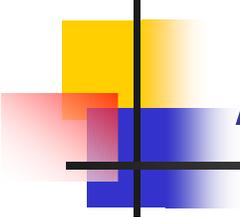


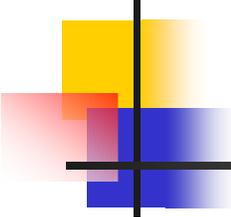
Town of Bethlehem 20/20 Advisory Committee

Committee Meeting
February 15, 2008
Elsmere Fire House, Poplar Drive
7:45 – 9:30 a.m.



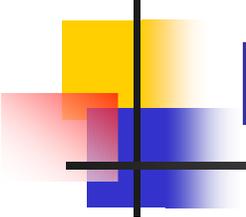
Agenda

1. Welcome – Supervisor Jack Cunningham
2. Co-Chair Report – Terri Egan and Ken Ringler
3. BIDA 2007 Strategic Planning Overview -
George Leveille
4. Financial Overview – Judi Kehoe
5. Open Discussion
6. Next Meeting: Friday, March 14, 2008



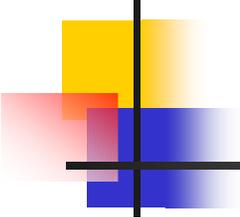
Draft Mission Statement

- The mission of the 2020 committee will be to assist the Town in making key organizational and investment decisions to ensure that it maximizes the potential to achieve the community vision for 2020
- Designed to cultivate leadership, identify issues and opportunities, focus efforts, build consensus, guide decision-making, and establish Town investment priorities.



BIDA 2007 Strategy

- BIDA responsible for support of economic development projects; gateway to incentives
- Strategic Planning Goal:
 - “Harness and manage the Town’s strong investment qualities to achieve a balanced and diversified employment and tax base that supports and maintains the Town’s unique quality of life”



BIDA 2007 Strategy

- Action Plan Elements
 - Develop a long-term needs assessment
 - Develop a long-term tax base analysis
 - Develop a marketing and communications program
 - Develop a community compact
 - Business visitation program

What is the Town?

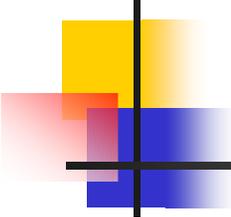


The Town is a Service Provider

- Public Safety
- Recreational Facilities
- Senior Services
- Water & WW Treatment
- Maintain Safe Roads

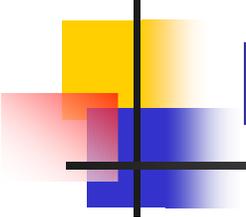






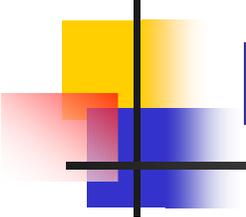
Infrastructure Responsibilities

- Roads and Sidewalks
 - 175 miles of roads & 36 miles of sidewalks
- Water Purification Plants
 - New Salem & Clapper Road
- Wastewater Treatment Plant
- Transmission Mains
- Culverts and Storm Drainage Systems



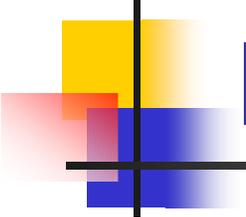
Town's Most Recent Capital Expenditures

- Town Hall Addition in 1997
 - Office/meeting space on 2nd floor
 - Elevator added for handicap access
 - Cost \$642,000
- Town Hall 2nd Floor DPW/ED&P Renovations in 2005/2006
 - Cost \$194,000



Town's Most Recent Capital Expenditures

- Elevated Sewer Trunk in 2007
 - Failing pipe was replaced with u/g pipe
 - Cost \$710,000
- Water/Sewer Infrastructure: 2004/2005
 - Main replacements at Cherry/Elm, 9W, New Salem; Pump Stations
 - Cost \$2,730,000

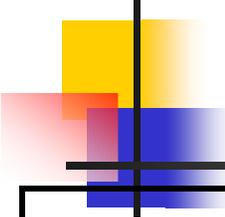


Town's Most Recent Capital Expenditures

- Splash Island Spray Park in 2006
 - Replaced 30 year old toddler play zone
 - Cost \$634,000
- Maple Ridge Park in 2006
 - Cost \$183,000
- Maple Ave. & Elsmere Ave. Sidewalks from 2005 - 2007
 - Cost \$700,000

Who Are Our Customers?



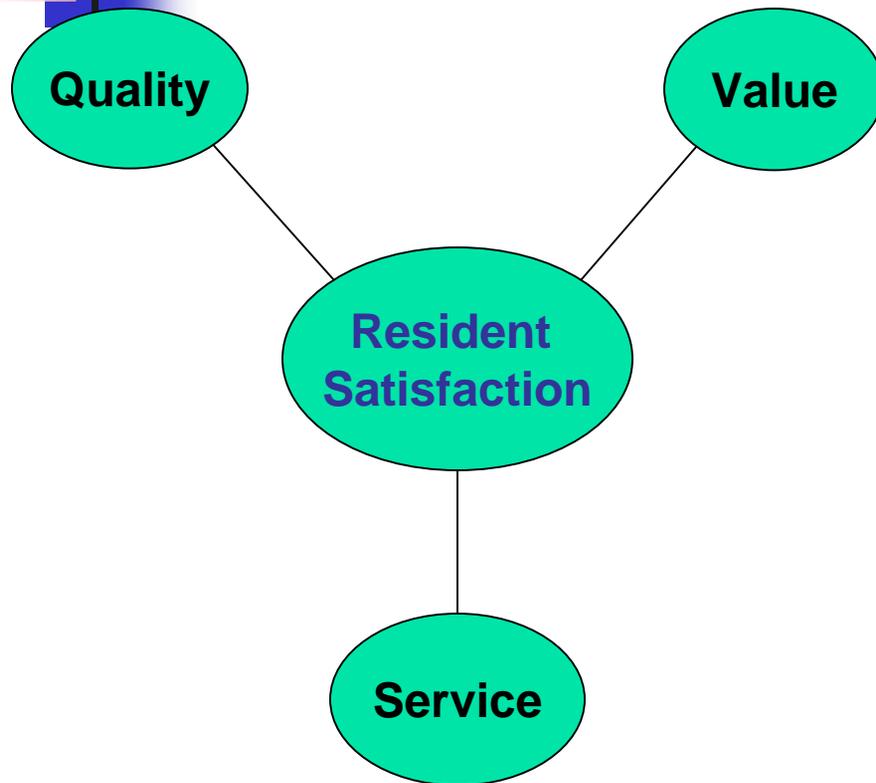


Comparative Demographics

	Bethlehem	Clifton Park	Colonie	Guilderland
Pop.	31,304	32,995	79,258	32,688
Med. Fam. Inc.	\$77,211	\$81,410	\$62,649	\$68,472
Med. Age	40	39	40	39
Med. H-hold Size	3	3	3	3
% >/= 4 yr clg	50%	53%	32%	45%

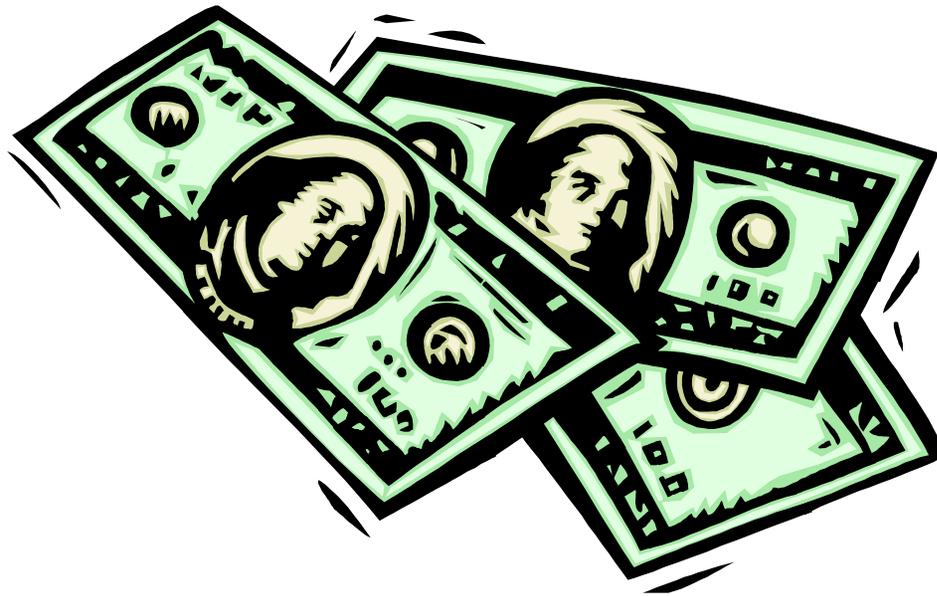
- Residential Assessment Range:
 - \$150,000 to \$1.3m
 - Typical New Development ~ \$350,000

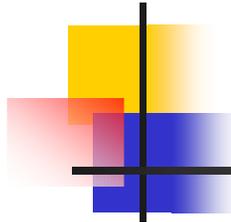
Tax Rates Should “Buy” Services



- How much are we as a community willing AND ABLE to pay?
- What are the essential services?
- Does the community benefit?

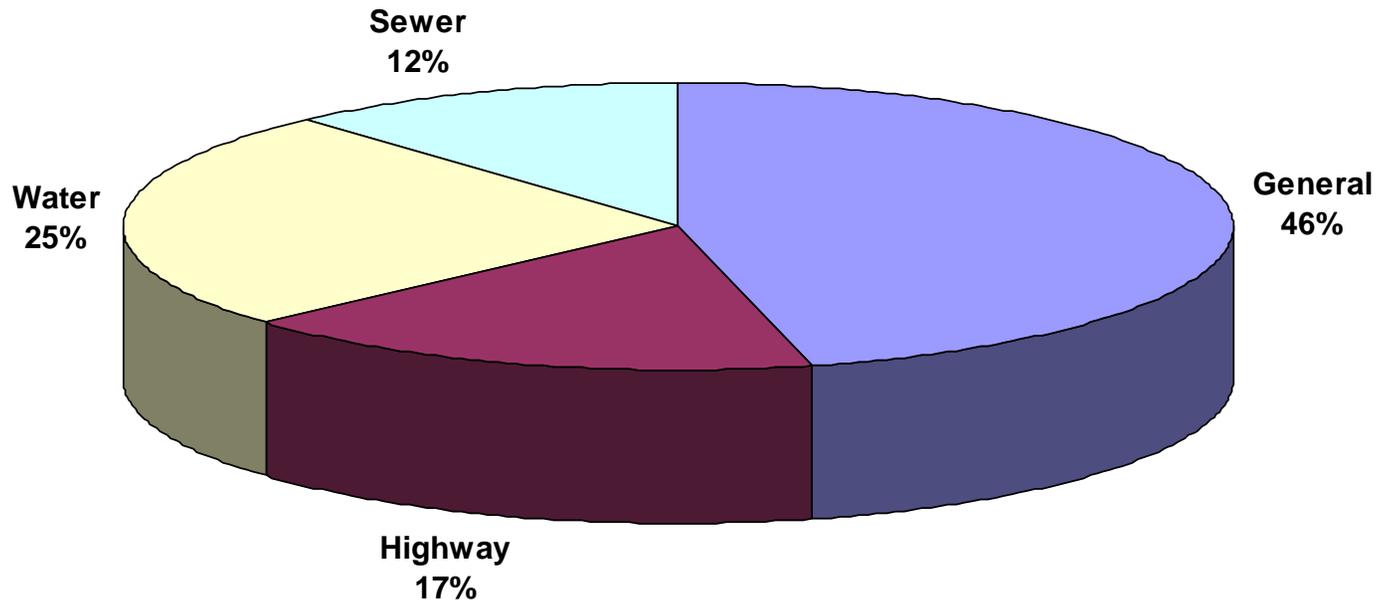
Where Does the Money Come From?





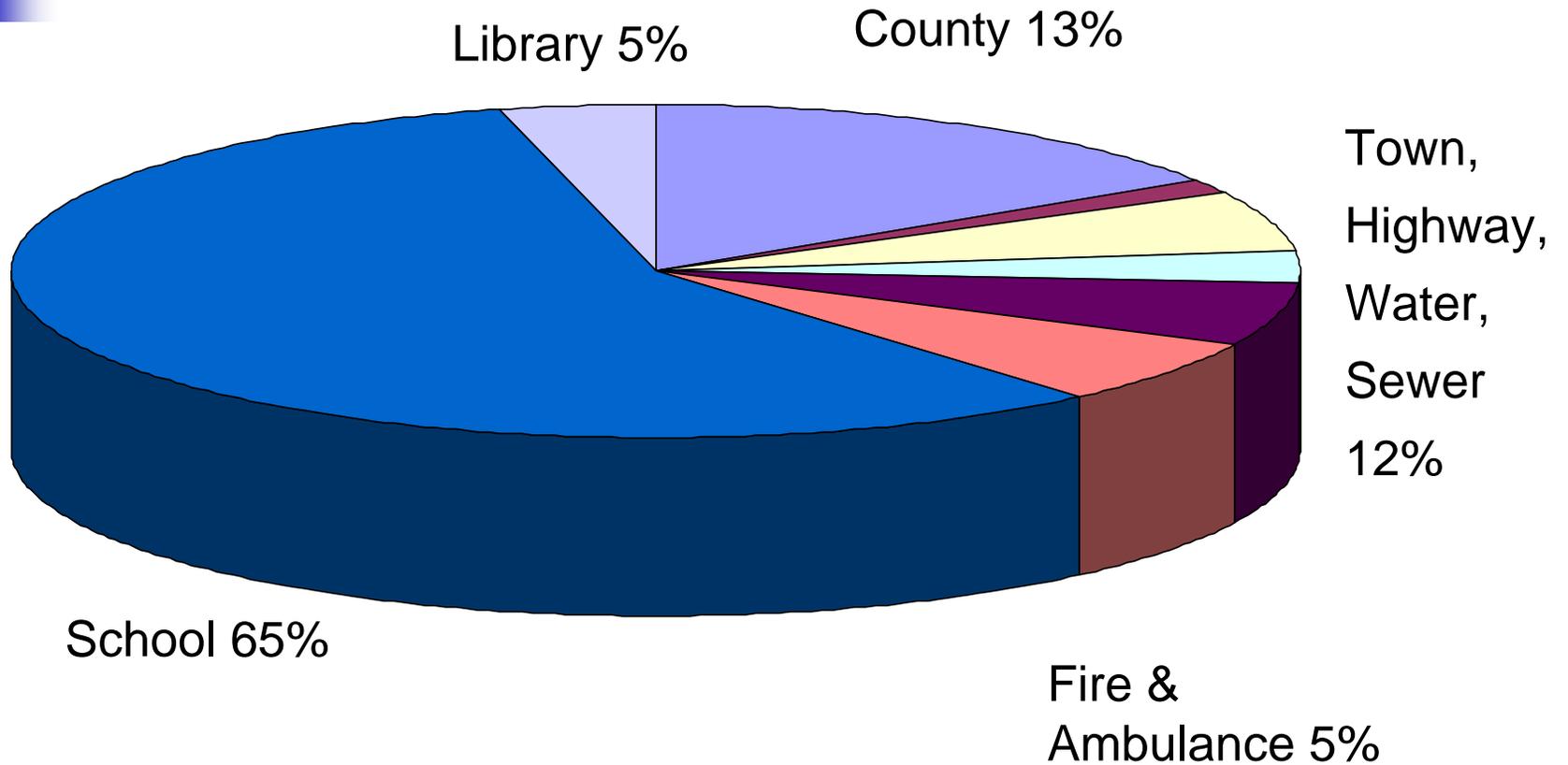
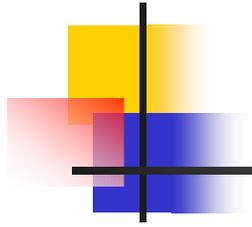
Four Separate Funds

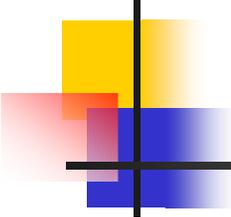
Water & Sewer Funds benefit a subset of residents



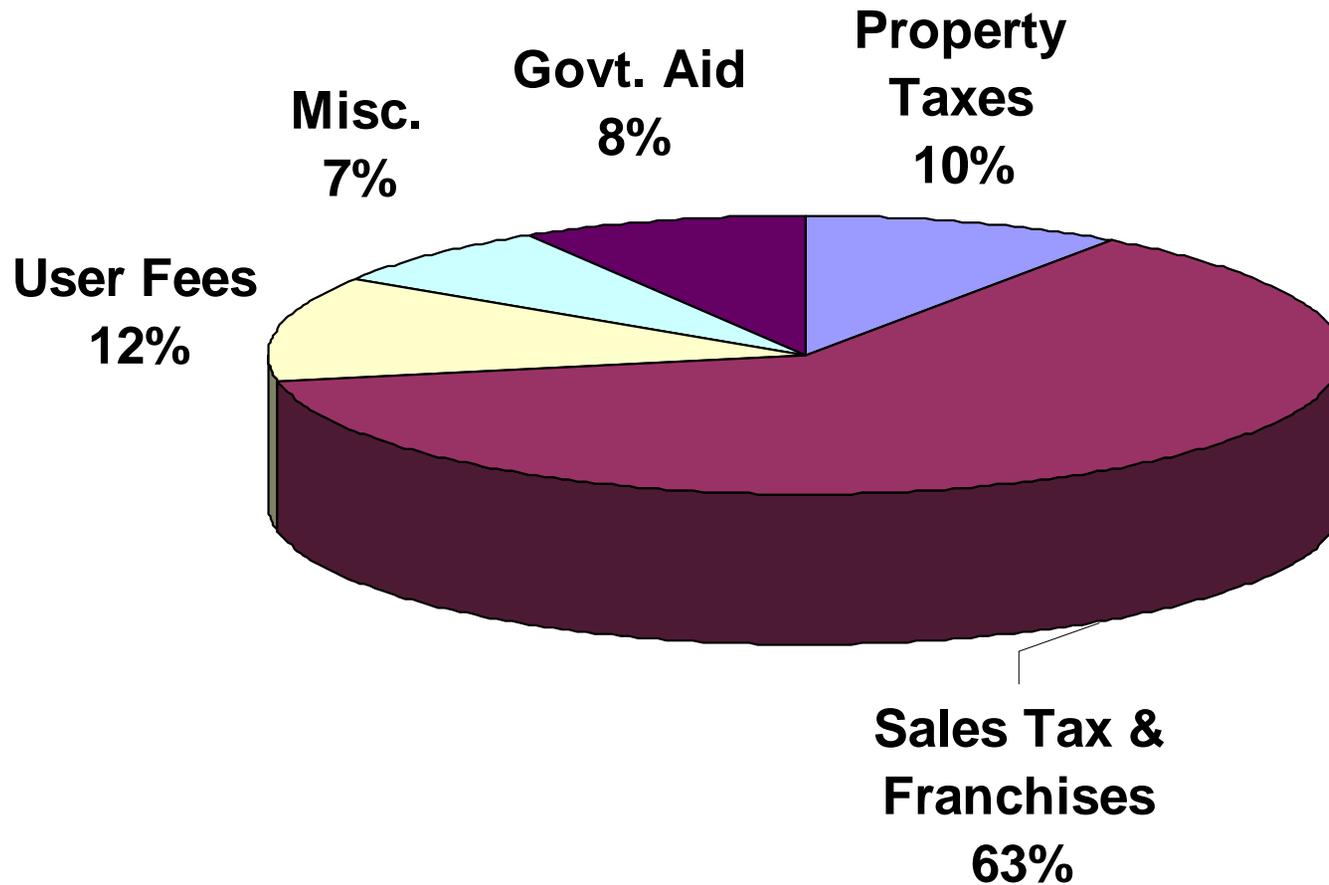
General Town & Highway Funds benefit all residents

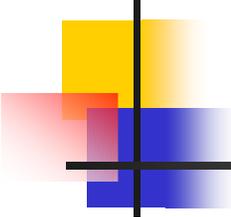
Allocation of Total Property Taxes





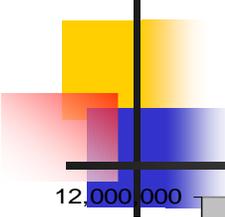
General Fund Revenues



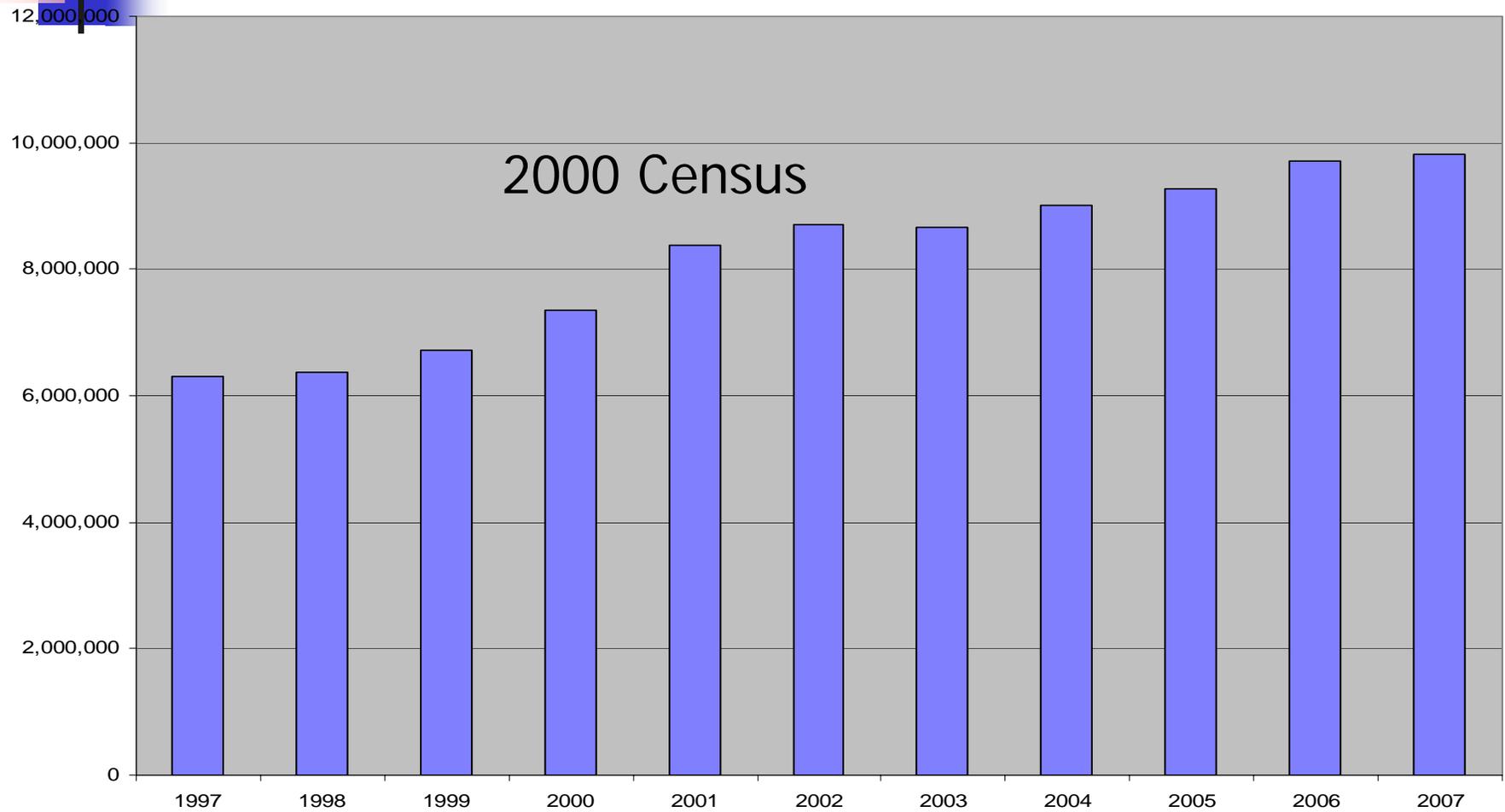


Sales Tax Revenue

- Albany County sales taxed at 8%
- Of that, 4% goes to NYS and 4% goes to Albany County
- The County keeps 60%, and gives 40% to local governments based on population
- Bethlehem has benefited from census growth

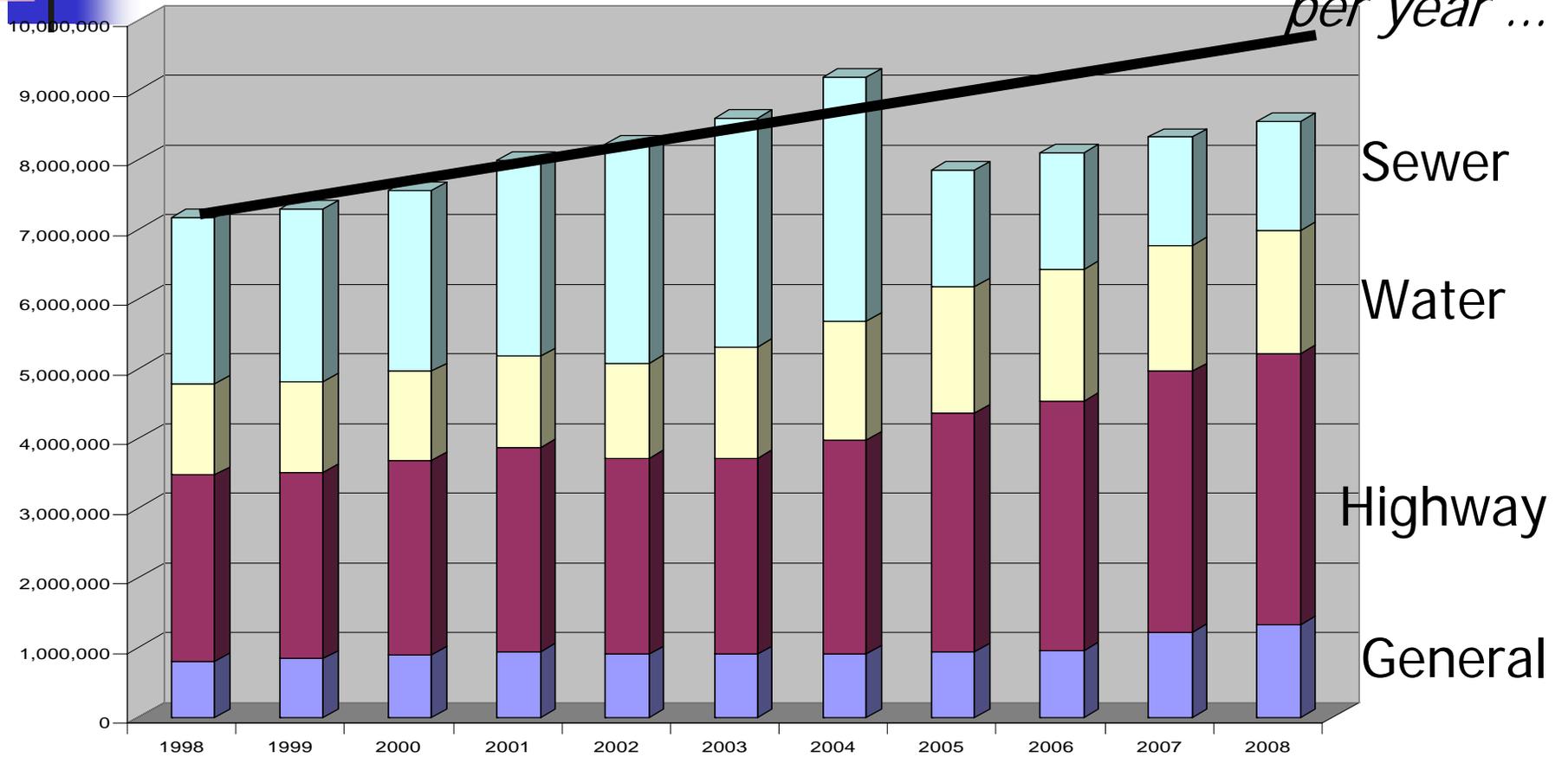


Annual Sales Tax Receipts

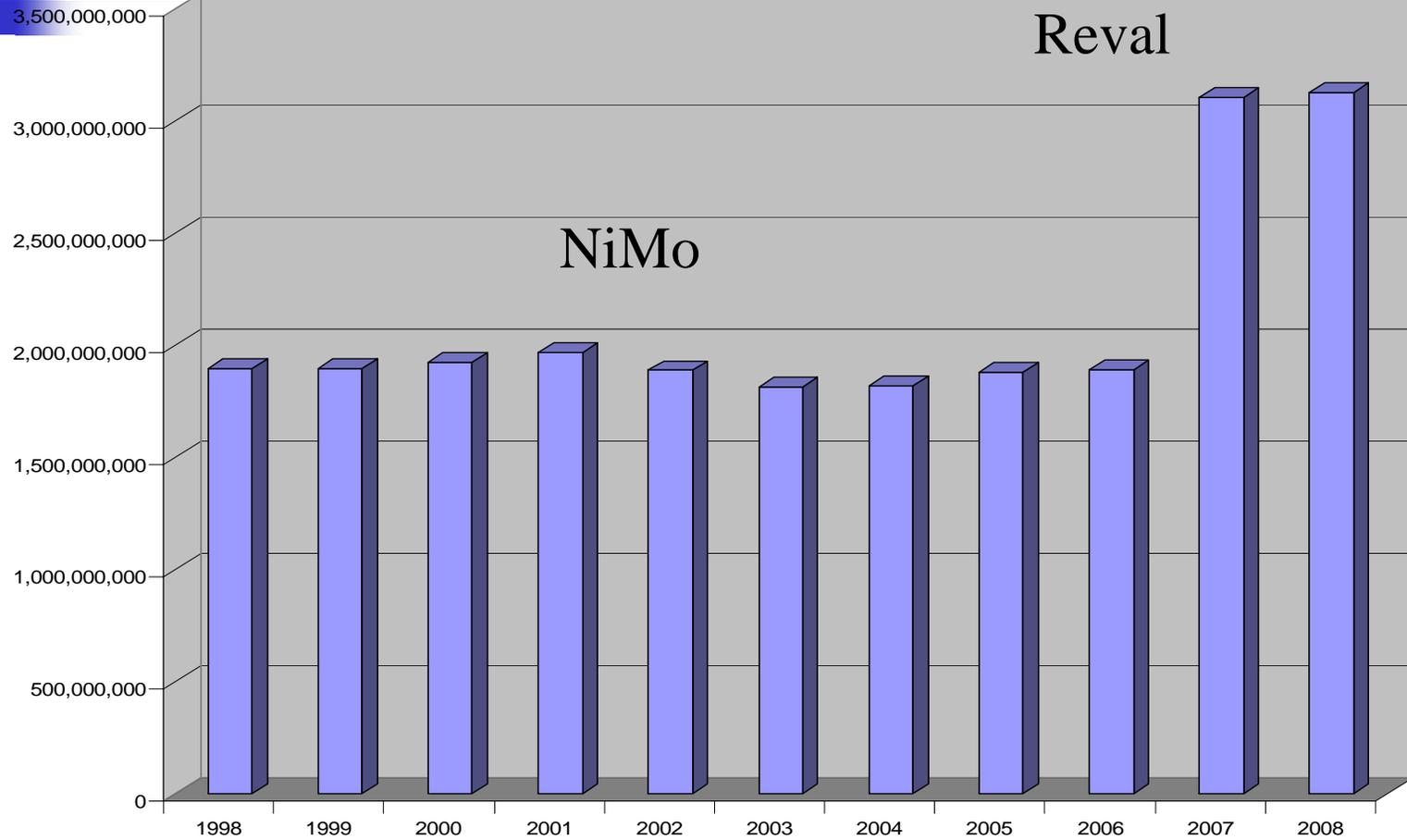


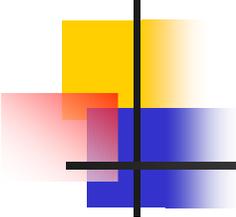
Combined Town Tax Levies

*If up 3%
per year ...*



Taxable Assessed Valuation





Effect of Reval on Taxes

Assessed Value x Tax Rate = Tax Amount

\$130,000 x \$40/m = \$5,200

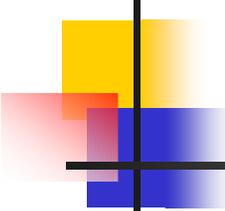
\$185,000 x \$30/m = \$5,550

NOT THIS:

\$185,000 x \$40/m = \$7,400

Where Does the Money Go?





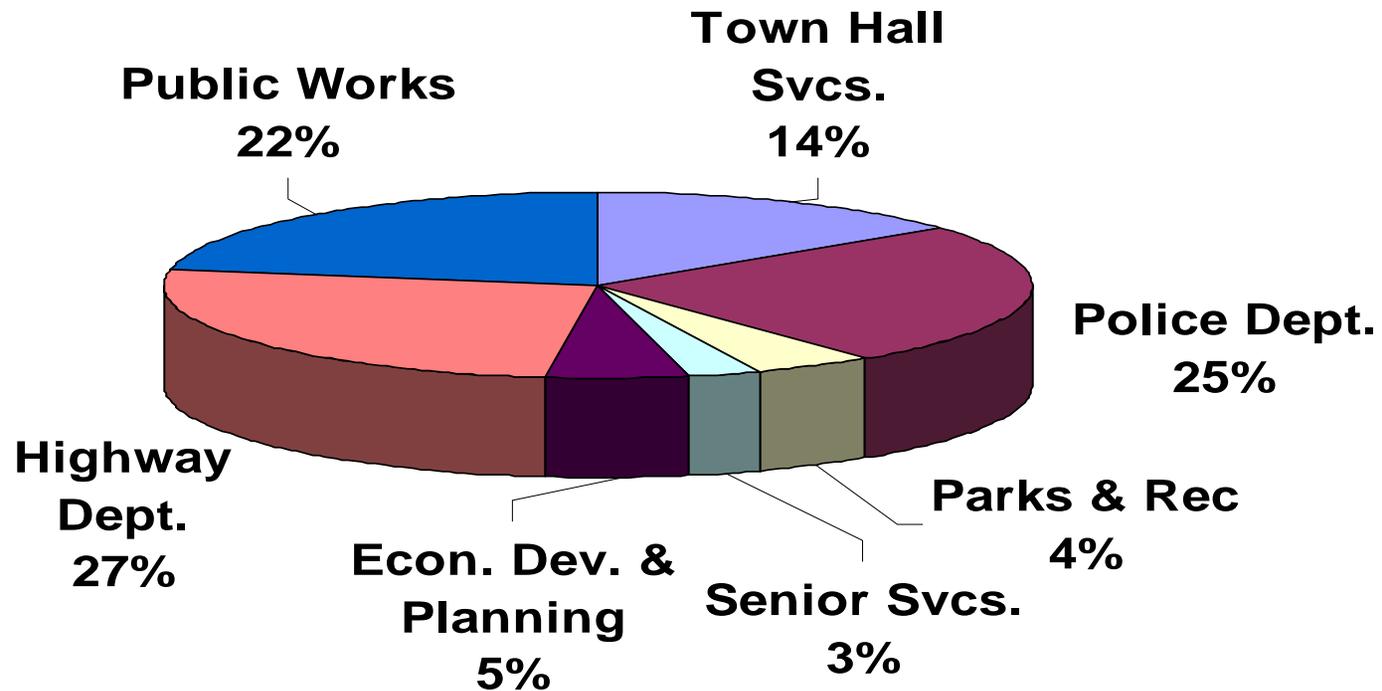
Summary of Expenditures – All Funds (in thousands)

	2007	2008	Change
Salary & Fringes	19,590	20,459	869
Equipment	2,364	2,399	35
Operating	12,508	13,110	602
Debt Service	1,780	1,657	(123)
Total	36,242	37,625	1,383

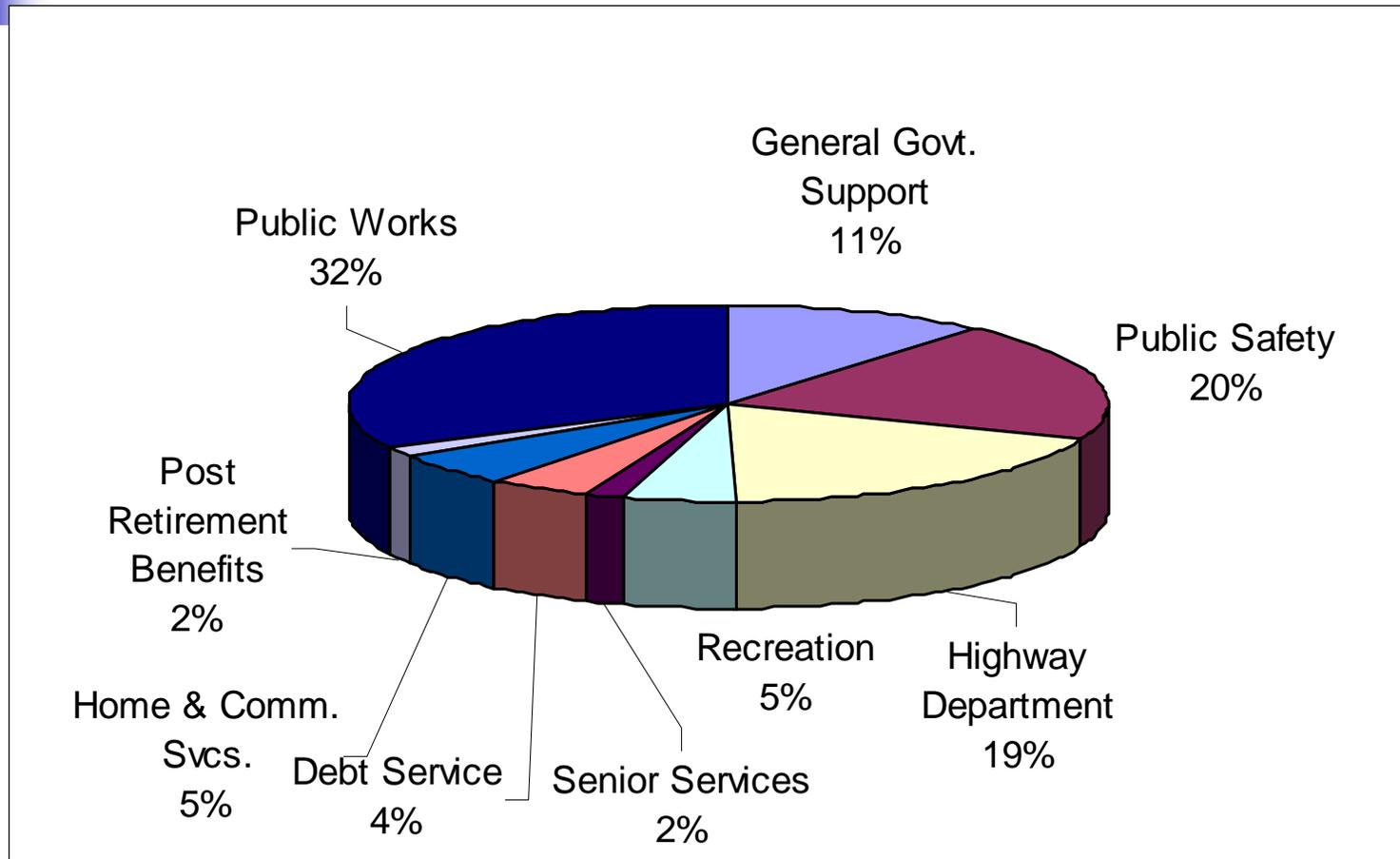
Overall increase in expenditures

3.8%

Summary of Personnel

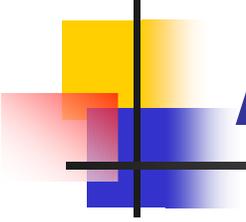


2008 Budgeted Expenditures



What is the Town Balancing?

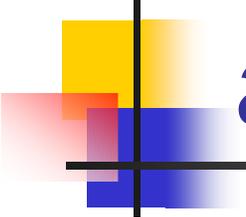




Operational Goals ...

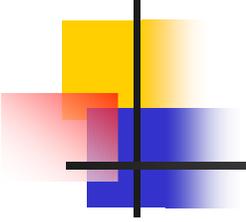
A Balancing Act

- Providing high quality services
- Working as efficiently as possible
- Planning for future needs
- Leveraging Town funds with matching grants (Bethlehem Senior Projects)
- Maintaining stable tax rates



If rates burdensome, choices are:

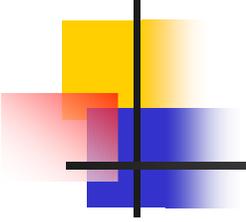
- Achieve greater operating efficiencies
- Generate more non-tax revenues
- Drop certain non-essential services
 - Use other regional resources?
- No single answer – requires a combination of all approaches



Making Choices:

What are Taxpayer Priorities

- Maintain high quality of life
- Appropriate economic development
 - Enhance and diversify the tax base
- Infrastructure: good roads, quality and ample water, safe and reliable waste water processing



Making Choices:

What are Taxpayer Priorities

- Community-based policing
 - School Resource Officers and Family Services Unit
- Park Facilities: funded with user fees, set aside fees, reserves, and taxes
- Pedestrian friendly: sidewalks, connected hamlets, and trails

Apparent Priority from Citizen Comments: Pedestrian Safety

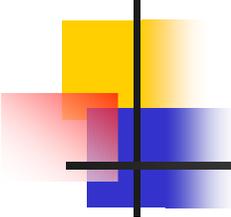
- New sidewalks installed as approvals are received & money available
- Trail connectivity desired



Ultimate Community Goal: Achieving Balance

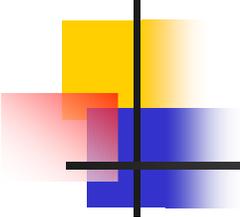
- Reasonable tax rates, to fund quality services
- Each jurisdiction must do their part to maintain control over taxes:
 - Albany County
 - The Town
 - School Districts
 - Fire and Ambulance Districts
- Taxpayer perception:
 - All paid by same source (them!)





Why We Need Your Help

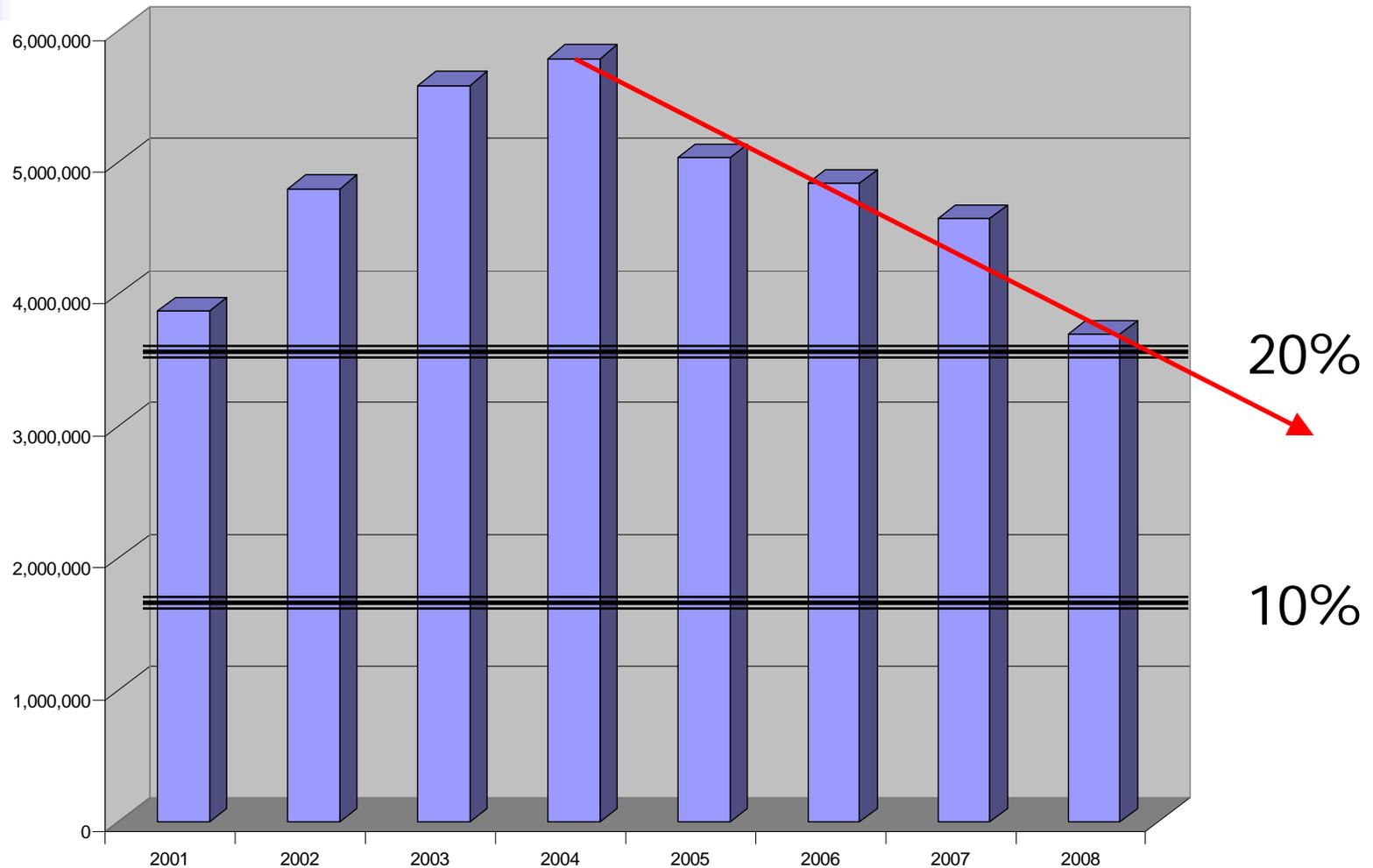


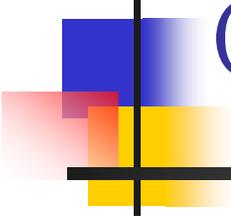


Long-term Financial View

- General Fund projections show potential for growing shortfall
- By identifying negative trends early on, there is time to address the underlying causes

Trending on General Fund's Fund Balance (Net Assets)





Bethlehem 20/20 Advisory Committee

February 15, 2008 Committee Meeting