	2020	2021	2022	2023	2024
Discharges						
Med/Surgical	12,941	11,418	12,355	11,431	10,378	11,016
Pediatrics & PICU	901	574	568	501	360	362
Obstetrics & Newborn	2,315	2,014	2,239	2,316	2,125	2,066
Physical Rehab	390	475	418	389	306	311
Behavioral Health	3,521	3,155	3,252	2,881	2,898	2,985
Total	20,068	17,636	18,832	17,518	16,067	16,740
Patient Days						
Med/Surgical	59,904	57,057	61,628	66,435	62,498	67,981
Pediatrics & PICU	2,162	2,385	2,193	1,176	952	880
Obstetrics & Newborn	6,355	5,123	6,653	7,121	6,347	5,255
Physical Rehab	5,292	6,063	5,615	4,712	4,204	4,466
Behavioral Health	44,503	36,642	40,415	37,715	40,606	36,527
Total	118,216	107,270	116,504	117,159	114,607	115,109
Average Length of Stay						
Med/Surgical	4.6	5.0	5.0	5.8	6.0	6.2
Pediatrics & PICU	2.4	4.2	3.9	2.3	2.6	2.4
Obstetrics & Newborn	2.7	2.5	3.0	3.1	3.0	2.5
Physical Rehab	13.6	12.8	13.4	12.1	13.7	14.4
Behavioral Health	12.6	11.6	12.4	13.1	14.0	12.2
Total	5.9	6.1	6.2	6.7	7.1	6.9
Average Daily Census						
Med/Surgical	164.1	155.9	168.8	182	171.2	186.2
Pediatrics & PICU	5.9	6.5	6	3.2	2.6	2.4
Obstetrics & Newborn	17.4	14	18.2	19.5	17.4	14.4
Physical Rehab	14.5	16.6	15.4	12.9	11.5	12.2
Behavioral Health	121.9	100.1	110.7	103.3	111.2	100.5
Total	323.9	293.1	319.1	320.9	313.9	315.7
Ambulatory Visits						
General Clinics	151,623	123,942	138,205	133,873	138,589	134,500
Mental Health	14,225	16,200	17,529	17,345	17,454	17,200
Emergency Total	67,029	51,907	60,894	64,815	66,289	65,500
Emergency Admissions	16,183	13,919	15,166	14,036	12,732	12,725
Ambulatory Surgery	4,907	3,494	4,971	5,303	5,473	5,250
Hemodialysis	21,886	19,820	19,559	19,080	19,262	19,200
Total	275,853	229,282	256,324	254,452	259,799	254,375

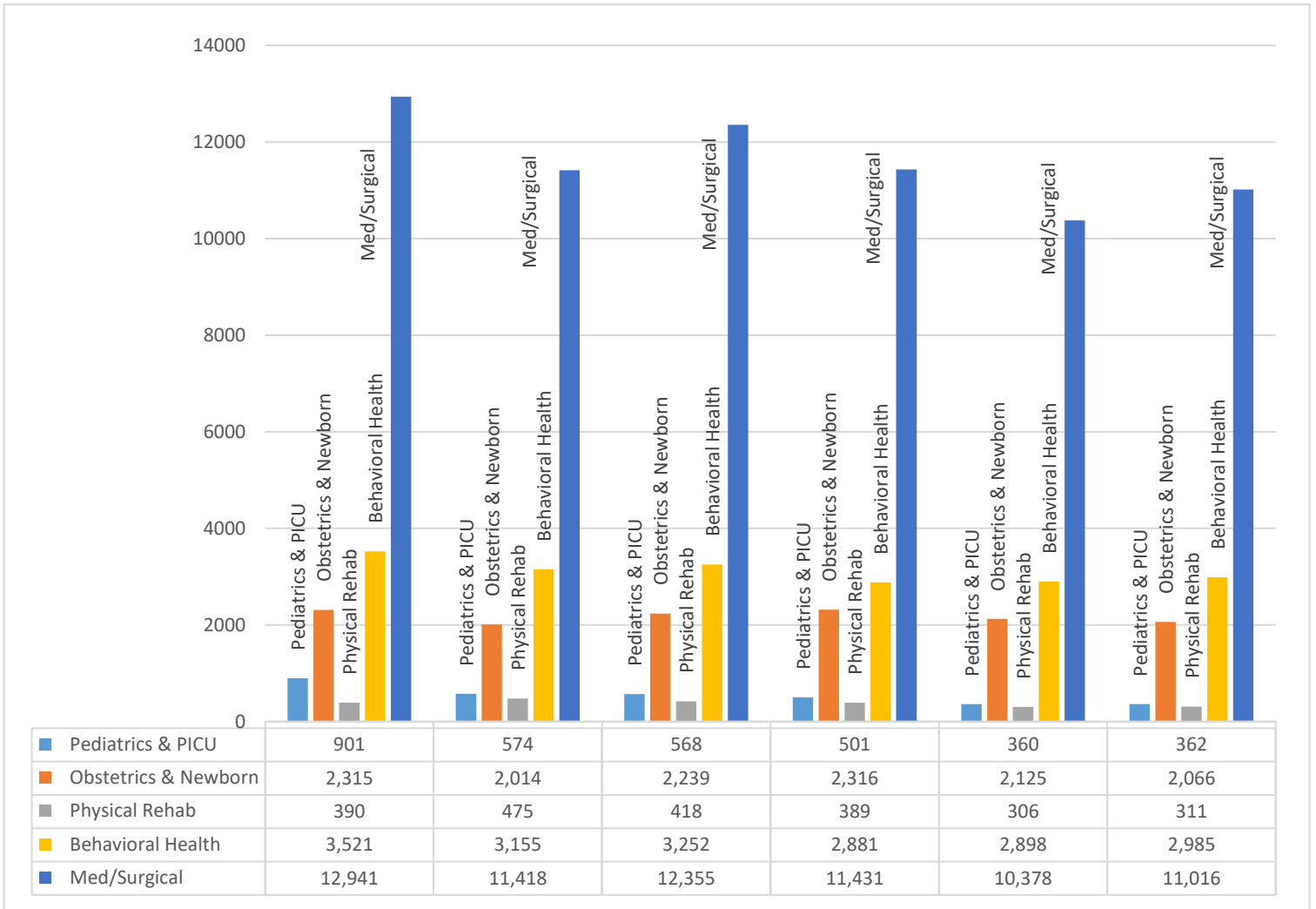


Nassau Health Care Corporation

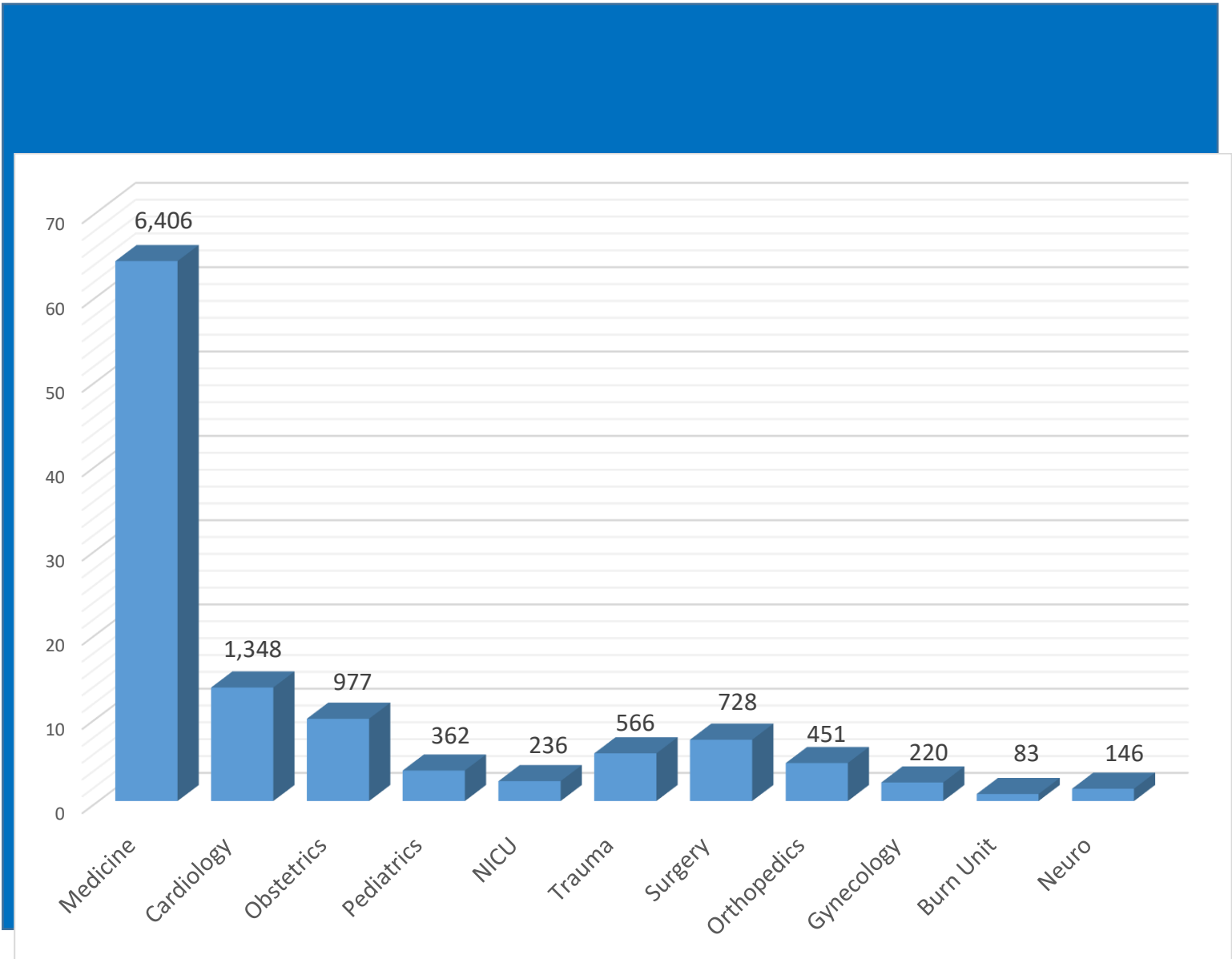
2024

Budget Graphs

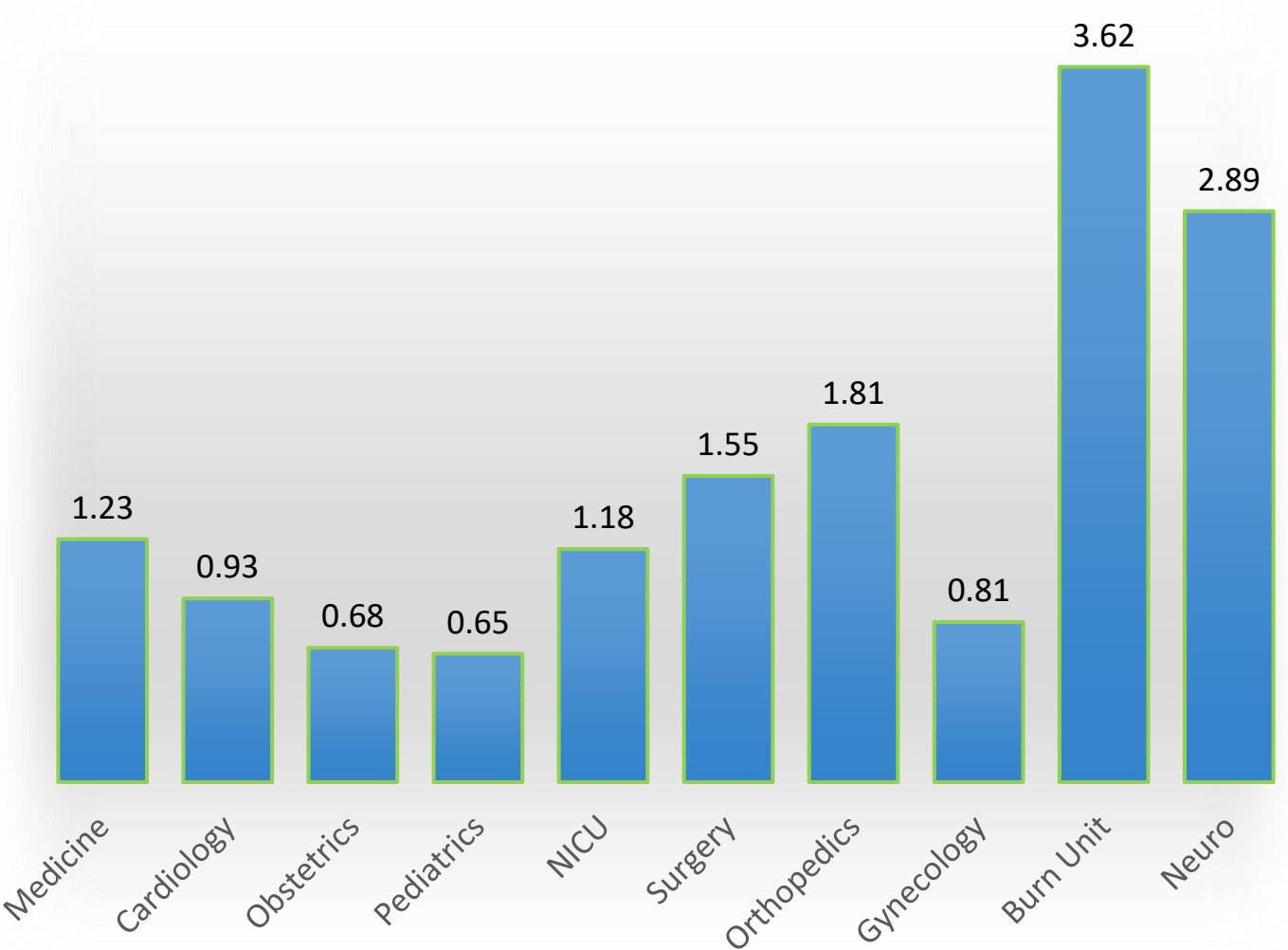
NUMC Discharges



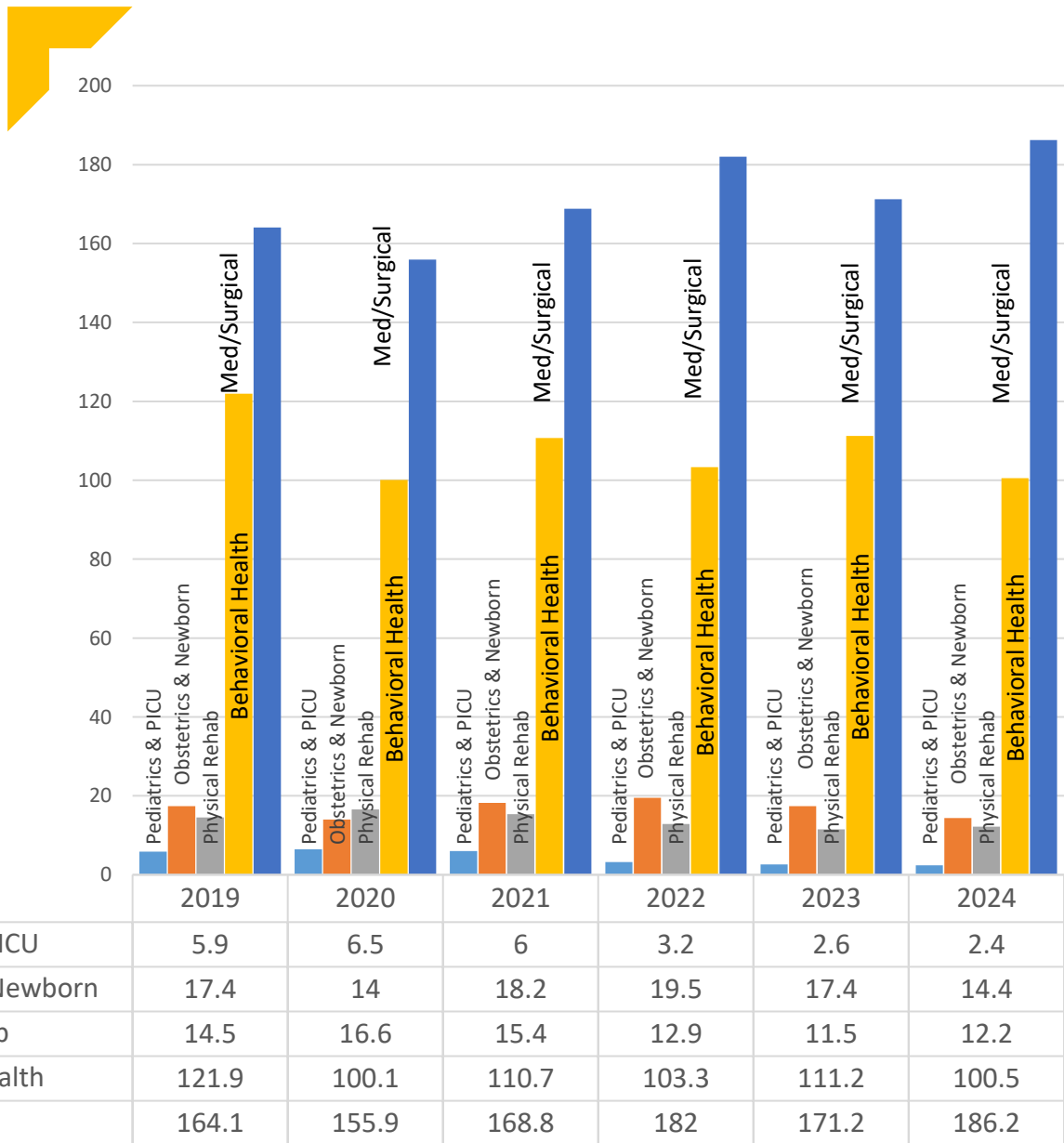
Adult & Pediatric Discharges by Service 2024 Budgeted



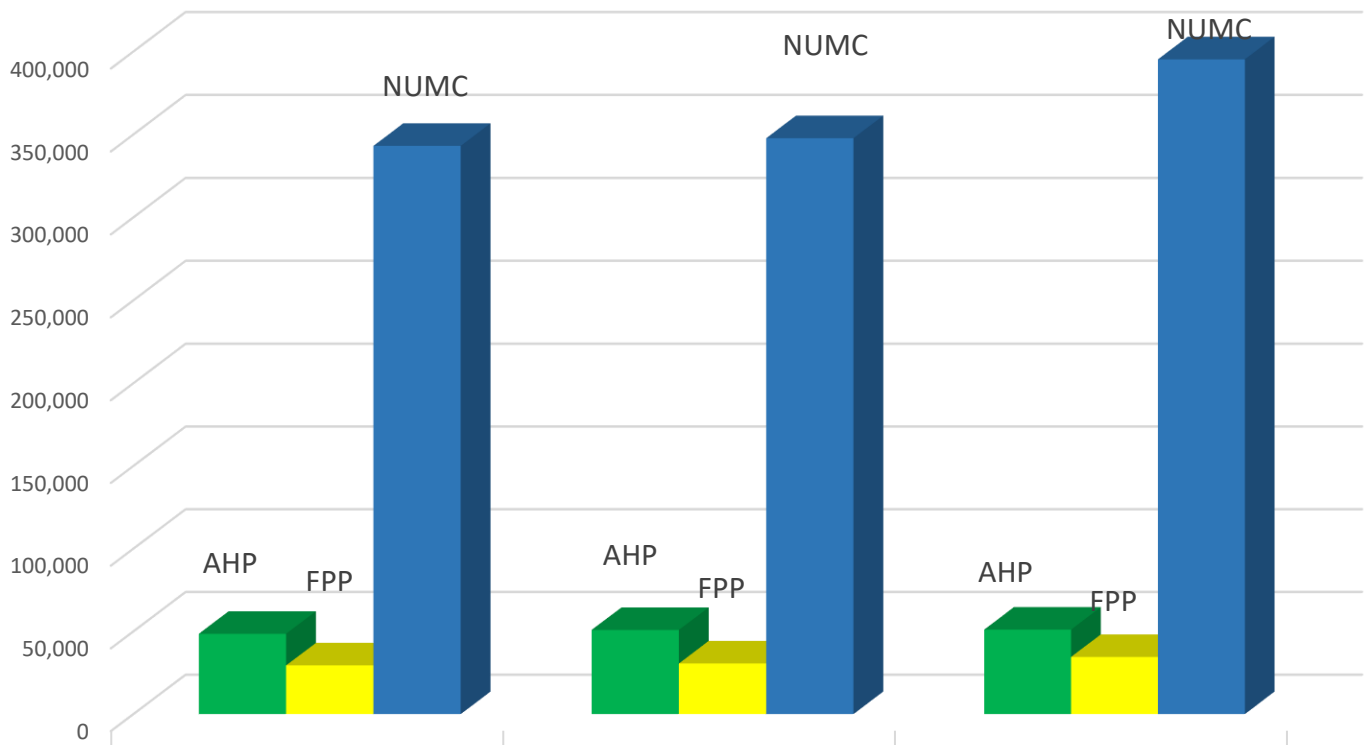
Adult & Pediatric Case Mix Index by Service 2024



Average Daily Census 2024 Budget

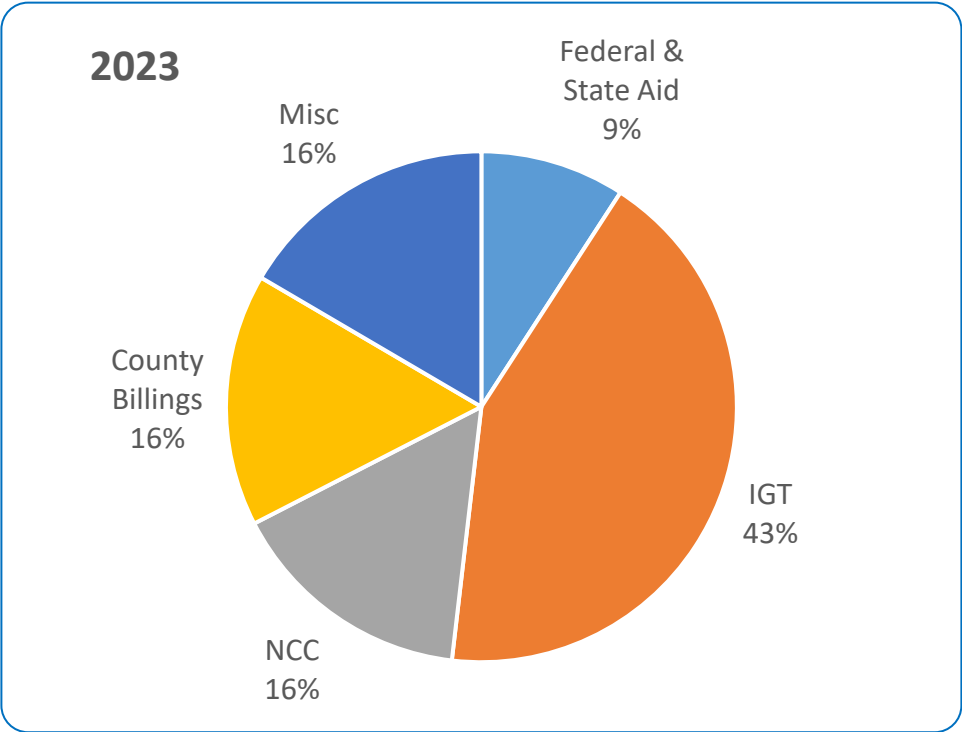
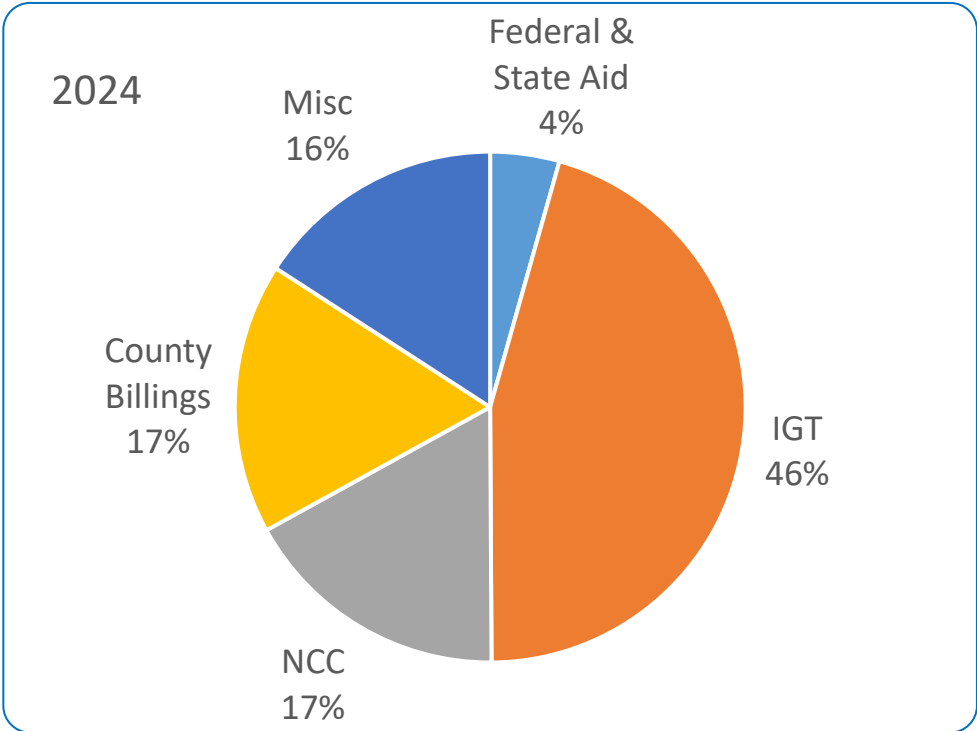


Net Patient Service Revenue 2024 Budget (millions)

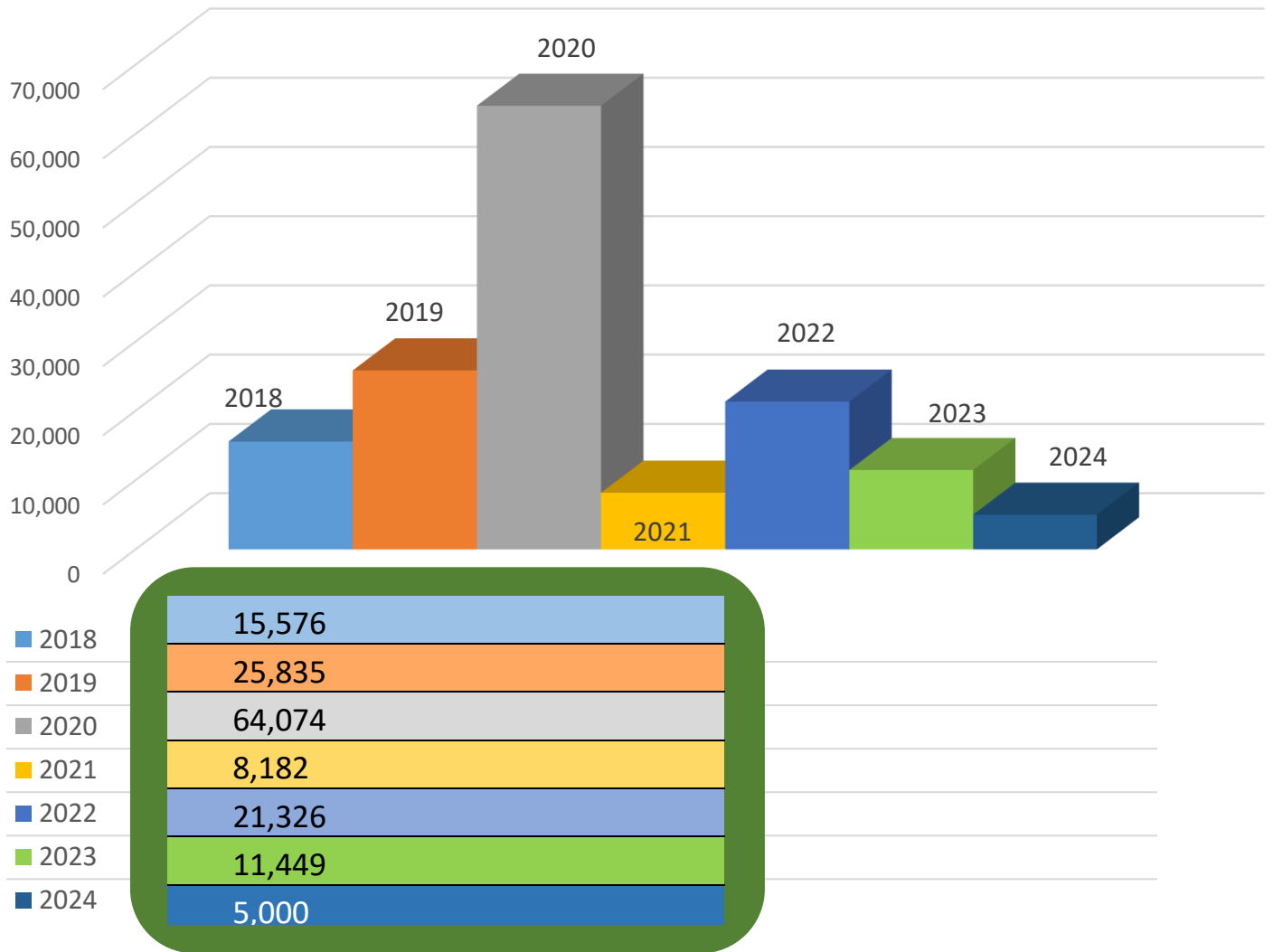


	2022	2023	2024
■ AHP	48,561	50,872	51,061
■ FPP	29,441	30,610	34,563
■ NUMC	343,093	347,724	395,274

Other Operating Revenue

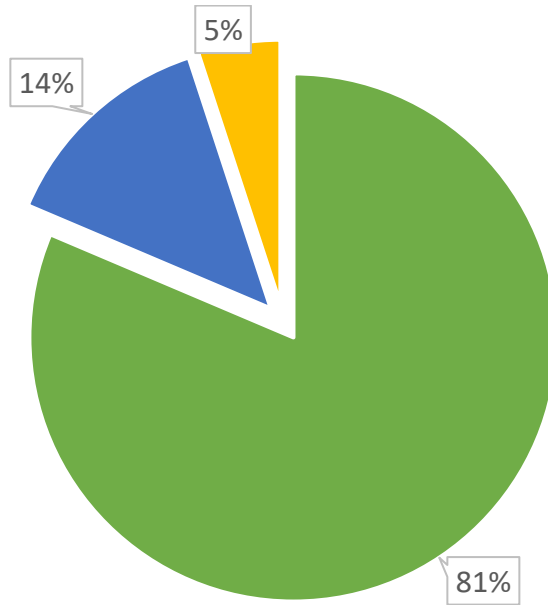


Federal & State Aid 2024



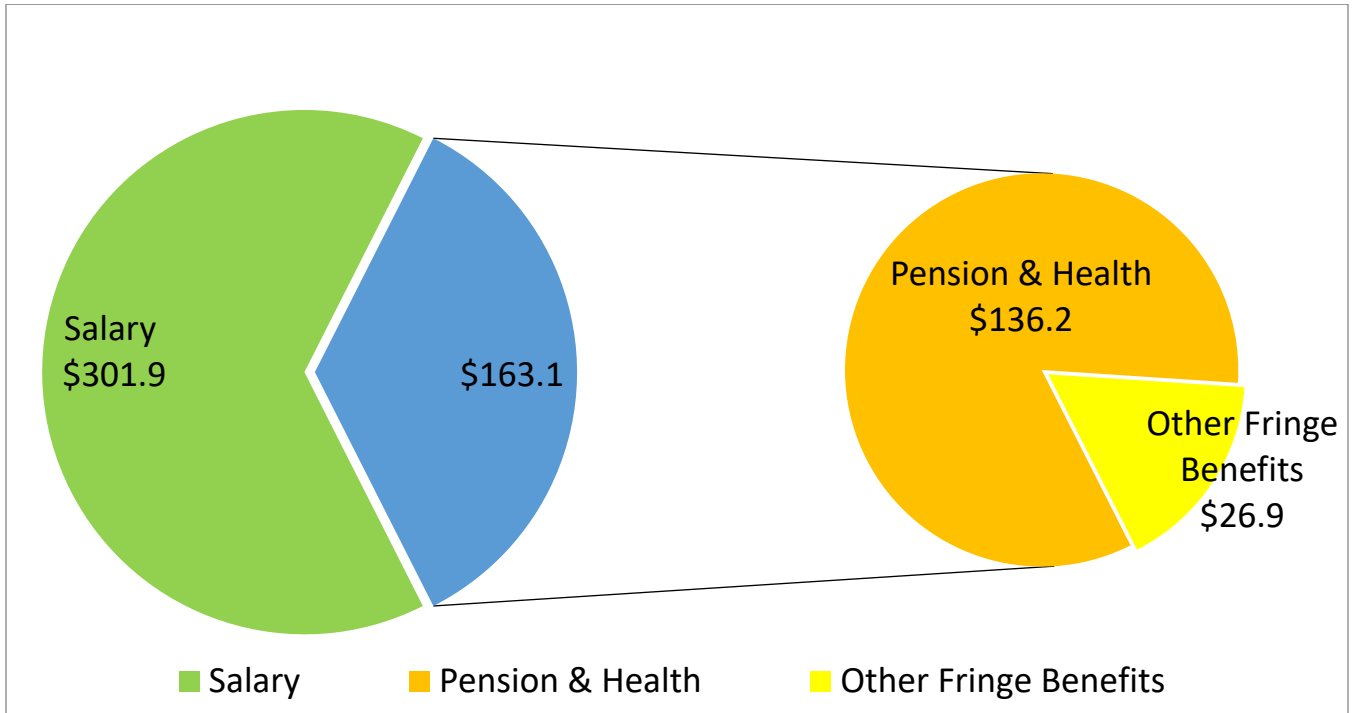
Salaries (Millions)

- NUMC
- AHP
- FPP



Budgeted Salary & Fringe Benefits

(Millions)



NYS Actuarial Pension Expense Adjustment (Millions)

