

## NYS Tax Freeze Credit Worksheet

MUNICIPALITY NAME		Savings Already underway		your municipality's estimated savings			
Title of Shared service, cooperation agreement, merger or efficiency currently undertaken	Description	municipalities involved					
			2013 actual, if applicable	2017	2018	2019	
Highway/Parks Shared Services	Note 1	T. Bethlehem	377,569	410,680	418,830	427,142	
Bank Lockbox Collections	Note 2	T. Bethlehem	74,315	80,420	82,024	83,659	
Privatization of Colonial Acres Golf	Note 3	T. Bethlehem	40,825	41,000	41,000	41,000	
Consolidation of Ambulance Service	Note 4	Town/Ambulance Dts	100,000	250,000	250,000	250,000	
School Tax Billing handled by Schools	Note 5	Town + School Districts	-	90,773	93,249	95,793	
Attrition Savings (11 FTE)	Note 6	T. Bethlehem	1,115,302	1,207,238	1,231,383	1,256,011	
Reduced Planning Board to 5 members	Note 7	T. Bethlehem	6,816	14,756	15,051	15,352	
<b>TOTAL SAVINGS</b>		<b>Totals</b>	<b>1,714,827</b>	<b>2,094,868</b>	<b>2,131,536</b>	<b>2,168,957</b>	
<b>Savings Target</b>	<b>1% of 2014 property tax levy</b>		<b>126,500</b>	<b>126,500</b>	<b>126,500</b>	<b>126,500</b>	

**Notes:**

**1. Highway/Parks Shared Services** -- On May 23, 2012, the Bethlehem Board approved a resolution to promote cost-effective utilization of employee and physical resources and reduce organizational silos, redundant job functions and administration through a formal shared services agreement between the Parks and Recreation and Highway Departments. Accordingly, the Highway and Parks departments' maintenance staffs were combined, eliminating the need for five (5) FTE's with annual savings of \$374,167 in 2012, growing annually with inflation in salaries and fringe benefits.

**2. Bank Lockbox Collections** -- In 2012, the Town contracted with Key Bank to perform the collections of mailed water and sewer payments, using compensating balances to fund the cost. Beginning June 2012, Key Bank began receiving, processing and transmitting data to the Town, relieving the Town of the manual collection and processing process. This allowed for a reduction of one FTE in the Tax Receivers Office. Once confident in the new arrangement, mailed school and property tax collections have been handled through the lockbox since January 2013.

**3. Privatization of Colonial Acres Golf Course:** Beginning in 2013, the Town divested itself of responsibility for operating the Colonial Acres golf course (located on public land). The Town worked with the PGA to locate a professional to operate and maintain the course, so that residents would not lose access to a valuable recreation and open space asset. This course, which was acquired in August 2007, was running with costs exceeding revenues by approximately \$40,000 annually. In addition, the license agreement with the operator requires payments to the town of 2% of revenues which are estimated to be approximately \$1,000 annually.

**4. Consolidation of Ambulance Service** -- In 2012, the Town's two volunteer ambulance services - Bethlehem Volunteer Ambulance and Delmar Volunteer Ambulance -- were combined, with full functional consolidation achieved by the end of 2012 and legal consolidation in 2013. During 2013, the Town also cancelled service from a for-profit provider in a smaller portion of the town, and merged the three previously separate ambulance districts. Savings are already occurring from these efficiencies, and growing over time. The consolidated ambulance/EMS service has worked internally and with Albany County ALS/Paramedic services to enhance billing procedures and results. Savings occurring from these efficiencies are growing substantially, as the new unified provider implements and obtains consolidation efficiencies, and town tax levy support is reduced.

**5. School Tax Billing handled by Schools** -- Bethlehem Central and Ravena-Coeymans-Selkirk), began collecting their own taxes in 2014, and the Guilderland Central School District is expected to do so in 2015. The school districts' consolidation of collections through BOCES simplifies their collections and saves the districts money; it has allowed the Town to further reduce staffing by another 1.0 FTE in FY 2015 (only one position is dedicated to tax receiving in FY 2015).

**6. Attrition Savings** -- Major attrition savings were achieved in 2012 by not filling 11 positions vacated between September and December 2012. These ongoing savings are in addition to and not inclusive of the initiatives described above, and are generally based on de-enriched staffing, but in some cases service cutbacks (e.g., reduced days the transfer station is open). These positions have not been refilled.

**7. Reduced Planning Board to 5 Members** -- Reduction in number of members serving on Planning Board from 7 to 5 members under local law passed June 2013; savings of \$6,800 in first year, roughly doubling thereafter, with savings growing in subsequent years due to inflation in salaries and fringe benefit costs.