

2021 TENTATIVE BUDGET

(WITH MULTIYEAR & CAPITAL PLAN)

Using Reserves to Moderate the effects of a Turbulent Economy



David VanLuven, Town Supervisor

Michael Cohen, Comptroller

Theresa Amodeo, Chief Accountant

September 23, 2020

2020 BUDGET SCHEDULE (FOR 2021 BUDGET)

Town Board Meetings & Workshops
Unless otherwise noted all meetings begin at 6:00 pm
Town Board Meetings will be Webcast & Archived

- **Workshop/Program Discussion** ✓ August 24 – 4pm (workshop)
- **Capital Plan** ✓ September 9 Town Board
- **Tentative Budget Presentation** September 23 Town Board
- **Continuing Budget Discussion** October 14 Town Board
- **Public Hearing/Preliminary Budget** October 21 Town Board
- **Final Budget Adoption** November 10 Town Board

**“2021 Town Budget”
link on the Town website
provides comprehensive information
and is regularly updated**



2021 BUDGET OVERVIEW

\$45.4 MILLION +\$352 THOUSAND ↑0.8%



- Annual average spending growth since 2014 is just over 2%
- Use of Fund Balance
 - Use of \$826K in the General Fund to “balance” the budget
 - Use of Retirement Contribution Reserve in the General Fund of \$134K
 - 2nd Year of Clapper Road Debt funded through fund balance due to “overlapping debt”
- No COLAs or steps for non-union employees
 - However, recommending up to 2% COLA upon positive financial results at year-end
- 2021 tax rate change is 1.4%; tax levy up \$425K
 - Majority of funding is being dedicated to the General Fund relating to shortfalls primarily from sales tax as well as state mandated retirement contribution increases
- Projected increase for average home (\$260,000) is \$14.43
- Just 12% of your total property tax bill goes towards Town services
- Below property tax cap since its inception (10th year); continuing to save residents in excess of \$1 million annually

FINANCIAL GUIDELINES

FISCAL PROTECTION

- Adhere to provisions within Fund Balance policy
- Perform multiyear budget projections/planning
- Develop comprehensive multiyear capital plan
- Carefully utilize one time resources as necessary
 - Capital Reserves
 - Pension Reserve
 - Fund Balance
- Strive to remain within the Tax Cap



MAJOR REVENUE SOURCES & SENSITIVITY



Sales taxes and user fees are the primary source of revenue in all funds except the Highway Fund.

2019 Summary Actual

Revenue Categories	Funds							
	<u>General</u>	<u>%</u>	<u>Highway</u>	<u>%</u>	<u>Water</u>	<u>%</u>	<u>Sewer</u>	<u>%</u>
Sales and Use Tax	12,600,632	58%	-	0%	-	0%	-	0%
Departmental Income	1,854,204	9%	-	0%	7,329,816	75%	3,178,549	69%
Property Taxes	3,378,783	16%	6,540,826	89%	2,006,413	21%	1,300,000	28%
Remainder	3,831,728	18%	831,216	11%	434,124	4%	103,751	2%
Total Revenue Budget	21,665,347		7,372,042		9,770,353		4,582,300	

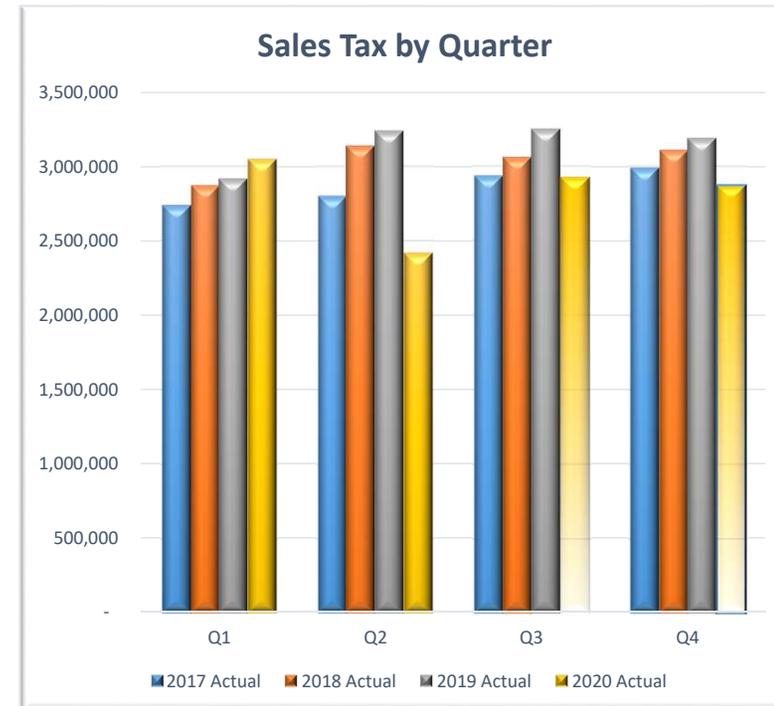
- **General Fund** - Sales taxes are the primary source of revenue and are highly driven by economic factors.
- **Highway Fund** – Property taxes are the primary source of revenue and are not sensitive to external variables.
- **Water & Sewer Funds** – User charges are the primary source of revenue and are significantly inelastic, however it can be affected by external variables, such as the weather or the economy.

SALES TAX – 58% OF GENERAL FUND REVENUE



Total expected decrease in revenue from 2019 of \$1.5M.

- January through March 2020 sales tax receipts increased by \$131K
- Second quarter 2020, receipts dropped by \$819K, or 25.3%.
 - April, May and June decreased by 32.3%, 29.5% and 15.6%, respectively.
- State level data received for July and August shows an additional decrease of \$195K, or 10% from 2019.
- Q3 and Q4 2020 on the right, are projected at 10% shortfalls from 2019 actual receipts.



Game Changer #1

OTHER MAJOR REVENUES

- Highway Fund – 89% Revenue from Property Taxes
 - Due to nature of property taxes, town collects 100% of tax levy.
- Water Fund - 75% Revenue from water usage charges
 - Residents consume a certain amount of water throughout the year for basic daily needs, bathroom, dishes, laundry, etc.
 - During the summer, water is used for landscaping, filling pools, sprinklers, etc.
 - Fluctuations can occur with this usage based on levels of precipitation and temperature.
 - It's virtually impossible to predict these fluctuations.
 - 2019 departmental income missed budget by \$594K due to a significant amount of rain.
 - 2020 departmental income appears to be on target to meet or exceed 2020 budget.
- Sewer Fund – 69% Revenue from sewer charges
 - Based on water consumption, it fluctuates as described above.
 - Our largest industrial water user, is not part of the sewer district and therefore, the water and sewer charges don't necessarily correlate.

EXPENDITURES CATEGORIES

Personal and Fringe Categories represent the majority of Town Expenditures

2019 Summary Actual

	Funds							
	<u>General</u>	<u>%</u>	<u>Highway</u>	<u>%</u>	<u>Water</u>	<u>%</u>	<u>Sewer</u>	<u>%</u>
Expenditures								
Personal	\$10,821,032	51%	\$2,790,731	42%	\$2,053,087	22%	\$1,187,469	28%
Fringe	4,408,199	21%	1,498,607	22%	1,007,799	11%	603,657	14%
Equipment	522,916	2%	558,747	8%	182,801	2%	402,241	9%
Contractual	3,475,379	16%	1,502,749	23%	4,074,259	42%	1,006,141	23%
Debt	419,848	2%	224,755	3%	1,216,069	13%	557,434	13%
Other	1,606,335	8%	156,604	2%	998,313	10%	541,866	13%
Total Expenditure Budget	<u>21,253,709</u>		<u>6,732,193</u>		<u>9,532,328</u>		<u>4,298,808</u>	

Personnel – Category relates to cash compensation for Town employees.

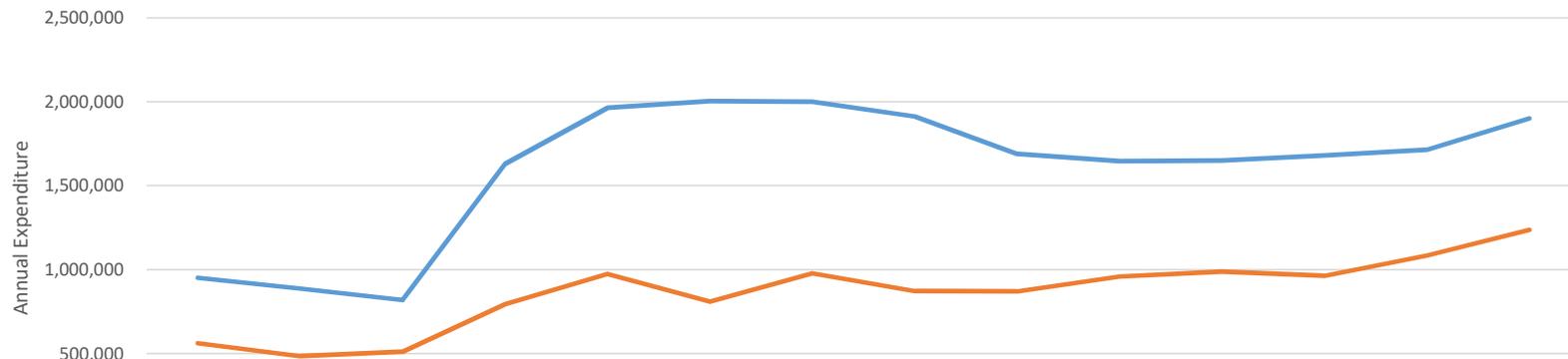
- The only way to reduce the largest part of the expenditure budget is to hold attrition when employees separate or through furloughs and/or layoffs.

Fringe - Category relates to FICA, Medicare, Health and Dental Insurances, Retirement Contribution, and Workers' Compensation, Life and Disability Insurances.

All Other Categories - Represents the expenditures necessary to perform job functions and town services (including debt service for prior equipment purchases and project spending, as well as approximately \$1.9M in transfers to the capital reserve funds).

STATE RETIREMENT CONTRIBUTIONS

Having the potential to have the greatest long term fiscal impact on the Town



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
ERS	952,299	888,342	820,332	1,631,427	1,963,971	2,003,734	1,999,424	1,912,846	1,689,458	1,646,346	1,650,665	1,680,546	1,715,052	1,901,973
PFRS	562,616	486,107	511,982	794,736	975,970	810,693	979,551	873,280	871,671	959,534	987,636	963,701	1,084,979	1,238,102

- After the recession of 2008, the Employee Retirement System (ERS) and Police and Fire Retirement System (PFRS) increased as much as 144% and have remained consistently double the pre-recession levels.
- Due to the economic changes relating to the pandemic, the contribution levels are starting to rise again.
 - ERS rates increased by ~10% while PFRS rates increased by ~17%.
 - Total expenditure increase is expected to be over \$340K in 2021.
 - Based on how the state fiscal year runs, this expense is only 75% of the total expected increase, and we'll expect to the full impact in 2022 and beyond.

2021 BUDGET COMPARED TO 2020

	Budget 2020	Budget 2021	Change	% Change
Revenues				
Real Property Taxes & PILOTS	\$15,005,718	\$15,450,804	\$445,086	3.0%
Sales and Use Tax	12,331,069	11,873,000	-458,069	-3.7%
Mortgage Taxes	965,000	1,150,000	185,000	19.2%
Interfund Transfers - Revenue	492,000	479,463	-12,537	-2.5%
Metered Water Charges	7,665,477	7,697,000	31,523	0.4%
Sewer Charges	2,994,529	2,899,000	-95,529	-3.2%
Charges for Services	1,878,306	1,891,226	12,920	0.7%
Use of Fund Balance	766,389	1,728,686	962,297	125.6%
Other Revenue	<u>2,928,532</u>	<u>2,209,655</u>	<u>-718,877</u>	<u>-24.5%</u>
Total Revenues and Other Sources	<u>\$45,027,020</u>	<u>\$45,378,834</u>	<u>\$351,814</u>	0.8%
Expenditures				
Wages & OT	\$17,448,356	\$17,647,546	\$199,190	1.1%
Fringe & Payroll Taxes	7,961,531	8,392,123	430,592	5.4%
Retiree Health Insurance	991,011	1,057,562	66,551	6.7%
Equipment & Other Capital	1,709,500	1,135,169	-574,331	-33.6%
Paving	684,000	710,000	26,000	3.8%
Contractual Costs	3,448,934	3,544,814	95,880	2.8%
Interfund Transfers	480,000	467,463	-12,537	-2.6%
Debt Service (Principal and Interest)	3,271,350	3,285,249	13,899	0.4%
Delmar Bethlehem EMS	157,875	161,560	3,685	2.3%
Albany County Paramedic	1,206,356	1,217,885	11,529	1.0%
Other Appropriations	<u>7,668,107</u>	<u>7,759,463</u>	<u>91,356</u>	<u>1.2%</u>
Total Expenditures and Other Uses	<u>\$45,027,020</u>	<u>\$45,378,834</u>	<u>\$351,814</u>	0.8%

2021 BUDGET COMPARED TO 2020 - REVENUE

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Revenue

1. Charges for Services:
 - Tax Collector, Inspections, Police Fees, Engineering, Senior Services, Parks Programs, TDE Fees, Water and Sewer Admin Processing Fees, Taps & Meter Charges and Interest & Penalties
2. Other Revenue
 - State & Federal Aid, Fines & Forfeitures, Cable, Refuse, Interest Income, Rental Income, Insurance Recoveries and Other

2021 BUDGET COMPARED TO 2020 - EXPENDITURE

	Budget 2020	Budget 2021	Change	% Change
Expenditures				
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Total Expenditures and Other Uses	<u>\$45,027,020</u>	<u>\$45,378,834</u>	<u>\$351,814</u>	0.8%

Expenditures

1. Contractual Costs:
 - Albany Water Contract, Maintenance Contracts and Other Contract Services
2. Other Appropriations
 - All Other Supplies, Chemicals, Electricity, Engineers, Equipment Repair, Vehicle Maintenance, Fuel, Property Repairs, Road Materials, Salt and External Tax Payments

2021 BUDGET SPENDING

	Adopted Budget (x000)							Tentative Budget	2014 - 2021 Change	
	2014	2015	2016	2017	2018	2019	2020	2021	\$	%
General Fund	17,994	17,813	18,123	18,559	19,408	20,067	20,660	21,082	3,087	17.5%
Highway Fund	6,391	6,726	6,742	6,845	6,773	6,994	7,178	7,043	651	9.7%
Water Fund	9,550	9,491	9,608	9,947	9,935	10,191	11,404	11,539	1,989	21.5%
Sewer Fund	4,432	4,527	4,357	4,469	4,418	4,558	4,420	4,336	-97	-2.3%
Ambulance Fund	<u>1,215</u>	<u>1,110</u>	<u>1,175</u>	<u>1,184</u>	<u>1,211</u>	<u>1,248</u>	<u>1,364</u>	<u>1,379</u>	165	<u>13.2%</u>
Total	39,583	39,667	40,004	41,003	41,745	43,059	45,026	45,379	5,795	14.6%
Year over Year Change	1.2%	0.2%	0.9%	2.5%	1.8%	3.1%	4.6%	0.8%		
Annual CPI Increase	1.6%	0.1%	1.3%	2.1%	2.4%	1.8%	0.7%*			

Overall average spending increase from 2014 of just 2.08% per year

*Thru June 2020

COMPENSATION FOR TOWN EMPLOYEES

- Recognizing the fiscal constraints as noted previously, the budgetary gaps that we are experiencing would be greatly exacerbated by providing COLAs and steps.
- Only union affiliated police and dispatch are budgeted to receive a 2% COLA and steps based on their negotiated contracts
- Adding 2% COLAs and steps to the budget for non-union salaries would increase the budgetary gap by ~\$300K and ~\$400K respectively
- Recognizing that “the Town doesn’t deliver services, PEOPLE deliver services”, we are proposing to identify a “trigger point” at which retroactive COLAs could be provided

Year	General	Police	CPI
2014	2.0%	2.0%	1.6%
2015	2.0%	2.0%	0.1%
2016	2.0%	2.0%	1.3%
2017	2.0%	2.0%	2.1%
2018	2.0%	2.0%	2.4%
2019	2.0%	2.0%	1.8%
2020*	2.0%	2.0%	0.7%
3 Year Avg.	2.0%	2.0%	1.6%
7 Year Avg.	2.0%	2.0%	1.4%

* The average CPI for 2020 is calculated through June 2020

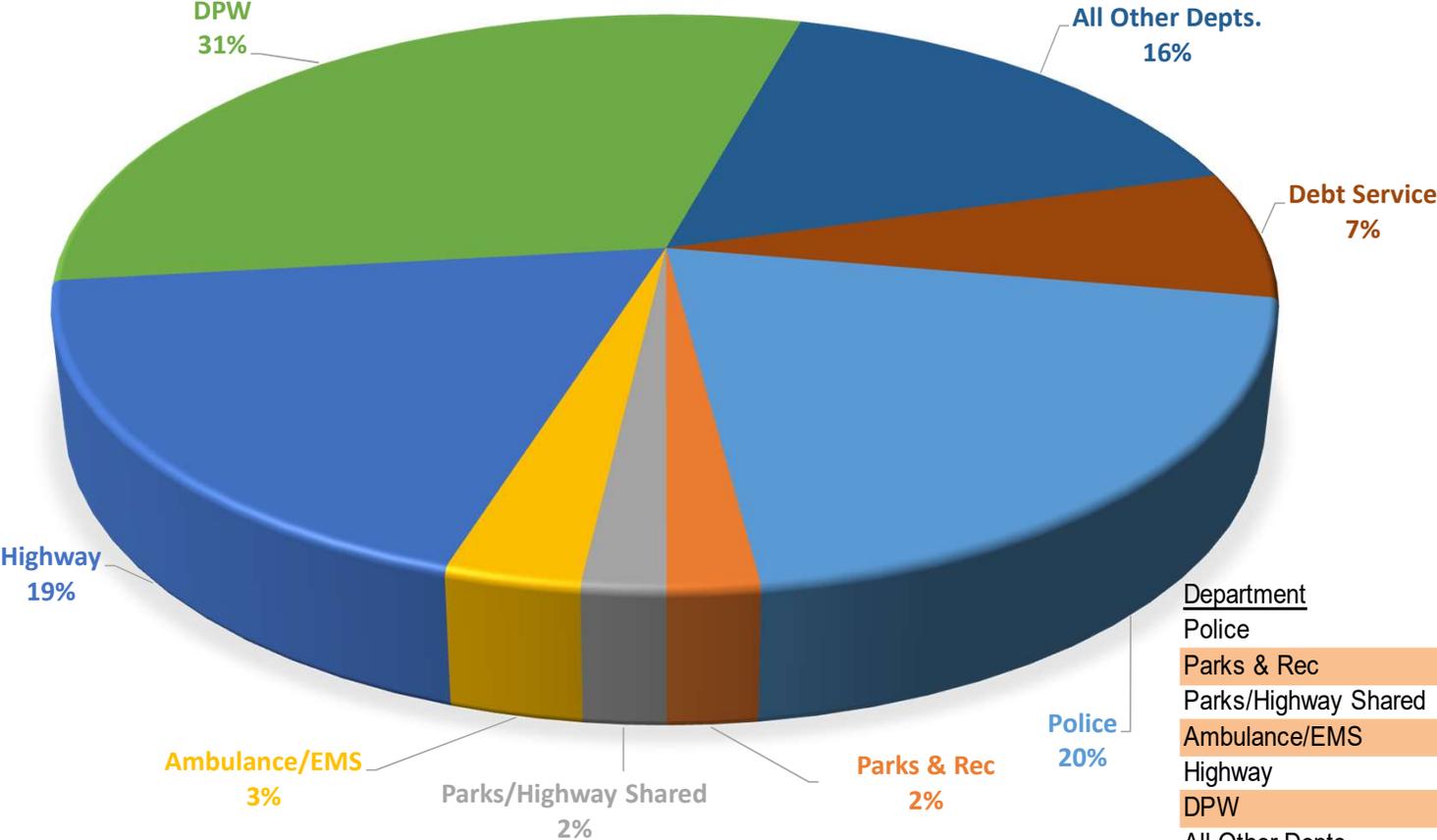
2021 COLA TRIGGER POINT

Trigger Point: If the surplus in each of the four major funds as of 12/31/2021, as audited by the Town independent auditors in 2022, exceeds the cost of a COLA, up to 2%, the Town would provide a retroactive increase in pay for 2021 for FTEs still employed with the Town.

Year	General	Police	CPI
2014	2.0%	2.0%	1.6%
2015	2.0%	2.0%	0.1%
2016	2.0%	2.0%	1.3%
2017	2.0%	2.0%	2.1%
2018	2.0%	2.0%	2.4%
2019	2.0%	2.0%	1.8%
2020*	2.0%	2.0%	0.7%
3 Year Avg.	2.0%	2.0%	1.6%
7 Year Avg.	2.0%	2.0%	1.4%

* The average CPI for 2020 is calculated through June 2020

2021 BUDGET BY DEPARTMENT



Department	2021 Budgeted Expenditures	\$ Change from 2020	% Change
Police	\$9,152	\$559	6.5%
Parks & Rec	\$927	-\$2	-0.2%
Parks/Highway Shared	\$846	\$29	3.6%
Ambulance/EMS	\$1,379	\$15	1.1%
Highway	\$8,298	-\$232	-2.7%
DPW	\$14,102	\$70	0.5%
All Other Depts.	\$7,390	-\$101	-1.3%
Debt Service	\$3,285	\$14	0.4%
Total	\$45,379	\$352	0.8%

STAFFING

		Full Time Personnel Counts										
		Final Check Run of the Year						Actual 2020 Thru Aug 21	Budget 2019	Budget 2020	Budget 2021	Change in 2020 to 2021 Budget
Fund	Department Name	Actual 2008	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019					
GF	Justice	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	-
GF	Supervisor	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	-
GF	Comptroller	3.0	4.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	-
GF	Assessment	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	-
GF	Town Clerk/Tax Collection	5.0	4.0	4.0	4.0	4.0	4.0	3.0	4.0	4.0	4.0	-
GF	Human Resources	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	-
GF	Shared Services	4.0	4.8	4.6	4.6	4.7	4.8	4.5	4.8	5.0	4.8	(0.2)
GF	MIS	3.0	3.0	3.0	3.0	3.0	2.0	2.0	3.0	3.0	2.0	(1.0)
GF	DPW - GIS	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-
GF	Police - Dispatch	14.0	10.0	10.0	9.0	11.0	10.0	9.0	11.0	11.0	11.0	-
GF	Police - Sworn	41.0	36.0	41.0	40.0	38.0	40.0	37.0	40.0	40.0	40.0	-
GF	Police - Civilian	3.0	3.0	3.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	-
GF	Police - Animal Control	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-
GF	Building	7.0	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	-
GF	Highway Related Depts.	7.5	8.1	8.1	7.4	8.7	9.4	9.8	8.5	9.5	8.5	(1.0)
GF	Seniors	6.0	7.0	6.0	6.0	6.0	7.0	6.0	7.0	7.0	7.0	-
GF	Parks	10.0	5.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	-
GF	Parks & Rec/Highway Maint	-	5.0	4.0	5.0	4.7	4.3	5.0	5.0	5.0	5.0	-
GF	Planning	6.0	5.5	5.5	4.5	5.5	5.5	4.5	5.5	5.5	5.5	-
GF	DPW - Admin	5.3	5.1	5.2	4.7	4.7	5.7	5.7	5.7	5.7	5.7	-
HF	Highway Fund	57.0	45.4	41.8	46.2	45.6	44.6	38.1	46.7	46.30	46.7	0.4
WF	DPW - Water Fund	34.1	30.8	31.9	30.3	28.8	29.8	30.6	30.4	30.0	30.8	0.8
SF	DPW - Sewer Fund	21.1	16.8	17.4	17.9	17.8	17.4	16.3	18.0	17.5	17.5	-
		241.0	213.0	211.0	212.0	213.0	215.0	202.0	220.0	220.0	219.0	(1.0)

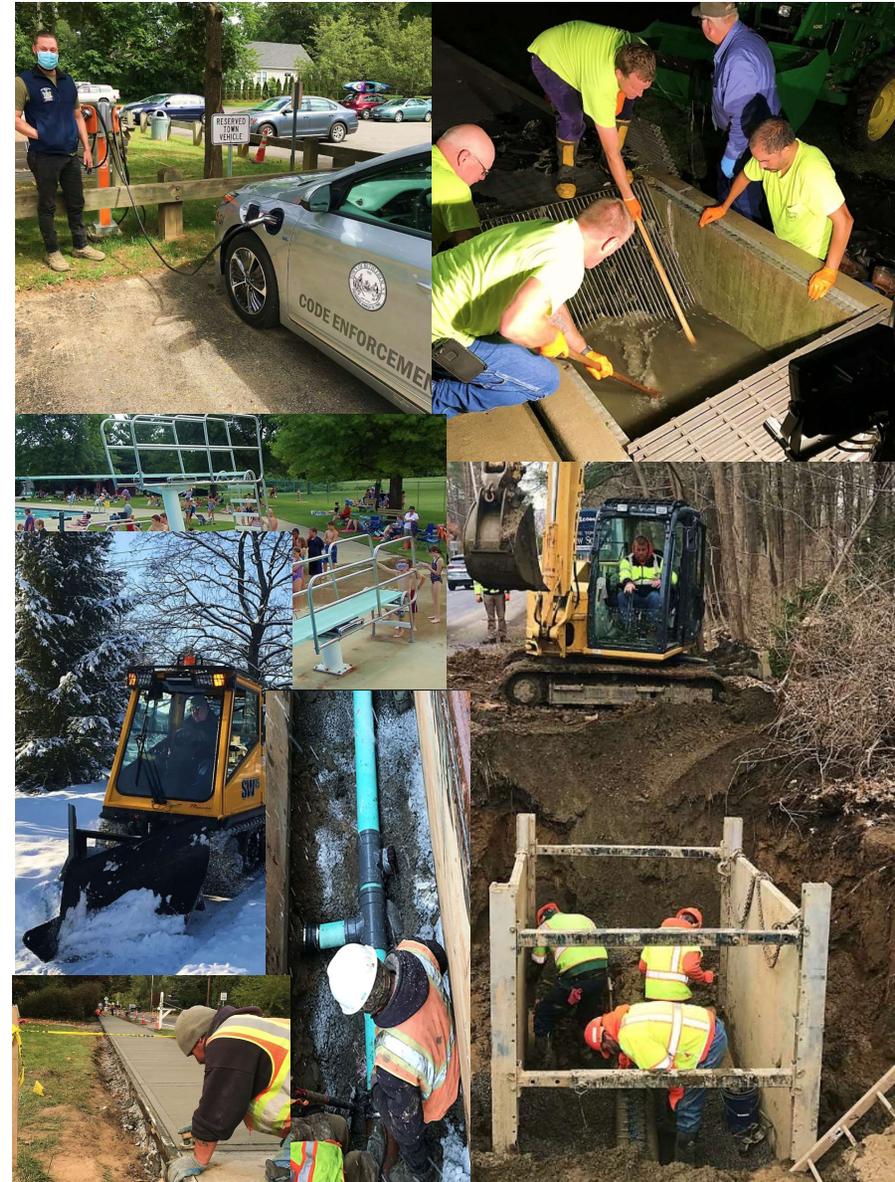
Overall reduction of 1 budgeted staff person relating to:

- Reduction in MIS from 3 staff to 2, however, there is an offset in some of the funding for external labor and maintenance contracts.
- Reduction in Highway Admin based on hiring in 2019 of an admin position in advance of scheduled retirement in early 2020.
- Increase in Water Fund due to position missing from 2020 budget.
- Percentage changes relate to change from one mechanic, who is allocated among funds, to a position charged only to the Highway Fund.

INVESTING IN BETHLEHEM

2021-2025 Capital Plan totaling \$54.6M over 5 years

- \$1.8M included in 2021 Operating Budget (\$0.3M offset by grant revenues)
- \$13.1M in total spending in 2021 including \$4.6M in grant spending
- No new debt service costs in 2021
- \$22.7M for Water and Sewer (42% of total plan) including:
 - \$7.5M in infrastructure upgrade projects
 - \$2.2M in Water Main and Looping
 - \$4.3M in Pump Station Projects
 - \$1.0M in Sewer Lining and Rehab



CLAPPER ROAD DEBT SERVICE

Due to the maturity of the original debt, the expiration of the contract with Albany, and our 20% contingency fund balance, it is our intention to avoid asking Town residents to provide additional funding for new debt service by borrowing from our own reserves.

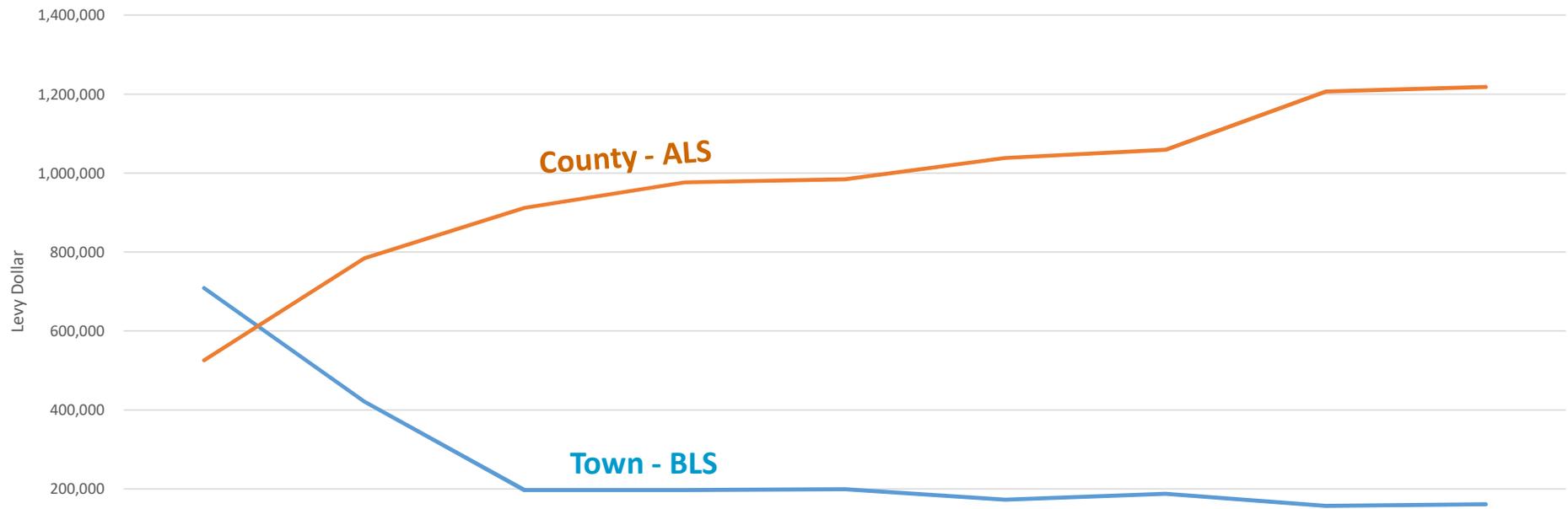
Plan to Pay for Debt Service on Clapper Road

Contingency Fund Balance at 12/31/19	2,280,891	20.0% ^{2,3}
Debt Service - Year One (2020)	(766,388)	
Addition to Fund Balance due to Suspension	<u>679,461</u>	
Contingency Fund Balance at 12/31/2020	2,193,964	19.2% ^{2,3}
Debt Service - Year Two (2021)	<u>(768,040)</u>	
Contingency Fund Balance at 12/31/2021	1,425,924	12.5% ^{2,3}
Debt Service - Year Three (2022)	(774,417)	
2022 Deficit per Multiyear Plan	<u>(129,880)</u>	
Contingency Fund Balance at 12/31/2022	521,627	4.6% ^{2,3}
Debt Service - Year Four (2023) ¹	(771,697)	
Previous Budget for Original Debt ¹	902,000	
2023 Other Deficit per Multiyear Plan ¹	<u>(22,636)</u>	
Contingency Fund Balance at 12/31/2023	629,294	5.5% ^{2,3}
Debt Service - Year Five (2024)	(768,887)	
Previous Budget for Original Debt	902,000	
Albany Water Contract - 75%	<u>1,500,000</u>	
Contingency Fund Balance at 12/31/2024	2,262,407	19.8% ^{2,3}



¹ Sum equals \$107,667 - ² Against 2020 Budget - ³ Water Fund Contingency Fund Balance

EMERGENCY MEDICAL SERVICE PROPERTY TAX LEVY 2013 THROUGH 2021

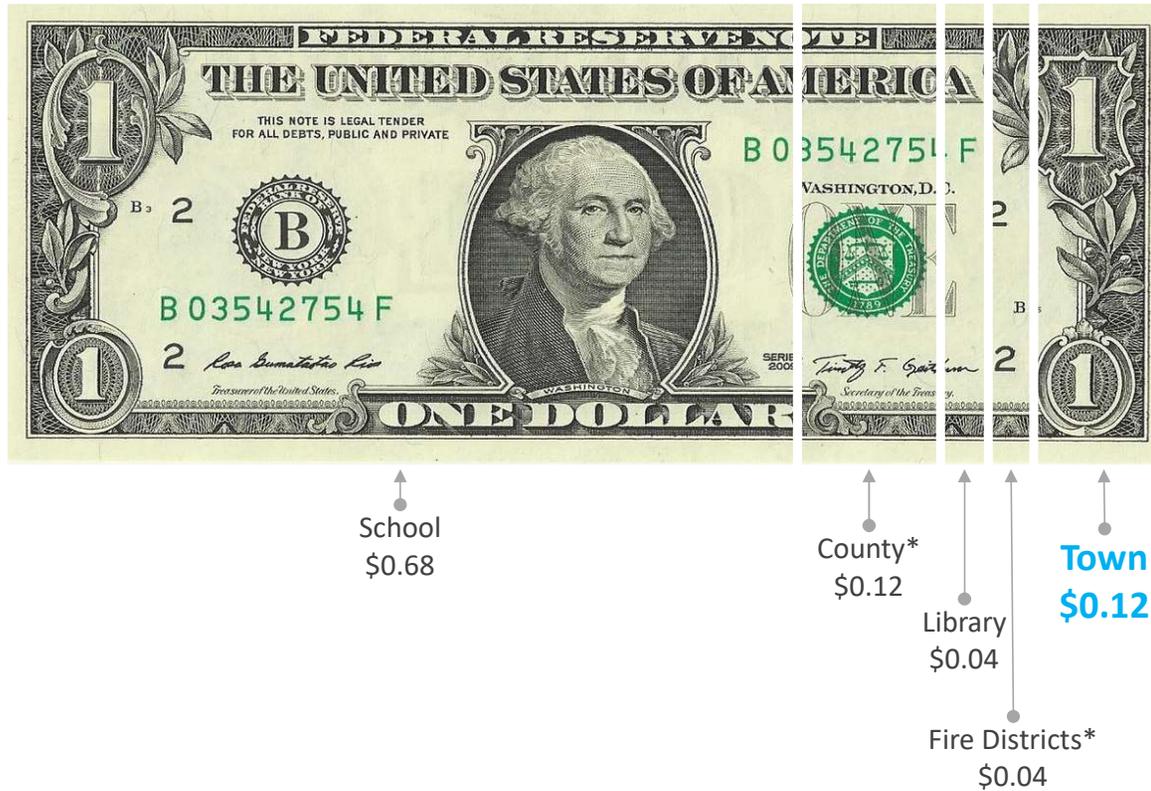


	2013	2014	2015	2016	2017	2018	2019	2020	2021
BLS - Town	709,380	421,416	197,500	197,500	199,000	172,422	187,991	157,297	161,000
ALS - County	526,301	784,261	912,053	976,564	984,339	1,038,478	1,059,248	1,206,356	1,217,885

In 2004, the Town paid \$327K for County paramedics. Since that time, the increase annually has averaged 9.15%; however, in 2021 the ALS increase is < 1.0%

TAXPAYER IMPACT

COST PER DOLLAR OF ASSESSMENT

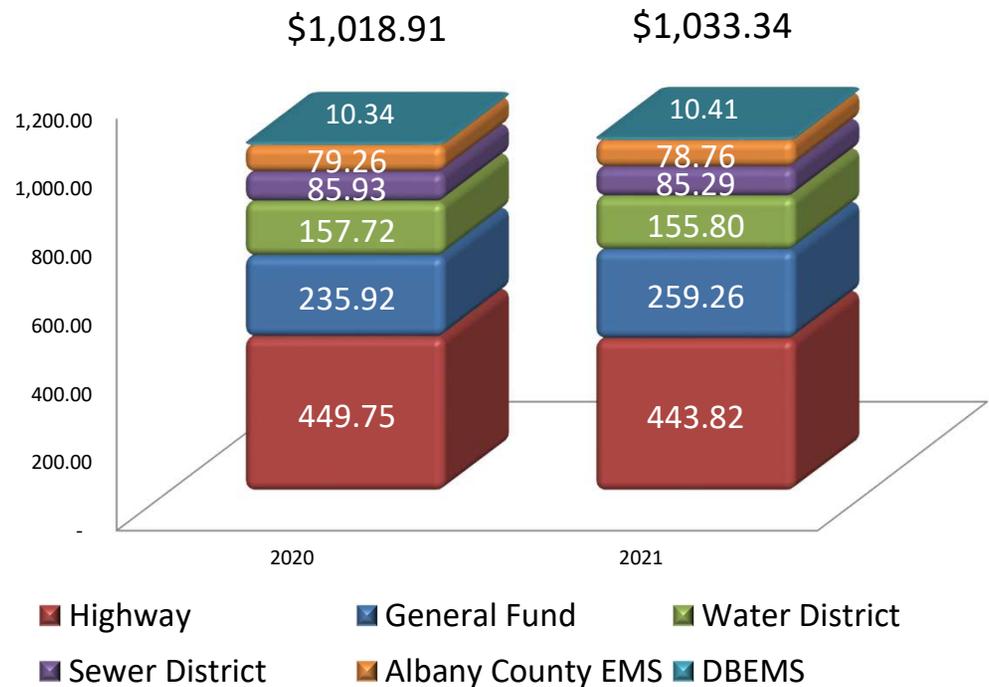


* Due to timing, the weighted fire districts and County tax rates for 2021 were projected based on historical data.

TAXPAYER IMPACT

- Growth Factor is at 1.56%
 - Cap also allows for an additional 0.85% and 0.52% levy increases in 2021 for town growth and PFRS pension contribution exclusion
 - Under tax cap since inception
- Tax Rate: + **1.42%**
- About **\$14.43** increase on average home (\$260K assessed value)*

Distribution of Property Tax Dollars to Town for Average Homeowner (\$260,000 Assessed Value)



* For homes located in all taxing districts

PROPERTY TAX LEVIES AND RATES

HOW DOES 1.56% + 0.85% + 0.52% = 1.42%?

District	2020		2021		Change in Levy		Change in Rate	
	Property Tax Levy	Tax Rate	Property Tax Levy	Tax Rate				
General Fund	3,395,963	0.90740	3,785,234	0.99717	389,271	11.46%	0.090	9.89%
Highway	6,473,817	1.72979	6,479,744	1.70700	5,927	0.09%	(0.023)	-1.32%
Water District	2,329,788	0.60663	2,339,788	0.59922	10,000	0.43%	(0.007)	-1.22%
Sewer District	1,106,518	0.33049	1,106,518	0.32803	-	0.00%	(0.002)	-0.74%
Albany County EMS	1,206,356	0.30484	1,217,885	0.30292	11,529	0.96%	(0.002)	-0.63%
DBEMS	157,297	0.03975	161,000	0.04005	3,703	2.35%	0.000	0.75%
PILOTs	331,487		346,642		15,155	4.57%	N/A	N/A
Vista Lighting District	9,000		13,714		4,714	52.38%	N/A	N/A
	15,010,226		15,450,525		440,299	2.93%		
		3.9189		3.9744			0.055	1.42%

Tax Levy – Total amount received by the Town

Tax Rate – Percentage of property value paid by taxpayers

BELOW TAX CAP, AGAIN



Having not maximized the tax levy under the tax cap, residents have saved **\$11.4M** in property taxes since 2012

Year	Tax Cap %	Growth Factor	Pension Exclusion	Maximum Levy Increase	Tax Levy Change	Tax Rate Change (Average)
2013	2.00%	0.57%	0.40%	19.09%	-3.38%	7.45%
2014	1.66%	0.47%	0.00%	3.74%	1.13%	2.98%
2015	1.56%	0.75%	0.00%	4.33%	1.79%	-4.73%
2016	0.73%	0.20%	0.00%	2.41%	0.52%	-0.29%
2017	0.68%	0.85%	0.00%	2.93%	2.84%	1.74%
2018	1.84%	1.01%	0.00%	3.18%	2.88%	3.11%
2019	2.00%	1.03%	0.00%	2.96%	2.96%	1.58%
2020	2.00%	1.57%	0.00%	4.02%	3.68%	2.48%
2021	1.56%	0.85%	0.52%	3.04%	2.93%	1.42%

LONG TERM FINANCIAL VIEW

MULTIYEAR PLANNING



Benefits

- Assists in balancing the budget responsibly in future years
- Prepares for, and helps to prevent, revenue or service shocks
 - Avoid pushing problems into future years
 - Selkirk Cogen PILOT
- Important tool for maintaining a healthy NYS Fiscal Stress score
- S&P Global Ratings has identified this as one reason for the Town's AA+ bond rating, resulting in lower borrowing rates

Only community in the Capital Region that prepares a multiyear plan

LONG TERM FINANCIAL VIEW

MULTIYEAR PLANNING

- Projection shows deficits of (\$1.3M) and (\$1.2M) in 2022 & 2023, respectively
- Currently projecting below 15% fund balance for combined funds in 2023
 - Clapper Road Project Debt Service Cost (using \$774K of fund balance in Water Fund)
 - Expecting to need Retirement Contribution Reserve funds of \$269K in General Fund
- Primary Contributors to Projected 2022 and 2023 Results:
 - Fewer capital related expenditures funded through operations
 - Debt service for original Clapper Road debt is fully repaid in 2022 which frees up \$902K in the Water Fund budget to pay the new Clapper Road debt of \$772K

	2022 Projection	2023 Projection
General Fund	(\$508,080)	(\$885,855)
Highway Fund	(\$125,505)	(\$162,407)
Water Fund	(\$130,179)	\$107,367
Sewer Fund	(\$470,683)	(\$177,183)
Ambulance Fund - DBEMS	\$0	\$0
Ambulance Fund - County	<u>(\$60,894)</u>	<u>(\$130,923)</u>
Surplus/(Deficit)	(\$1,295,340)	(\$1,249,001)
Fund Balance Percentage	16.9%	14.4%

KEY MESSAGES

- Despite fiscal stress, we're under tax cap AGAIN
- 2021 tax rate change = 1.42%
Avg. homeowner up just \$14.43
- Majority of growth in 2020 retirement contributions and union steps and COLAs
- No COLA or steps for non-union employees
 - COLAs recommended if positive financial results in 2021
- Only 12% of your property tax dollars go to the Town
- Striving to deliver same levels of service, despite low staff numbers
 - Town staffing down from 241 actual employees in 2008 to 219 budgeted employees in 2021



The Town doesn't deliver services, people do