

Village of Pelham

Financial Planning Committee

Report of Findings and Recommendations

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I. Introduction

Mayor Michael Clain of the Village of Pelham (Village) appointed a group of residents (Financial Planning Committee or Committee) to evaluate the Village finances with the following objectives:

- Recommend actions to moderate the increases in residential real estate taxes,
- Advise on methods to improve the Village's budgeting process, and
- Provide useful information to residents about the Village's finances.

In order to achieve these objectives, the Committee's conducted a variety of studies and evaluated the results. The following studies were completed:

- **Tax Assessment of Village, Manor, Town, County, & School** (Section III). This study details the total real estate taxes paid to the Village, the Town of Pelham (Town), and the Pelham School District (School) for 03-04 budgets.
- **Ten Year History: Expenses, Employee Staffing, and Taxes** (Section IV) This study focuses on the expense growth of each sector of the Village's operations and the corresponding increases in residential real estate taxes, commercial real estate taxes, and other revenue. In addition, the study shows the increase in staff over the last decade. Each hire entails not only a salary, but also associated direct expenses such as benefits and indirect expenses such as office space and supplies.
- **Budget Comparison with other Westchester Municipalities** (Section V). This comparison of 03-04 budgets provides insight into the relative efficiency of the Village and the economies of scales in providing certain services.
- **Comparison of Village and Manor Budgets** (Section VI). The Committee felt that a line-by-line comparison (completed for 03-04) would be illuminating, because the two villages are similar and share the services of the Town and School District.
- **Capital Budgeting Plan** (Section VII) Sound municipal budgeting requires the Village Administrator and Trustee to know the Village assets and the replacement schedules.

To a great extent, the studies chosen depended on the availability of data within the Village and the willingness of other municipalities to provide information.

Since data from different sources were never entirely comparable, the Committee had to make assumptions on which to base findings.

Of note, we spent 6 months attempting to survey other Westchester municipalities about the details of their budgets. Despite repeated requests, we received very little which was useful. We do not recommend using this type of survey unless it is very narrowly focused and can be complied with quickly and without research by the recipient.

II. Executive Summary of Major Findings and Recommendations

A. Tax Assessment of Village, Manor, Town, County, & School

1. Of a Village resident's tax assessment 26.4% is attributable to Village government, 2.4% to the Town, 17.8% to the County, and 53.4% to the School. Village residents pay \$19.7 million in property taxes.
2. In the Village, the percentage of total taxes paid by commercial (non-homestead) taxpayers is 19.7%; the percentage for residential (homestead) is 80.3%. The percentage of taxes absorbed by commercial taxpayers has declined over the past several years.
3. The Village of Pelham requires \$5.2 million in residential taxes and \$1.4 million in commercial taxes to meet its operating requirements. This equates to a residential tax rate of \$6.92 per thousand of assessed valuation, and a commercial tax rate of \$10.41 per thousand.
4. The Town determines commercial real estate valuations using a complex formula based heavily on commercial income. There may be times when this system produces lower valuations than the comparable market value system based on recent sales. This is especially true for co-ops and converted condominiums which are taxed as commercial properties.

Recommendations

The Board of Trustees (the Board) should study:

1. Ways to attract new commercial enterprises to Pelham and help current merchants to attract more customers, in order to increase the market value of commercial properties.
2. The possibility of increasing the number of new residential properties, which have higher assessed values than commercial properties, although they should focus on properties that would not adversely affect the valuations of current properties or increase the school population.
3. The effect of converting certain commercial properties to residential properties to increase tax revenue (because of higher valuations for residential properties than commercial properties), especially those that would not significantly increase the school population.

4. The details of the commercial property assessment process.

B. Ten Year History (93-94 to 02-03): Expenses, Employee Staffing, and Taxes

Findings

1. In the last 10 years, the Village has provided the same basic services for a static population. Yet total expenditures for the Village for fiscal 02-03 were \$8.6 million, versus \$5.7 million for fiscal 93-94, a cumulative increase of 50.4% and a compound annual increase of 4.6% per year.

In the same period, the consumer price index experienced a cumulative increase of 27.4%, which represents a compound annual increase of 2.5% per year.

2. The budget increase occurred over the period surveyed despite a dramatic decrease in the Village's annual debt service, from \$293,945 in 93-94 to \$56,808 in 02-03.
3. The increase in the budget was primarily associated with increases in staff. There were 47 full time equivalent employees in 94-95 and 59 in 03-04, an increase of 26%, two-thirds of which was in the Fire and Police Departments. An increase in staff results in an increase in two budget lines: salary and employee benefits.
4. Employee Benefits have featured two trends: The cost of health insurance increased 95% over the last ten years, but retirement benefits depended on stock market developments; as the stock market was increasing in 1995-1999, the Village's contributions declined, but as the stock market declined, the Village has had to make significantly greater contributions. Given new guidelines from the New York State Comptroller, there should be smoother annual contributions in the future.
5. From the five year period from 99/00 to 03/04, residential property taxes rose from \$4,178,230 to \$5,295,839, a cumulative increase of 26.7% and an annualized increase of 6.1%, while at the same time commercial property taxes fell from \$1,345,577 to \$1,290,606, a cumulative decrease of 4.1% and an annualized decrease of 1.0%.

Recommendations

1. Each year in the budget cycle the Board should try to constrain the rate of property tax increase to the rate of inflation.

2. The Board should be especially careful in increasing headcount, as new employees bring associated overhead and employee benefit expenses.
3. It is highly desirable to smooth fluctuating budget expenditures (e.g. pension liabilities and capital assets) to minimize large increases in property taxes

C. Budget Comparison with other Westchester Municipalities

Findings

1. There appear to be economies of scale in Fire, Police, and Government Support, as evidenced by the *per capita* expenditures of those municipalities reviewed.
2. There appear to be economies of scale in Public Works, as evidenced by the *per square mile* expenditures of those municipalities reviewed.
3. If the total budgets of the Villages of Pelham and Pelham Manor plus the Town of Pelham were considered a combined entity, it would have a higher per capita budget than any other municipality of comparable size.
4. Generally, per capita non-property tax revenue increases as the municipality grows larger. The exception in the study is Bronxville, which has by far the largest per capita non-property tax revenue of the Small municipalities.

Recommendations

1. The Village of Pelham, Pelham Manor, and the Town of Pelham should discuss sharing of services in order to achieve economies of scale.
2. The Board should examine Bronxville's approach to non-property tax revenue and Larchmont's for Government Support expenditures, because these two municipalities do far better in these areas than others in the Village's size range.

D. Comparison of Village and Manor Budgets

Findings

1. The Village budget is \$9.0 million and the Manor \$9.4 million. The services they provide are almost the same, being police, fire, public works, and government support.
2. The Village has \$1.2 million more than the Manor in non-property tax revenue, mainly because of parking meters and permits, parking tickets, and other fines.

Recommendations

1. The Board should explore opportunities to share services with the Manor, as they perform similar services in contiguous areas.
2. The Board should be aware that the Village's non-property tax income is considerably higher than the Manor's. If there were to be a merger of the two villages, the Manor would benefit from this revenue.

E. Capital Budgeting

Findings

1. Until this budget cycle there has been no long term capital plan for all assets. We worked with the Village Administrator to identify the capital requirements of the Village over the next 20 years. That Capital Plan is included in this report.
2. Under the current replacement schedule, 04-05 and 05-06 would require considerably higher capital outlays if all scheduled replacements were effected. This would cause a corresponding increase in funding (tax, debt, grants, etc.).

Recommendations

1. The Board needs to review the Capital Plan each year during the annual budget process.
2. Using the Capital Plan, the Board should determine a "normalized" annual contribution to the Capital Fund in order to avoid large spikes in capital asset costs during any one year.

3. The Board of Trustees should explore the possibility of sharing the purchase of equipment that is essential to the Village but not fully utilized.

End of Executive Summary

III. Tax Assessment of Village, Manor, Town, County & School

A. Purpose and Scope

Our Committee reviewed the budgets of the Village of Pelham, the Village of Pelham Manor, the Town of Pelham, Westchester County, and the Pelham School District. The purposes of this exercise were the following:

1. Compare, in general terms, the various tax rates assessed by the taxing entities in Pelham;
2. Explain the differences in the tax structures between these entities; and
3. Make interpretations and recommendations to the Village Board to assist them in formulating a tax strategy which may ameliorate the Village resident's tax burden.

B Pelham Tax Assessment Data and Findings

Table III-1 Pelham Tax Assessment Data (\$)

Item	Village 6/03 – 5/04	Manor 6/03 – 5/04	Town 1/03 to 12/03	County 1/03 to 12/03	School 6/03 – 5/04	Total
Valuation - residential	765,295,000	982,314,501	1,739,360,842	*1,739,360,842	1,760,977,034	
Tax rate/1000	6.92	6.53	0.63	*4.54	15.70	
Taxes – residential	5,189,460	6,143,113	1,088,996	7,976,551	**23,923,624	44,321,744
Valuation-commercial	123,814,000	162,948,997	286,248,939	*286,248,939	278,412,780	
Tax rate/1000	10.41	10.59	0.93	*4.54	24.12	
Taxes-commercial	1,396,985	1,726,216	266,972	1,312,550	**6,206,933	10,909,656
Taxes-all	6,586,445	8,139,329	1,355,968	9,289,101	30,130,557	55,231,400
Total Budget	8,975,695	9,423,364	2,799,904	***Not applicable	**38,638,512	
% taxes vs. total budget	73.38%	86.37%	48.43%	***Not applicable	77.98%	
% town, county, & school taxes allocated to Village & Manor (residential)	43.79%	56.21%				
Residential taxes for town, county & school	14,445,958	18,686,326				
Total residential taxes	19,635,418	24,686,626				
Village % residential taxes	26.43%		2.43%	17.79%	53.35%	100.00%
Manor % residential taxes		24.88%	2.48%	18.16%	54.47%	100.00%

*The County does not differentiate between residential and commercial valuations. As a proxy, the table uses the valuations of the Town.

**Property taxes required are reduced by STAR payments from the State and vary by taxpayer.

***There is no budget for services provided only to the Town by the County.

C. Findings

1. Of a Village resident's tax assessment, 26.4% is attributable to Village government, 2.4% to the Town, 17.8% to the County, and 53.4% to the School. For the Manor, the respective percentages are 24.9%, 2.5%, 18.1% and 54.5%.
2. The Town of Pelham uses a "homestead" system to determine the tax rates for residential (homestead) and commercial (non-homestead) properties (except for County taxes). Most jurisdictions in New York use the same rate for both classes of properties. The homestead system sets, on an annual basis, a percentage of the property taxes that will be paid between residential and commercial properties. Based on the amount to be collected each year and the percentage split, separate tax rates are determined for residential and commercial properties. The 2003 percentages are 19.7% for commercial and 80.3% for residential. When the homestead system was adopted in 1999, the residential percentage was 25%. The residential percentage has been decreasing year-to-year because the growth in the value of residential homes has exceeded the growth in value of commercial properties.
3. Commercial properties include co-operative apartments and converted condominiums (not properties originally built as condominiums such as Marbury Corners). These are taxed at the usually higher commercial rate, but have relatively low assessed valuations because of use of the "income" method rather than a "comparable value" method typically used for residential properties. The result is the tax burden is usually materially lower for these types of properties.
4. Total property taxes from Pelham residents for the budgets of the Village, the Manor, the Town, County, and the School District are \$55.2 million. Village residents pay \$19.7 million of property taxes.
5. Village taxes are 26.4% of the residential property taxes required from Village of Pelham. The Village services include police, fire, street maintenance, garbage and recycling pickup, building permits, and code enforcement.
6. Town taxes are 2.4% of the residential property taxes required from Village of Pelham. The Town is composed of Pelham Manor and the Village of Pelham. Its services include recreation, courts, tax assessor, and tax receiver.
7. County taxes are 17.8% of the residential property taxes required from Village of Pelham. Of the \$9.3 million assessed to taxpayers in the Town of Pelham, \$5.4 million (58%) is for mandated state / federal services. The

- rest covers services provided by Westchester County including sewer and refuse disposal. County taxes do not use the homestead approach and commercial and residential properties are taxed at the same rate. For this year (2003) and 2004, Westchester County increased taxes 20% each year, the highest increase of the five governing entities.
8. School taxes are 53.4% of the residential property taxes required from Village of Pelham. New York State, through the School Tax Relief (STAR) program, reduces property tax payments to the School. BASIC STAR is available to virtually all residents and provides a modest tax reduction (e.g. \$35 / year). ENHANCED STAR is for those age 60 or older and incomes of \$60,000 or less and provides a modest, but higher tax reduction than BASIC STAR. For 2003 / 2004, the subsidy was \$3.7 million for residential taxes and \$0.5 million for commercial properties (residents in co-ops and converted condos), for a total of \$4.2 million. BASIC STAR must be applied for once and ENHANCED STAR must be applied for every year with proof of income. Pelham residents may call the Town tax assessor office (738-2878) to see if they are receiving the benefit.
 9. The total value of homes in the town of Pelham is more than \$1.7 billion, of which 43.8% is attributable to the Village of Pelham, and 56.2% to Pelham Manor.
 10. The Village of Pelham taxes require \$5.2 million in residential taxes and \$1.4 million in commercial taxes to meet its operating requirements. This equates to a residential tax rate of \$6.92 per thousand of assessed valuation, and a commercial tax rate of \$10.41 per thousand. Nearly 27% of the Village's revenues come from non-property tax sources.
 11. The Village of Pelham Manor requires \$6.4 million in residential taxes (tax rate 6.53 per thousand), and \$1.7 million in commercial taxes (tax rate 10.59) to meet its operating requirements. The lower residential tax rate is purely a function of higher home values in the Manor vs. the Village. The budget of Pelham Manor exceeds that of the Village by \$448,000. The Manor lists only 13.7% in non-property taxes.
 12. Approximately 80% of the School budget is funded by property taxes; the rest comes mainly from state aid, tuition for out-of-town children, and interest.
 13. The Town budget has the highest percentage of non-property tax revenues; its reliance on property tax assessments is 52%.
 14. Village of Pelham residents are assessed \$14.4 million toward the overall property tax requirements of the Town, County, and the School. This is

\$4.1 million less than the Manor, as a result of the higher home valuations in Pelham Manor.

- The following chart compares the assessed values for the past three years in the Village. The percentage of property taxes absorbed by commercial taxpayers has declined over the past several years. In effect, commercial values have grown at a much slower rate than the sizable residential property value increases.

Table III-2 Village Property Assessment Residential v. Commercial

Assessed Valuation (\$)						
	2002		2003		2004	
Residential	645,678	85%	765,262	86%	875,675	87%
Commercial	<u>113,803</u>	<u>15%</u>	<u>123,814</u>	<u>14%</u>	<u>130,814</u>	<u>13%</u>
Total	759,481	100%	889,076	100%	1,006,489	100%

- There are some very slight valuation differences for tax assessment among the 2 Villages, Town, County, and the School.
- Assuming that expenses and non-tax revenues remain the same, in order to effect a 1% decrease in taxes for our current taxpayers, the Village would have to add \$7.6 million in new construction and/or renovations and additions (not considering any increased services). Based upon the limited space available for new construction, new residential taxable properties would have to be built by replacing existing commercial or residential space. The loss of the old taxable source would also have to be factored into this formula

D. Recommendations

The Board should:

- Support efforts to attract new commercial enterprises in Pelham and help current merchants and commercial enterprises to attract more customers.

If successful, this could reverse the trend of the residents paying an increasing share of the budget.
- Study the possibility of increasing the number of new residential properties, which have higher assessed values than commercial properties, although they should focus on properties that would not adversely affect the valuations of current properties or increase the school population.
- The effect of converting certain commercial properties to residential properties to increase tax revenue (because of higher valuations for

residential properties than commercial properties), especially those that would not significantly increase the school population.

4. The Village should study the assessment process of commercial real properties. Understanding the system better could help in formulating plans for development

IV. Ten Year History: Expenses, Taxes, and Employee Staffing

A. History of Village Expenditures

We reviewed the actual expenditures of the Village for a ten year period beginning with the 1993-1994 fiscal year and ending with the expenses for 02-03, as well as estimated expenses for 03-04. Total expenditures for the Village for fiscal 02-03 were \$8,591,233, versus \$5,710,801 for fiscal 93-94, a cumulative increase of 50.4% and a compound annual increase of 4.6% per year. In the same period, the consumer price index experienced a cumulative increase of 27.4%, which represents a compound annual increase of 2.5% per year. Although final figures are not yet available for the Village's fiscal 03-04, based on current estimates it appears that total expenditures increased for such period by 4.0% to \$8,931,296.

The ten year history is provided in the table on the following page:

Table IV-1 Total Village Expense

Fiscal year	Expense (\$)	Change from Prior Year	Annualized	Cumulative
93-94	5,710,801			
94-95	5,856,157	2.5%	2.5%	2.5%
95-96	6,047,917	3.3%	2.9%	5.9%
96-97	6,444,470	6.6%	4.1%	12.8%
97-98	6,661,130	3.4%	3.9%	16.6%
98-99	7,057,386	5.9%	4.3%	23.6%
99-00	7,538,035	6.8%	4.7%	32.0%
00-01	7,664,716	1.7%	4.3%	34.2%
01-02	8,126,428	6.0%	4.5%	42.3%
02-03	8,591,233	5.7%	4.6%	50.4%
03—04 (est)	8,931,296	4.0%	4.6%	56.4%

The Village budget is divided into the following main categories, each of which is discussed below: Government Support, Public Safety, Transportation, Home and Community Service, Employee Benefits and Debt Service.

B. Government Support

The Government Support category of the Village's budget encompasses general administrative expenditures, including the salaries and ancillary expenses of the Village Administrator, Village Treasurer, and Village Clerk, legal and insurance expenses of the Village and the cost of the Village's central garage. Government Support is also the repository for contingency funds such as extraordinary litigation expenses and reserves for salary increases for contracts settled on a retroactive basis. As such, expenditures in the Government Support category can vary materially from year to year.

The ten year history is provided in the table on the following page:

Table IV-2 Government Support Expense

Fiscal year	Expense (\$)	Change from Prior Year	Annualized	Cumulative
93-94	493,401			
94-95	523,045	6.0%	6.0%	6.0%
95-96	594,433	13.6%	9.8%	20.5%
96-97	789,625	32.8%	17.0%	60.0%
97-98	763,942	-3.3%	11.5%	54.8%
98-99	729,789	-4.5%	8.1%	47.9%
99-00	866,576	18.7%	9.8%	75.6%
00-01	821,317	-5.2%	7.6%	66.5%
01-02	880,206	7.2%	7.5%	78.4%
02-03	1,220,046	38.6%	10.6%	147.3%
03—04 (est)	1,015,405	-16.8%	7.5%	105.8%

Government Support represented 8.6% of the Village budget in fiscal 93-94, and 14.2% of the Village budget and 02-03. This category of expenditure has witnessed the greatest increase, rising from \$493,401 during fiscal 93-94 to \$1,220,046 for fiscal 02-03, a cumulative increase of 147.3% and an annualized increase of 10.6% per year. A more detailed review of this budget category indicates that the increase has not been regular or steady; rather, the bulk of the increase in this category occurred in two years, 96-97, when expenditures increased 32.8%, and 02-03, when expenditures in this category increased 38.6%. Based on current estimates, it appears that Government Support expenditures decreased 16.8% for 03-04, to \$1,015,405.

There are currently 5.5 employees included in the budget for Government Support: the Village Administrator, a secretary to the Village Administrator, the Deputy Treasurer, the Deputy Village Clerk, the Village Garage Mechanic and a secretary to the Board of Trustees (part-time). This is an increase from 4.5 employees in 93-94.

The increase in expenditures in this category in recent years is principally attributable to increased costs for the Village Administrator, Central Garage, and Village Hall, as well as to fluctuations in amounts held in reserve for various contingent expenditures including over \$200,000 in legal and related cost used in contesting the Sandford Boulevard development in Mount Vernon. These increases have been partially offset by reductions in the expenditures for the Village Attorney.

C. Public Safety

The Public Safety category of the Village’s budget encompasses the police department, fire department, building inspections, animal control and

certain miscellaneous items, and makes up by far the largest percentage of the budget. Public Safety represented approximately 40% of the Village budget in 93-94, and approximately 47.2% of the Village budget for 02-03. This amount does not include retirement costs, health insurance costs and certain other employee benefit payments, which are separately stated in the Employee Benefits category. Based on current estimates, it appears that Public Safety expenditures increased 2.6% for 03-04, to \$4,162,135.

The ten year history is provided in the following table:

Table IV-3 Public Safety Expense

Fiscal year	Expense (\$)	Change from Prior Year	Annualized	Cumulative
93-94	2,284,827			
94-95	2,414,174	5.7%	5.7%	5.7%
95-96	2,658,266	10.1%	7.9%	16.3%
96-97	2,825,475	6.3%	7.3%	23.7%
97-98	3,001,160	6.2%	7.1%	31.4%
98-99	3,402,146	13.4%	8.3%	48.9%
99-00	3,585,105	5.4%	7.8%	56.9%
00-01	3,892,256	5.6%	7.5%	65.7%
01-02	3,892,256	2.8%	6.9%	70.4%
02-03	4,058,017	4.3%	6.6%	77.6%
03-04 (est)	4,162,135	2.6%	6.2%	82.2%

Expenditures for Public Safety have risen steadily each year, with the largest increase, 13.4%, occurring in 98-99. On a cumulative basis, expenditures in this category increased 82.2%, representing an annualized increase of 6.2%, during the ten year period surveyed.

Breaking this category down into its constituent components, it appears that the Village experienced the following cumulative increases in expenditures:

- Police Department: 62% from \$1,632,050 in 93-94 to \$2,638,050 in 03-04.
- Fire Department: 132% from \$564,050 in 93-94 to \$1,309,130 in 03-04.
- Building Inspector: 339% from \$16,000 in 93-94 to \$70,175 in 03-04.
- Animal Control: 0% roughly \$5,300 for all periods

Salaries comprise the vast bulk of the expenditures in this category, and the Public Safety budget has increased steadily with negotiated salary increases for police and fire personnel. Moreover, expenditure increases in this category reflect an increase in salaried positions over the ten year period, as follows: the Police Department has increased from a staff of 26 to a staff of 29.5, the Fire

Department has increased from a staff of 9 to a staff of 14, and the Building Inspector is now employed on a full-time basis whereas, prior to 01-02, the Building Inspector was employed part-time. The largest year-over-year increase in Public Safety expenditures occurred in 98-99, when, due to a policy change, the Fire Department experienced an increase in full time positions from 10 to 14, as well as an increase in overtime expenditures. In recent years, increases in this category have been moderate (in the range of 2 to 3 percent per annum), and concentrated principally in the Police Department and Building Inspector subcategories; Fire Department and Animal Control expenditures have been flat between 00-01 and 03-04, although the Fire Department is still negotiating an employees contract that will start retroactively before the current year.

D. Transportation

The Transportation category of the Village's budget encompasses part of the public works department's responsibilities of street maintenance, snow removal, leaf removal, maintenance of public parking lots and Village rights-of-way. Transportation represented approximately 11% of the Village's budget in 93-94, and represented approximately 9.6% of the Village budget for 02-03. The ten year history is provided in the table on the following page:

Table IV-4 Transportation Expense

Fiscal year	Expense (\$)	Change from Prior Year	Annualized	Cumulative
93-94	629,869			
94-95	592,825	-5.9%	-5.9%	-5.9%
95-96	717,607	21.0%	6.7%	13.9%
96-97	781,205	8.9%	7.4%	24.0%
97-98	771,179	-1.3%	5.2%	22.4%
98-99	830,371	7.7%	5.7%	31.8%
99-00	1,101,981	21.8%	8.2%	60.5%
00-01	951,148	-5.9%	6.1%	51.0%
01-02	1,141,729	20.0%	7.7%	81.3%
02-03	825,281	-27.7%	3.0%	31.0%
03-04 (est)	797,200	-3.4%	2.4%	26.6%

The Village experienced a cumulative increase of 31.0% for expenses in this category from 93-94 through 02-03, which, on an annualized basis, amounts to an increase of 3.0% per annum. Based on current estimates, it appears that Transportation expenses decreased 3.4% for 03-04, to \$797,200.

The Village has experienced large increases in this category in certain years, and large reductions in others. The largest increases were 21.0% in 95-96, 21.8% in 99-00, and 20.0% in 01-02. The largest decrease in this category occurred in 02-03 (a decrease of 27.7%). The increase in 99-00 was due to a

staffing increase from 9 to 11 employees – the level of budgeted employees has been reduced back to 9 for 03-04. The increases in 95-96 and 01-02 were due to the cost of equipment acquisitions and one-time permanent improvements.

E. Home and Community Service

The Home and Community Service category of the Village’s budget encompasses planning and zoning activities, refuse collection, recycling, and part of the public works department’s responsibilities of maintenance of storm and sanitary sewers & maintenance of shade trees.

The ten year history is provided in the following table:

Table IV-5 Home and Community Service Expense

Fiscal year	Expense (\$)	Change from Prior Year	Annualized	Cumulative
93-94	798,041			
94-95	783,014	1.9%	1.9%	1.9%
95-96	752,025	4.0%	2.9%	5.8%
96-97	767,890	2.1%	-1.3%	-3.8%
97-98	903,428	17.7%	3.1%	13.2%
98-99	959,377	6.2%	3.8%	20.2%
99-00	963,609	0.4%	3.2%	20.7%
00-01	967,685	0.4%	2.8%	21.3%
01-02	961,819	-0.6%	2.4%	20.5%
02-03	849,203	-11.7%	0.7%	6.4%
03-04 (est)	884,100	4.1%	1.0%	10.8%

Home and Community Service represented approximately 14.0% of the Village budget in 93-94, and represents approximately 9.9% of the Village budget for 02-03. Based on current estimates, it appears that Home and Community Service expenditures increased 4.1% for 03-04, to \$884,100.

The Village has experienced a cumulative increase of 10.8% for expenses in this category, which, on an annualized basis, amounts to an increase of 1.0%, the smallest overall increase for any category during the ten year period.

By far the largest expense in the Home and Community Service category are the refuse collection costs (including recycling), for which the Village contracts with a private company. These costs have increased 20%, from \$688,798 to \$829,000, over the ten year period surveyed, an increase that is considerably below the rate of inflation for the same period. Moreover, over the period from 00-01 to the present, these costs have actually decreased from \$872,892 to \$829,000, due principally to a substantial reduction in recycling costs.

There are no employees in the Home and Community Service category, as the public works department staff is accounted for in Transportation.

F. Employee Benefits

The Employee Benefits category consists principally of the costs of health insurance and contributions made by the Village to various retirement funds on behalf of fire, police and municipal employees. Expenditures in this category are driven principally by Village obligations as set forth in collective bargaining agreements with various unions. Employee Benefits represented approximately 21.2% of the Village budget in 93-94, and represented approximately 16.5% of the Village budget for 02-03. Based on current estimates, it appears that Employee Benefits expenditures increased 30.0% for 03-04, to \$1,839,050.

The ten year history is provided in the following table:

Table IV-6 Employee Benefits Expense

Fiscal year	Expense (\$)	Change from Prior Year	Annualized	Cumulative
93-94	1,210,718			
94-95	1,216,292	0.5%	0.5%	0.5%
95-96	1,157,635	-4.8%	-2.2%	-4.4%
96-97	1,122,323	-3.1%	-2.5%	-7.3%
97-98	1,072,650	-4.4%	-3.0%	-11.4%
98-99	959,173	-10.6%	-4.6%	-20.8%
99-00	1,075,602	12.1%	-2.0%	-11.2%
00-01	1,105,296	2.8%	-1.3%	-8.7%
01-02	1,217,640	10.2%	0.1%	0.6%
02-03	1,414,940	16.2%	1.7%	16.9%
03-04 (est)	1,839,050	30.0%	4.3%	51.9%

The Village has experienced a cumulative increase of 51.9% for expenses in this category, which on an annualized basis, amounts to an increase of 4.3%, or slightly less than the increase that has been experienced in the Village budget as a whole. However, these cumulative figures mask dramatic fluctuations that have occurred in this category during the period surveyed.

Expenditures in this category decreased dramatically from 95-96 through 98/99, as better than anticipated market performance greatly reduced the need for the Village to make contributions to the various retirement funds. As a result, however, of worse than expected market performance in recent years, the size of required contributions has greatly increased, resulting in year over year increases in this category for the last three years of 10.2%, 16.2% and 30.0%, respectively. In addition, there has been a steady and dramatic increase in the cost of health insurance, which rose from \$523,593 to \$1,025,000, a cumulative increase of 95.8%, during the ten year period surveyed.

Given new guidelines from the New York State Comptroller, there will be smoother annual contribution in the future, but it is expected that the Village will incur a substantial increase in the coming year in this category as well.

G. Debt Service

The Village's debt service has decreased dramatically over the period surveyed. For 93-94, debt service represented approximately 5.1% of the Village budget, whereas for 02-03 debt service represented approximately .7% of the Village budget. Based on current estimates, it appears the Debt Service expenditures decreased 56.6% for 03-04, to \$24,675.

The ten year history is provided in the following table:

Table IV-6 Debt Service Expense

Fiscal year	Expense (\$) (principal & interest)	Change from Prior Year	Annualized	Cumulative
93-94	293,945			
94-95	326,807	11.2%	11.2%	11.2%
95-96	167,950	-48.6%	-24.4%	-42.9%
96-97	157,950	-6.0%	-18.7%	-46.3%
97-98	148,770	-5.8%	-15.7%	-49.4%
98-99	176,528	18.7%	-9.7%	-39.9%
99-00	35,550	-79.9%	-29.7%	-87.9%
00-01	34,163	-3.9%	-26.5%	-88.4%
01-02	32,775	-4.1%	-24.0%	-88.8%
02-03	56,808	73.3%	-16.7%	-80.7%
03-04 (est)	24,675	-56.6%	-21.9%	-91.6%

Village debt at the beginning of 93-94 was \$845,700; it was \$290,000 at the end of 03-04. The debt in the early nineties was borrowed mainly to building the parking lots off Third Street. While the Village was materially higher than today (but not by municipal rating agency guidelines), much of it was for income generating assets that should continue to produce revenues for years.

H. Staffing

The commentary in preceding section discusses increases in staffing by department. However it is illuminating to look at total Village staff increase as shown if Table IV-6. 93-94 data was not available.

Table IV-7 Staffing

Department	94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04
Govt Support	3.5	5	5	4.5	4.5	4.5	4.5	4.5	4	4.5
Central Garage	1	1	1	1	1	1	1	1	1	1
Public Works	7	8	10	10	9	11	11	11	10	9
Police	29	29	28	28	28	29	31	30	29.5	29.5
Fire	9	9	10	10	10	14	14	15	14	14
Building Inspect	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>1</u>	<u>1</u>
Total	50	52.5	54.5	54	53	60	62	62	59.5	59

Total paid staff is a good indication of the scope of government, but it is important to keep in mind that for some years the Village used consultants and limited duration part time employees to perform needed work. There were 47 full time equivalent employees in 94-95 and 59 in 03-04, and increase of 26%

Every department, except Central Garage, has experienced increases from 94-95 to 03-04. These increases were, from highest to lowest, 5 for Fire, 3.5 for police, 2 for Public Works, 1 for Government Services, and 0.5 for Building Inspections.

I. History of Village Property Taxes

During the period surveyed, property tax (commercial and residential) revenues have risen from \$4,341,167 in 93-94 to \$6,586,445 for 03-04, which represents a cumulative increase of 51.7% and an annualized increase of 4.3% per annum. The largest increases occurred in 99-00 (14.8%), 01-02 (9.9%) and 03-04 (7.7%). 97-98 is the only year during the period surveyed in which a net reduction of property tax revenues was experienced.

The ten year history is provided in the following table:

Table IV-8 Property Taxes

Fiscal year	Tax Assessment (\$)	Change from Prior Year	Annualized	Cumulative
93-94	4,341,167			
94-95	4,616,300	6.3%	6.3%	6.3%
95-96	4,659,305	0.9%	3.6%	7.3%
96-97	4,699,526	0.9%	2.7%	8.3%
97-98	4,692,973	-0.1%	2.0%	8.1%
98-99	4,810,541	2.5%	2.1%	10.8%
99-00	5,523,807	14.8%	4.1%	27.2%
00-01	5,554,136	0.5%	3.6%	27.9%
01-02	6,101,475	9.9%	4.3%	40.5%
02-03	6,114,879	0.2%	3.9%	40.9%
03-04	6,586,445	7.7%	4.3%	51.7%

We also examined the breakdown of property tax revenue as between residential and commercial properties for the period from 99-00 through 03-04 (no breakdown was available for periods prior to 99-00). It would appear that, during this five year period, residential property taxes rose from \$4,178,230 to \$5,295,839, a cumulative increase of 26.7% and an annualized increase of 6.1% for such period, while at the same time commercial property taxes fell from \$1,345,577 to \$1,290,606, a cumulative decrease of 4.1% and an annualized decrease of 1.0%. Hence, for this period, the property tax increases visited upon residents of the Village have been exacerbated by the fact that, during the same period, commercial revenues actually fell (though by a relatively small amount).

J. Recommendations

1. Each year in the budget cycle the Board should try to constrain the rate of property tax increase to the rate of inflation.

The Village has routinely experienced increases in expenditures significantly above the rate of inflation. The largest increases have been experienced in the areas of Government Support and Public Safety. By contrast, expenditures in the Transportation and Home and Community Service areas have increased at a rate below the inflation rate during the period surveyed, and the Village experienced a substantial decrease in Debt Service expenditures during this period. Most interestingly, while the Village has experienced dramatic increases in Employee Benefits expenditures in recent years, when viewed over the full period surveyed these expenditures have actually increased at an annualized rate below that of the full Village budget.

2. The Board should be especially careful in increasing headcounts, as new employees bring associated overhead and employee benefit expenses.

No doubt that a good part of the expense growth over the last 10 years have come from increases in staffing. The role of the Village services have expanded under the approval of the Board of Trustees, so one could assume that the increase in service were justified. Yet the Board can help maintain fiscal discipline by employing a high needs threshold before approving additional staff.

3. It is highly desirable to smooth fluctuating budget expenditures (e.g. pension liabilities and capital assets) to minimize large increases in property taxes.

In some years investments in capital assets, employee benefits, and other items were quite low. While this can be helpful for the tax assessment of that year, it can cause problems in later years when the deferred expenses have to be paid.

V. Budget Comparison with other Westchester Municipalities.

A. Methodology of Comparison

We have compared the Village's 03-04 adopted budget with those of selected Westchester municipalities. The following municipalities were examined, in three size categories:

- Small: Comparable population to the Village of Pelham (approximately 6,400 pop., 0.8 square mile)
 - Pelham Manor (5,600 pop., 1.3 square miles)
 - Tuckahoe (6,200 pop., 0.6 square mile)
 - Bronxville (6,500 pop., 1.0 square mile)
 - Larchmont (6,500 pop., 1.1 square miles)
- Medium: Two to four times as large as the Village of Pelham with similar demographics.
 - Rye City (15,000 pop., 5.8 square miles)
 - Scarsdale (17,800 pop., 6.6 square miles)
 - Harrison (24,100 pop., 16.8 square miles)
- Large: Ten to 30 times as large as the Village of Pelham
 - Mount Vernon (68,000 pop., 4 square miles)
 - New Rochelle (72,000 pop., 10 square miles)
 - Yonkers (196,000 pop., 18 square miles)

For the most part we looked at expense per capita, although we also expected that for certain services, such as fire and public works, expense per square mile might be informative. It might also be fruitful to examine other measures, such as expense per household, crime statistics (for Police budgets) or measures using demographic categories, such as age and income, although that examination was beyond the scope of this report.

An important issue that we were not able to address is the value of the services provided by each municipality. We recognize that it is an incomplete analysis simply to say that the Village's budget is or is not comparable to that of another municipality, without specifying the quality and quantity of the services provided. A more complete analysis would address this point.

For the purposes of this section, we divided each budget into five generally comparable categories: *Government Support, Police, Fire, Public Works* and *Other Expenses*. With more time and information, the comparison across municipalities might be made more precise. (For example, the *Other*

Expenses category includes fringe benefits that might better be allocated to the relevant departments, and the divisions between categories are not always uniform from municipality to municipality.¹) Nonetheless, for this initial level of scrutiny, we found this breakdown to be useful.

B. Objectives

By looking at the Small and Medium categories, we were interested in finding out whether other relatively small municipalities with similar demographics and political structures were able to perform municipal functions with greater efficiency than the Village of Pelham has been doing.

By looking at the Medium and Large categories, we were interested in finding out whether economies of scale were available in any budget categories. Although we did in fact identify economies of scale in certain budget categories in Large municipalities, we generally concluded that it would be difficult for the Village to achieve efficiencies that require a population of 70,000 or more. There may, however, be ways to achieve economies that can be found in municipalities 2-4 times as large as the Village of Pelham.

It should be noted that we were not attempting to perform a detailed analysis of economies of scale. That would require a much larger sample and, probably, hiring a consultant. We also recognize that the patterns might be somewhat different if different sample years were used. What we were trying to do was to identify broad patterns to give preliminary indications of information that could be useful to the Village of Pelham.

C. Shared Services

In some categories we recommend that the Village examine sharing services with another municipality. Pelham Manor is the most apparently likely candidate for shared services, given the location and the services the two villages already share (e.g., schools, recreation and other services provided by the Town of Pelham, and library), but other candidates might make sense, as well. For example, Bronxville is also geographically close and of a similar size, and although New Rochelle is much larger, there might be efficiencies in sharing firefighting services, for example. If the Village were able to share services with another Small municipality in a specific category, they might be able to approach some of the efficiencies found in Medium municipalities, because the combined population would approach the Medium size range. Our look at Scarsdale, Harrison and Rye City provides some initial ideas.

¹ For example, Bronxville and Tuckahoe rely on their Towns for fire services, and others rely on volunteer firefighters to varying degrees. The Recreation and Library budgets in the Village of Pelham are zero, in reliance on the Town of Pelham, although other municipalities have substantial Recreation and Library budgets.

We are aware that a full analysis of shared services would need to take into account many other matters, such as fire and police response time, union contract requirements, OSHA and other regulations, and capital equipment needs. And we have not tried to prescribe what form shared services might take. The scope of this report permits us only to make first-order recommendations.

D. Government Support

The Village's Government Support budget includes Village administration generally (Mayor, Trustees, Treasure, Clerk, Attorney, Village Hall, etc.), but not health care, pension and other fringe benefits for personnel, which are included in Other Expenses. As might be expected, economies of scale can be seen in the Government Support budgets of the selected municipalities. That is, as can be seen in Table V-1, in general the larger a community's population, the less it needs to spend on government support per capita, even though its absolute budget increases. Although this may be a difficult category for shared services with Pelham Manor or other municipalities, there may be opportunities to be pursued.

There are anomalies, such as Harrison, Larchmont and New Rochelle, and the scope of this study did not permit uncovering an explanation of those anomalies. We recommend further examination of Larchmont's Government Support budget, however. Although we are not yet fully confident in the data, if that village, of approximately the same size as the Village of Pelham, can provide comparable services at 30% less per capita, there may be techniques that the Village of Pelham can adopt.

Table V-1 Government Support Budget Per Capita in Selected Westchester Municipalities

(\$ in 2003-04)	Government Support Per Capita		
	<u>Small</u>	<u>Medium</u>	<u>Large</u>
New Rochelle			63
Larchmont	117		
Mount Vernon			126
Scarsdale		137	
Yonkers (ex-school)			139
Rye City		147	
Pelham	148		
Bronxville	170		
Tuckahoe	182		
Pelham Manor	186		
Harrison		272	

We have one conclusion and two recommendations in this area:

Conclusions:

1. There appear to be economies of scale in Government Support expenditures.
2. Within its size range, the Village's per capita Government Support budget is toward the low end of average.

Recommendations:

1. The Larchmont Government Support budget should be studied in greater detail.
2. The Village should explore sharing of Government Support services with another municipality.

E. Police

The Village's Police budget includes primarily police personnel, office facilities and equipment, but not health care, pension and other fringe benefits for personnel, which are included in Other Expenses. Economies of scale are evident, and unsurprising, in police budgets. As Table V-2 indicates, the smaller a municipality, the greater its per capita police budget.

Table V-2 Police Budget Per Capita in Selected Westchester Municipalities

(\$ in 2003-04)	Police Budget Per Capita		
	<u>Small</u>	<u>Medium</u>	<u>Large</u>
Mount Vernon			214
New Rochelle			217
Scarsdale		256	
Rye City		304	
Harrison		315	
Yonkers (ex-school)			335
Tuckahoe	389		
Larchmont	389		
Bronxville	392		
Pelham	412		
Pelham Manor	492		

It is clear in Table V-2 that all the highest per-capita police budgets are in the smallest municipalities. The *highest* police budget in the Medium municipalities is \$315 per capita (Harrison), while the *lowest* police budget in the Small municipalities is 23% higher, at \$389 per capita (Larchmont and Tuckahoe). The mean police budgets are \$292 per capita in the Medium municipalities and \$415 per capita in the Small municipalities—42% higher.

The other notable item in this array is that the difference in the per capita police budgets of three of the Small municipalities is less than 1%, with the Village of Pelham only 6% higher, while Pelham Manor's per capita police budget is 24% higher than the mean of the other four. This may be partly due to the fact that Pelham Manor has the smallest population and the largest land area of the five Small municipalities. It is notable that the total police budgets for the two Pelham villages are very similar (\$2.638 million for the Village of Pelham and \$2.755 million for Pelham Manor).

As a simplistic example, if the Village of Pelham were to combine services with another municipality and do no better than the per capita budget of Harrison, the savings would be approximately \$620,000 per year (6,400 population times the difference between Pelham's \$412 budget and Harrison's \$315 budget).

We have one conclusion and two recommendations in this area:

Conclusions:

1. There appear to be economies of scale in Police expenditures. Although we have not examined crime or demographic statistics, the correlation with population appears to be sufficiently strong to be a helpful measure.
2. Within its size range, the Village's per capita Police budget is slightly above average.

Recommendation:

1. The Village should explore sharing Police services with another municipality.

F. Fire

The Village's Fire budget includes primarily personnel, equipment, hydrant rental, etc., but not health care, pension and other fringe benefits for personnel, which are included in Other Expenses. As noted above, some municipalities rely

on their Towns for fire services, and others rely on volunteer firefighters to varying degrees.

There is some indication of economies of scale. Although there is not a strong correlation with population, we did find that the highest per capita Fire budgets were in the Small municipalities, as can be seen in Table V-3. The mean Fire budget for Small municipalities is \$239 per capita, while the mean Fire budget for Medium municipalities is \$165 per capita, or 31% lower. This trend does not continue with Large municipalities (possibly because of the types of buildings found in those cities), but it suggests that shared services might be useful in this budget category. Of course, both Pelham and Pelham Manor firefighters already respond jointly to fires in either village.

Pelham's per capita Fire budget is the lowest of the three relevant Small municipalities, but it is still significantly higher than Harrison and Rye City among the Medium municipalities, suggesting opportunities for improvement.

Table V-3 Fire Budget Per Capita in Selected Westchester Municipalities

(\$ in 2003-04)	Fire Budget Per Capita		
	<u>Small</u>	<u>Medium</u>	<u>Large</u>
Harrison		135	
Rye City		151	
Mount Vernon			154
New Rochelle			187
Pelham	205		
Scarsdale		208	
Yonkers (ex-school)			228
Larchmont	228		
Pelham Manor	285		
Bronxville	Fire services provided by Town of Eastchester		
Tuckahoe	Fire services provided by Town of Eastchester		

We also looked at Fire budgets measured per square mile and by population density (population per square mile), but we found no useful correlations.

We have two conclusions and one recommendation in this area:

Conclusions:

1. There appear to be some economies of scale in Fire expenditures.
2. Within its size range, the Village's per capita Fire budget is better than average.

Recommendations:

1. The Village should explore sharing Fire services with another municipality.

G. Public Works

The Village's Public Works budget includes primarily personnel, supplies and other expenses involved in maintaining and operating the Village's public infrastructure, such as streets, the water supply system, sewers and traffic lights, but not health care, pension and other fringe benefits for personnel, which are in Other Expenses. Where identified in the budget, we included Central Garage in this category. We found that there appear to be economies of scale in per capita Public Works expenditures, but not until the populations are much larger than the Small communities such as Pelham (see Table V-4). These statistics do not suggest that simply doubling the population served would yield benefits. Specifically, the mean per capita Public Works budget for the Small municipalities is \$297, while the mean per capita Public Works budget for the Medium municipalities is \$337. In addition, the per capita budget for the Village of Pelham, at \$290, is lower than the average for the Small municipalities. Because Public Works may be subcategorized into different types of services, there may be efficiencies to be found if subcategories are examined.

Table V-4 Public Works Budget Per Capita in Selected Westchester Municipalities

(\$ in 2003-04)	Public Works Budget Per Capita		
	Small	Medium	Large
Mount Vernon			147
New Rochelle			202
Yonkers (ex-school)			229
Tuckahoe	271		
Pelham Manor	276		
Pelham	290		
Scarsdale		292	
Bronxville	306		
Rye City		310	
Larchmont	343		
Harrison		408	

We did find a correlation within the Small and Medium municipalities between area and budget per square mile (see Table V-5). This is not surprising, given the nature of public works activities (much of it tied to local streets, such as street maintenance and snow removal).

Table V-5 Public Works Budget Per Square Mile in Selected Westchester Municipalities (excluding Large Municipalities)

(\$ in 2003-04)	Public Works Budget Per Square Mile		
	Small (<1.5 sq mi)	Medium (4-7 sq mi)	Large (≥10 sq mi)
Harrison			587
Scarsdale		788	
Rye City		801	
Pelham Manor	1,188		
Bronxville	1,988		
Larchmont	2,026		
Pelham	2,320		
Tuckahoe	2,803		

We have two conclusions and two recommendations in this area, although we give these recommendations a lower priority than our recommendations in other areas:

Conclusions:

1. The Village of Pelham’s Public Works budget appears to be average among the municipalities of its size and those somewhat larger on a per capita basis.
2. The Village’s Public Works budget is relatively high when measured on a cost per square mile and compared with municipalities with a similar geographic area.

Recommendations:

1. The Village should examine in more detail the reasons for apparent inefficiencies in Public Works expenditures per square mile.
2. The Village should examine subcategories within the Public Works budget to see if economies of scale or efficiencies in other municipalities can be discovered.

H. Other Expenses

Because the Other Expenses category simply represents all the expenses not otherwise categorized—and is thus not necessarily comparable between municipalities—it will be considered implicitly in the analysis of Total Expenses below. We note, however, that because we found economies of scale in Government Support, Police and Fire budgets but not in Total Expenses (see below), the Other Expenses category may include information that reduces the apparent efficiencies seen in other categories.

I. Total Expenses

When looked at in totality, the Village's per capita budget compares favorably with the selected municipalities that we have examined, as can be seen in Table V-6. Simply looking at total budgets would not suggest areas for improvement, so the individual categories discussed above are likely to be more helpful. But note the point made under "Other Expenses" above.

Table V-6 Total Expenses Per Capita in Selected Westchester Municipalities

(\$ in 2003-04)	Total Expenses Per Capita		
	<u>Small</u>	<u>Medium</u>	<u>Large</u>
Mount Vernon			970
Tuckahoe	1,297		
Rye City		1,380	
Pelham	1,403		
New Rochelle			1,546
Bronxville	1,548		
Pelham Manor	1,683		
Harrison		1,713	
Scarsdale		1,713	
Larchmont	1,730		
Combined Pelham Town and Villages		1,767	
Yonkers (ex-school)			2,710

It is also instructive to note that if the total budgets of the Villages of Pelham and Pelham Manor plus the Town of Pelham were considered a combined entity, it would have a higher per capita budget than any other Small or Medium municipality. A natural, and perhaps obvious, conclusion is that having three political entities may itself be inefficient. (Compare Rye City, Harrison and

Scarsdale, each of which combines functions in one entity that in Pelham are divided between three.)

Conclusion:

1. Duplicate governments within the same geographical area appear to be more inefficient.

Recommendation:

1. The Village of Pelham, Pelham Manor, and the Town of Pelham should discuss sharing of services.

J. Non-Property Tax Revenue

Municipalities support themselves primarily through taxation of residential and commercial property taxes. They supplement this revenue through a variety of ways including sales tax, other taxes, fees, parking meters, parking spaces, and grants. We were unable to make a comparison of the split between residential and commercial property because only Pelham and Pelham Manor disclose the split (probably because they are the only ones who tax residential and commercial properties at different rates under the Homestead system). We then could only compare non-property tax revenue, as shown in Table V-7.

Table V-7 Non-Property Tax Revenue Per Capita in Selected Westchester Municipalities

(\$ in 2003-04)	Total Income Per Capita		
	<u>Small</u>	<u>Medium</u>	<u>Large</u>
Yonkers (ex-school)			1,073
New Rochelle			876
Harrison		699	
Bronxville	633		
Scarsdale		546	
Mount Vernon			420
Tuckahoe	420		
Rye City		413	
Larchmont	395		
Pelham	355		
Pelham Manor	197		

Per capita non-property tax revenue is generally higher for Medium and Large municipalities. The three cities (Yonkers, New Rochelle, and Mount Vernon) collect and keep their sales taxes; for the others, Westchester County

collects the tax and allocates to each on a per capita basis. The cities also have a significant share of federal and state grants.

Most interesting is that Bronxville has by far the largest per capita non-property tax revenue of the Small municipalities, much of it from parking meters and permits supporting its successful shopping area and commuter parking.

Findings

1. Generally per capita non-property tax revenue increases with the size of the municipality.
2. The exception in the study is Bronxville which has by far the largest per capita non-property tax revenue of the Small municipalities, much of it from parking meters and permits supporting its successful shopping area and commuter parking.

Recommendation:

The Board should examine Bronxville business model, as it is probably the upper limit of what Pelham could achieve.

VI. Comparison of Village and Manor Budgets

A. Purpose and Scope

We compared the 03-04 adopted budgets of Pelham and Pelham Manor. The two villages are contiguous, share the same school system, and are the only villages in the Town of Pelham. They both have similar populations (Village 6,400 and Manor 5,600) and areas (Village 0.8 square miles and Manor 1.3 square miles). Because the two villages are so alike, the Committee felt that a line-by-line comparison would be illuminating.

B. Revenue

The percentages of revenue from resident real estate tax, commercial real estate tax, and other revenue are notably different as shown in the following table:

Table VI-1 03-04 Village and Manor Revenue (\$)

	Village		Manor	
1. Residential Real Estate Tax	5,189,460	57.8%	6,413,113	68.1%
2. Commercial Real Estate Tax	1,396,985	15.6%	1,726,216	18.3%
3. Other Revenue	2,274,250	25.3%	1,104,035	11.7%
4. Allocated Cash Surplus*	<u>115,000</u>	<u>1.3%</u>	<u>180,000</u>	<u>1.9%</u>
Total**	8,975,695	100.0%	9,423,364	100.0%

*Allocated cash surplus is money in the general fund allocated to the following year's budget. This allocation does not occur every year and can vary widely in amount when it does.

**In Calculation of Tax Rate total budget is \$8,975,695. In Fund Summary, it is \$8,976,470, a difference of \$775.

- 1/2: Residential and commercial real estate taxes for each village are discussed in Section III of this report. Real estate tax appropriations are a derived figure after subtracting Other Revenue from budgeted expenses. So, the higher Other Revenue, the lower real estate taxes. The Manor had to collect \$1,223,653 from residential real estate taxes and \$329,231 from commercial real estate taxes more than the Village because of a higher budget and smaller Other Revenue.
3. The Village has \$1,170,150 more in Other Revenue. The major reasons for the differences are shown in the table VI-2 on the next page:

Table VI-2 Village and Manor Other Revenue (\$)

Other Revenue	Village	%	Manor	%	Difference
1. Sales Tax	610,000	26.8%	510,000	46.2%	100,000
2. Parking lot permit sales	165,000	7.3%	0	0.0%	165,000
3. Street parking meters	230,000	10.1%	0	0.0%	230,000
4. Fines & forfeitures (including parking tickets & bail)	300,000	13.2%	12,550	1.1%	287,450
5. Rental Income (Village - ATT & Nextel)	69,000	3.0%	0	0.0%	69,000
6. Water fund	70,000	3.1%	0	0.0%	70,000
7. Inter-fund transfer HUD (Section 8)	34,000	1.5%	0	0.0%	34,000
Total – Selected Recurring Revenue	1,478,000	65.0%	522,550	47.3%	955,450
8. Non-recurring - building permits including Marbury Corners	260,000	11.4%	30,000	2.7%	230,000
Total Selected Revenue	1,738,000	76.4%	552,550	50.0%	1,185,450
Additional Revenue	536,250	23.6%	551,485	50.0%	(15,235)
Total - Other Revenue	2,274,250	100.0%	1,104,035	100.0%	1,170,215

1. Westchester County collects the sales tax for towns and villages (not cities) and distributes it to each municipality entity on a per capita basis. Thus sales tax revenue is not connected to level of retail sales in either village.
- 2/3/4. The Village derives significant revenue from parking permits, parking meters, and related fines, which the Manor has none. There is increased demand for parking in the Village because the Metro North Station is located there, the Village downtown area uses parking meters to restrict parking, and many residents in apartments and elsewhere do not have sufficient parking in their residents.
5. The Village rental income is primarily from contract from ATT & Nextel for mobile phone towers.
6. The Village owns the water system in Pelham Heights and earns about \$70,000 per year operating it.
7. The Village earns a small amount from Section 8 housing permits which it administers.
8. Typically the revenue from permits is similar for the Village and Manor. In this year, Marbury Corners started and was budgeted to contribute \$220,000 in building permit fees.

C. Expenses

The comparison of expenses between the Village and the Manor is straightforward. The table below shows the differences and a discussion follows.

Table VI-3

	<u>Village</u>	<u>Manor</u>	<u>Difference</u>
1. Government Support Ex Central Garage	944,430	1,039,630	(95,200)
2. Central Garage	134,175	66,392	67,783
3. Police	2,638,050	2,754,787	(116,737)
4. Fire	1,309,130	1,596,083	(286,953)
5. Building & Safety Inspection / Code Enforcement	70,175	67,000	3,175
6. Other Public Safety	62,910	8,000	54,910
7. Public Works (Transport., Home & Comm., Rec.)	1,722,345	1,487,324	235,021
8. Employee Benefits	1,931,500	2,294,145	(362,645)
9. Debt Service	24,675	0	24,675
10. Transfers / Reserves	139,080	110,000	29,080
Total	8,976,470	9,423,361	(446,891)

1. The expenses for Government Support are similar. Of note, the Village has an Administrator and the Manor a Manager. There are slight difference is these types of governments but essentially a Manager has slightly more management and decision making authority.
2. The Village has higher expenses for Central Garage because vehicle repair and gasoline fuels are allocated in this category for \$63,500. This amount is budgeted elsewhere for the Manor. Other than this, the expenses are almost exactly the same.
3. The Police budgets are very similar (the Manor's is \$116,737 higher). The Village has 26 police and the Manor 28. Both have chiefs and a hierarchical command structure. The Village has 2 parking enforcement officers, who generate considerably more revenues than their salaries. The Village has greater expenses in crossing guards (\$107,530 to \$55,136).
4. The Fire budgets are close, but not as close as the Police (the Manor's is \$286,953 higher). The Village has 15 firefighters and the Manor 18. A significant difference is that the Manor has a hierarchical command structure with a Chief (salary \$104,500) and levels below. In the Village, there is a part time chief with a stipend of \$12,500 and the rest of the fire fighters are the same level (but not the same paid grade). The Village Chief may retire in a few years, necessitating a full-time one with a competitive salary. The Village has lower hydrant rental (\$46,000 compared to \$106,800).
5. The Village has a full time building inspector and the Manor employs a per diem for this function. The Building Department budgets are very close.

6. Other Public Safety for the Village includes maintenance of parking meters which accounts for most of the difference of \$54,910 between the 2 villages.
7. Public Works (street maintenance, sewer maintenance, trash collection, and recreation) budgets show a sizable difference in employees. The Manor has 18 employees while the Village has 9. For these budget areas, the Village has \$235,021 more in the budget.

The Manor uses their employees for trash, refuse, and recycling pickup; the Village pays a contract of \$677,000 for this. However, the Manor has associated employee benefits which are accounted for in another category.

The Manor also has a Recreation Budget which is associated with Shore Park; the Village has nothing comparable. (The Town of Pelham runs the Recreation Department for the 2 Villages).

8. The Manor has \$362,645 more in Employee Benefits. This is influenced by having 9 more Public Work-type employees and a few more police and fire officers. Under current staffing conditions, this difference may grow more than other expenses because the requirements are actuarially determined by the New York Comptroller and are expected to be sizable for all municipalities for the next several years.
9. The Manor has no debt. The Village almost paid off its debt in 2003, but decided to raise funds of \$309,000 through additional debt.
10. These items are transfers to the general and capital funds.

The Village established a Capital Fund which itemizes capital expenditures for the budget years and those anticipated in the following 4 years. Without the Manor information it is impossible to compare this area. However, the Village anticipates replacing its ladder fire truck (estimated cost of \$600,000). While not in the 5 years items, the Village's pumper truck is almost 30 years old and may need to be replaced relatively soon. The age of the Village fire trucks are among the oldest in Westchester County. The Village also anticipates \$250,000 for flood remediation for 4th and 7th Avenue. The actual cost would be far higher, but hopefully it will be offset by federal and state grants.

D. Recommendations

1. The Village and the Manor should study which services can be combined to save cost and improve performance. The following are some ideas on the type of studies which may be useful.

- Share Fire Fighting.

In Section V of this Report (Budget Comparison with other Westchester Municipalities), There appear to be economy of scale in running fire fighting operations, thus a merger of the two departments should be considered. There may be cost-efficient sharing of services short of merger. For example, having one ladder truck for both villages (the Committee understands that both villages need to replace theirs in the next few years). A ladder truck is very expensive and is needed only a few times a year. Also, combining the Volunteer fire fighters may provide a larger pool resulting in more volunteers responding to calls.

- Share Police Protection.

As with Fire, there appear to be economies of scale in providing police protection. Thus a merger of the police departments should be considered. Short of merger, there may be certain cost-efficient sharing of services such as having one dispatcher for both departments or operating out of one building.

- Share Public Works.

The Committee's findings in Section V suggest there are fewer economies of scale in Public Works than in police and fire. However, combining the departments may allow Pelham to have a wider variety of useful vehicles and equipment at current cost. Another area of study is the possibility of the Village hiring the Manor for sanitation services rather than an outside contractor. It is possible that the Manor could do this with existing or slightly increase in staff at a substantially lower cost than the Village now pays.

2. The Board should be aware that the Village's non-property tax income is considerably higher than the Manor's. If there were to be a merger of the two villages, the Manor would benefit from this revenue.

VII. Capital Budgeting

A. Long-Term Capital Plan

The Committee worked with Village Administrator, Rich Singerland, to identify the capital requirements of the Village over the next 20 years. This was the first time that this has been done. The purpose of this exercise is to:

- Ensure timely and seamless replacement and/or refurbishment to Village plant and capital equipment in order to provide uninterrupted services to Village residents.
- Provide Village officials with sufficient lead time prior to major expenditures so that they may evaluate all potential funding sources in order to fund capital expenditures at the lowest possible cost.
- Identify projected spikes in capital improvement requirements so that Village officials may plan accordingly.

In preparing the plan, a fully detailed inventory of the Village's plant, property and equipment was prepared. This inventory included the current age of a capital asset, including its estimated remaining useful life and replacement or refurbishment date. The schedule was extrapolated over a 20 year period in order to provide an annual capital expenditure projection. In making these projections, an estimated inflation rate was applied to the assumed current cost of a project.

B. Replacement Schedule of Assets

The chart below shows total projected capital expenditures in each of the next twenty years, many which could be deferred longer than projected. Actual capital assets will be determined by the Board each year and can vary significantly from our projections. Nevertheless, this analysis is helpful in planning, especially in smoothing the capital assets costs each year.

Capital projects were divided into four categories:

1. Building and Structures. This category includes village hall, the village garage, the fire house, bridges and parking decks and parking lots. These will account for a significant portion of the capital improvement budget during the current and next three fiscal years. During this period major projects are planned for the firehouse, Highbrook Bridge and 2 of the 3 parking lots. Restoration of the third lot is scheduled for the fiscal year ending June 2014. There is no regularly scheduled refurbishment of buildings and structures other than for parks which are refurbished on an eight year schedule

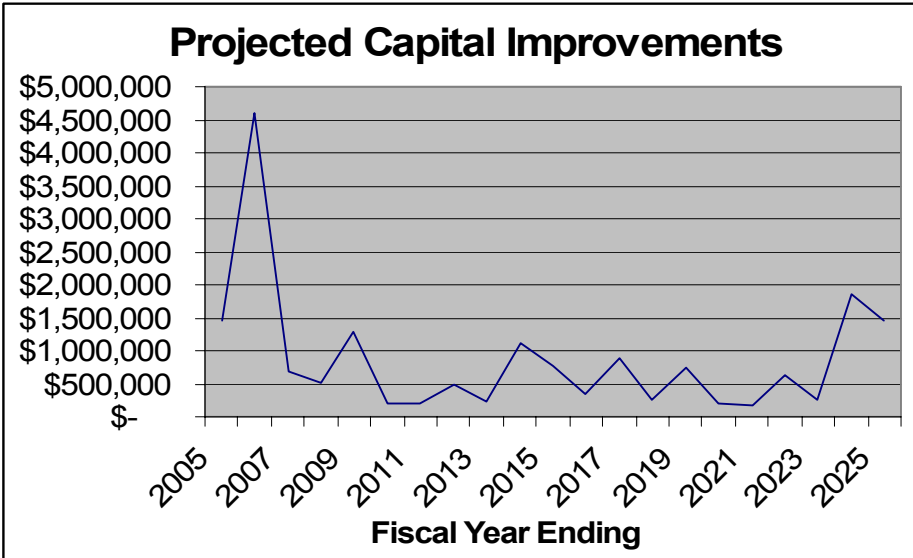
resulting in an expenditure of approximately \$10,000 - \$12,000 every other year. The last major project is scheduled in 2025, again on the firehouse.

2. Equipment. Equipment encompasses the Village’s information and telecommunications systems. There are no significant expenditures expected in this category during the next 20 years.

3. Infrastructure. Infrastructure includes streets, water lines, sewers and traffic light systems. This category includes the largest capital expenditure projected during the 20 year period - \$3.2 million refurbishment of the storm water sewers and basins scheduled for fiscal 2006. Additionally, major projects are scheduled every 2-3 years for different parts of the infrastructure. Annual street paving is projected to be approximately \$75,000 per year.

4. Vehicles. Vehicles include fire and police vehicles as well as various public works vehicles such as dump trucks and pickup trucks. The most significant planned expenditures are a ladder truck scheduled for the current fiscal year and a pump truck scheduled to be purchased in the fiscal year ending 2015. The replacement of a dump truck in each of 2014 and 2024 at an estimated cost of \$160,000 and \$190,000 respectively are the next most significant expenditures. Otherwise, the plan calls for expenditures of between \$60,000 and \$120,000 per year as the Village replaces 1 to 2 vehicles per year.

Chart VII-1



Capital spending is projected to vary considerably from year to year during the period under study. Significantly, peak spending is expected during the current fiscal year and the next. Capital projects for the 04-05 fiscal year total

\$1.4 million, primarily as a result of the need for a new ladder truck for the fire department and the planned rebuild of Parking Lot 1. 05-06 is a spike year for capital spending, with projects totaling \$4.6 million coming due. These include:

1. restoration and stabilization of Highbrook Bridge at an estimated cost of \$750,000,
2. replacement of the firehouse windows at an estimated cost of \$350,000; and
3. refurbishment of storm-water sewers and basins at an estimated cost of \$3.2 million. It is anticipated that state grants will provide much of the funding for this last project.

Beyond year 05-06 and until 2024, capital improvement expenditures are expected to remain under \$1 million dollars in most years, increasing above that level in only 2 years. Projected expenditures increase sharply in 2024 and 2025.

C. Recommendations

1. The Board should continue to fund the Capital Fund in order to stabilize the burden of capital expenditures from year to year. Using the Capital Plan, the Board could determine a “normalized” annual capital improvement expenditure. The capital account would be funded in those years capital improvements are below the “normalized” level and utilized when improvements exceed the level. The average expenditure for the next 20 years, excluding the \$3.2 million for the storm water sewers in fiscal year 2006, is \$725,000. This number could be used as the normalized level.
2. The Board should explore the possibility of sharing the purchase of equipment that is essential to the Village but not fully utilized. An agreement may be reached with a neighboring community to share such equipment. Fire equipment, such as the ladder truck scheduled to be purchased in 2005, is a potential candidate for such a sharing arrangement.

End of Report

Appendix A - Detail for Section IV - Ten Year History of Expenses and Taxes

(\$)	93/94	94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Estimated
Expenses											
General Government Support	493,401	523,045	594,433	789,625	763,942	729,789	866,576	821,317	880,206	1,220,046	1,015,405
<i>increase from prev yr.</i>		6.0%	13.6%	32.8%	-3.3%	-4.5%	18.7%	-5.2%	7.2%	38.6%	-16.8%
<i>annualized increase</i>		6.0%	9.8%	17.0%	11.5%	8.1%	9.8%	7.6%	7.5%	10.6%	7.5%
<i>cummulative increase</i>		6.0%	20.5%	60.0%	54.8%	47.9%	75.6%	66.5%	78.4%	147.3%	105.8%
Public Safety	2,284,827	2,414,174	2,658,266	2,825,475	3,001,160	3,402,146	3,585,714	3,785,105	3,892,256	4,058,017	4,162,135
<i>increase from prev yr.</i>		5.7%	10.1%	6.3%	6.2%	13.4%	5.4%	5.6%	2.8%	4.3%	2.6%
<i>annualized increase</i>		5.7%	7.9%	7.3%	7.1%	8.3%	7.8%	7.5%	6.9%	6.6%	6.2%
<i>cummulative increase</i>		5.7%	16.3%	23.7%	31.4%	48.9%	56.9%	65.7%	70.4%	77.6%	82.2%
Transportation	629,869	592,825	717,607	781,205	771,179	830,371	1,010,981	951,148	1,141,729	825,281	797,200
<i>increase from prev yr.</i>		-5.9%	21.0%	8.9%	-1.3%	7.7%	21.8%	-5.9%	20.0%	-27.7%	-3.4%
<i>annualized increase</i>		-5.9%	6.7%	7.4%	5.2%	5.7%	8.2%	6.1%	7.7%	3.0%	2.4%
<i>cummulative increase</i>		-5.9%	13.9%	24.0%	22.4%	31.8%	60.5%	51.0%	81.3%	31.0%	26.6%
Home and Community Service	798,041	783,014	752,025	767,890	903,428	959,377	963,609	967,685	961,819	849,203	884,100
<i>increase from prev yr.</i>		-1.9%	-4.0%	2.1%	17.7%	6.2%	0.4%	0.4%	-0.6%	-11.7%	4.1%
<i>annualized increase</i>		-1.9%	-2.9%	-1.3%	3.1%	3.8%	3.2%	2.8%	2.4%	0.7%	1.0%
<i>cummulative increase</i>		-1.9%	-5.8%	-3.8%	13.2%	20.2%	20.7%	21.3%	20.5%	6.4%	10.8%
Employee Benefits	1,210,718	1,216,292	1,157,635	1,122,323	1,072,650	959,173	1,075,602	1,105,296	1,217,640	1,414,940	1,839,050
<i>increase from prev yr.</i>		0.5%	-4.8%	-3.1%	-4.4%	-10.6%	12.1%	2.8%	10.2%	16.2%	30.0%
<i>annualized increase</i>		0.5%	-2.2%	-2.5%	-3.0%	-4.6%	-2.0%	-1.3%	0.1%	1.7%	4.3%
<i>cummulative increase</i>		0.5%	-4.4%	-7.3%	-11.4%	-20.8%	-11.2%	-8.7%	0.6%	16.9%	51.9%
Debt Service	293,945	326,807	167,950	157,950	148,770	176,528	35,550	34,163	32,775	56,808	24,675
<i>increase from prev yr.</i>		11.2%	-48.6%	-6.0%	-5.8%	18.7%	-79.9%	-3.9%	-4.1%	73.3%	-56.6%
<i>annualized increase</i>		11.2%	-24.4%	-18.7%	-15.7%	-9.7%	-29.7%	-26.5%	-24.0%	-16.7%	-21.9%
<i>cummulative increase</i>		11.2%	-42.9%	-46.3%	-49.4%	-39.9%	-87.9%	-88.4%	-88.8%	-80.7%	-91.6%
Transfer to Capital Fund & Adjustments	0	0	0	0	0	0	0	0	0	166,938	208,730
Total	5,710,801	5,856,157	6,047,917	6,444,470	6,661,130	7,057,386	7,538,035	7,664,716	8,126,428	8,591,233	8,931,296
<i>increase from prev yr.</i>		2.5%	3.3%	6.6%	3.4%	5.9%	6.8%	1.7%	6.0%	5.7%	4.0%
<i>annualized increase</i>		2.5%	2.9%	4.1%	3.9%	4.3%	4.7%	4.3%	4.5%	4.6%	4.6%
<i>cummulative increase</i>		2.5%	5.9%	12.8%	16.6%	23.6%	32.0%	34.2%	42.3%	50.4%	56.4%

Appendix A - Detail for Section IV - Ten Year History of Expenses and Taxes

(\$)	93/94	94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04
	93/94	94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04
Budgeted Revenue											
Residential Real Estate Tax							4,178,230	4,210,123	4,685,746	4,816,755	5,295,839
<i>increase from prev yr.</i>								0.8%	11.3%	2.8%	9.9%
<i>annualized increase</i>								0.8%	5.9%	4.9%	6.1%
<i>cummulative increase</i>								0.8%	12.1%	15.3%	26.7%
Commercial Real Estate Tax							1,345,577	1,344,013	1,415,729	1,298,124	1,290,606
<i>increase from prev yr.</i>								-0.1%	5.3%	-8.3%	-0.6%
<i>annualized increase</i>								-0.1%	2.6%	-1.2%	-1.0%
<i>cummulative increase</i>								-0.1%	5.2%	-3.5%	-4.1%
Total Real Estate Tax			4,659,305	4,699,526	4,692,973	4,810,541	5,523,807	5,554,136	6,101,475	6,114,879	6,586,445
<i>increase from prev yr.</i>				0.9%	-0.1%	2.5%	14.8%	0.5%	9.9%	0.2%	7.7%
<i>annualized increase</i>				0.9%	0.4%	1.1%	4.3%	3.6%	4.6%	4.0%	4.4%
<i>cummulative increase</i>				0.9%	0.7%	3.2%	18.6%	19.2%	31.0%	31.2%	41.4%
Non-Property Tax Revenue			1,582,050	1,768,970	1,973,715	1,987,065	1,908,598	2,086,849	2,011,704	2,150,450	2,274,250
<i>increase from prev yr.</i>				11.8%	11.6%	0.7%	-3.9%	9.3%	-3.6%	6.9%	5.8%
<i>annualized increase</i>				11.8%	11.7%	7.9%	4.8%	5.7%	4.1%	4.5%	4.6%
<i>cummulative increase</i>				11.8%	24.8%	25.6%	20.6%	31.9%	27.2%	35.9%	43.8%
Total Revenue			6,241,355	6,468,496	6,666,688	6,797,606	7,432,405	7,640,985	8,113,179	8,265,329	8,860,696
Appropriated Cash Surplus			0	0	0	190,000	150,000	105,000	110,000	0	115,000
Total			6,241,355	6,468,496	6,666,688	6,987,606	7,582,405	7,745,985	8,223,179	8,265,329	8,975,695
General Fund Balance - 5/31	165,992	641,436	780,738	759,387	678,512	657,162	885,668	829,521	742,568	802,841	839,291
Debt - 5/31		540,000	405,000	270,000	285,000	120,000	90,000	60,000	338,841	300,000	730,000
Full Time Budgeted Positions							60	62	61	59.5	59

Appendix B - Detail of Section V: Budget Comparison with Other Westchester Municipalities - 2003

(\$000's)	Pelham	Pelham Manor	Tuckahoe	Bronxville	Larchmont	Rye City	Scarsdale	Harrison	Mt Vernon	New Roch	Yonkers (excludes school)
Government Support	944	1,039	1,127	1,103	763	2,211	2,439	6,583	8,568	4,571	27,249
Per Capita	148	186	182	170	117	147	137	272	126	63	139
Police	2,638	2,755	2,411	2,549	2,530	4,555	4,559	7,632	14,537	15,596	65,734
Per Capita	412	492	389	392	389	304	256	315	214	217	335
Fire	1,309	1,596	NA	NA	1,479	2,269	3,707	3,255	11,070	12,747	44,681
Per Capita	205	285	NA	NA	228	151	208	135	154	187	228
Public Works	1,856	1,544	1,682	1,988	2,229	4,646	5,198	9,867	10,606	13,730	44,909
Per Capita	290	276	271	306	343	310	292	408	147	202	229
Other Expenses	2,229	2,489	2,821	4,419	4,242	7,020	14,586	14,106	21,187	64,676	348,527
Per Capita	348	389	434	680	653	468	819	583	312	898	1,778
Total Budget Expenses	8,976	9,423	8,041	10,059	11,243	20,701	30,489	41,443	65,968	111,320	531,100
Per Capita	1,403	1,683	1,297	1,548	1,730	1,380	1,713	1,713	970	1,546	2,710
Residential Tax	5,189	6,413	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail
Per Capita	811	1,145									
Commercial Tax	1,396	1,726	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail	Not Avail
Per Capita	218	308									
Total Tax	6,586	8,139	4,992	5,376	8,253	14,079	20,319	24,529	34,218	32,801	215,171
Per Capita	1,029	1,453	805	827	1,270	939	1,142	1,014	503	456	1,098
Non Tax Revenue	2,275	1,104	2,604	4,113	2,570	6,202	9,710	16,914	28,527	63,042	210,371
Per Capita	355	197	420	633	395	413	546	699	420	876	1,073
Allocated Surplus	115	180	445	570	421	0	460	0	3,223	3,891	22,067
Interfund Transfer	0	0	0	0	0	363	0	0	0	11,586	113
Special Taxes	0	0	0	0	0	0	0	0	0	0	83,491
					0						
Total Budgeted Income	8,976	9,423	8,041	10,059	11,244	20,644	30,489	41,443	65,968	111,320	531,100
Per Capital	1,403	1,683	1,297	1,548	1,730	1,376	1,713	1,713	970	1,546	2,710
Population	6,400	5,600	6,200	6,500	6,500	15,000	17,800	24,200	68,000	72,000	196,000
Square Mileage	0.8	1.3	0.6	1.0	1.1	5.8	6.6	16.8	4.0	10.0	18.0

Appendix C - Detail for Section VI
Part 1 - Village / Manor 03-04 Comparison - Non Real Estate Tax Revenue

Item	Village	Manor
Penalties	25,000	15,000
Sales Tax	610,000	510,000
Reserve for delinquent property taxes	10,000	0
Utilities gross receipts (Con Ed, phone)	85,000	90,000
CATV gross receipts tax	55,000	50,000
Tax advertising	0	25
Clerk fees	1,500	4,500
Police fees	600	20,000
Fire fees	0	5,000
Registrars fees	0	1,000
Public Work Services	0	2,000
Sewer charges	0	8,300
Police protection	0	1,000
Fire protection	0	50
Snow services	0	6,000
Gasoline (Town)	0	1,800
Safety Inspection fees	14,500	0
Parking lot permit sales	165,000	0
Street parking meters	230,000	0
Zoning fees	3,500	0
Interest and earnings	52,000	80,000
Commissions	0	10
Rental Income (Village - ATT & Nextel)	69,000	0
Pay phone	100	0
Bus/occupational licenses	8,500	13,000
Dog licenses	750	500
Building permits	260,000	30,000
Permits	0	100
Fines & forfeitures (incl parking tickets & bail)	300,000	12,550
Sale of scrap	3,000	15,000
Other minor sales	0	600
Insurance recoveries	10,000	25,000
Unclassified (Sales/other comp)	48,400	100
Water fund	70,000	0
Trust & Agency Fund	4,200	0
Inter-fund trans HUD (Section 8)	34,000	0
Refunds, prior years	0	2,000
Other Revenue	0	1,000
State revenue per capita	60,000	43,000
Mortgage tax	150,000	111,500
Other government aid (highway) (Village - some in cap budget)	4,200	55,000
Other Non-Real Estate Revenue	0	0
Non RE Tax Revenus	2,274,250	1,104,035
Appropriated Cash Surpluses	115,000	180,000
Real Estate Taxes	6,587,220	8,139,329
Total Budget	8,976,470	9,423,364

Appendix C - Detail for Section VI
Part 1 - Village / Manor 03-04 Comparison - Non Real Estate Tax Revenue

Other Funds / Reserves		
Water Fund		
Service Charges	320,000	0
Interest	1,000	0
Appropriated Cash Surpluses	<u>3,500</u>	<u>0</u>
Total	324,500	0
Capital Fund		
General Fund Transfer	129,000	0
Borrowing (Authorized)	440,000	0
State Aid/Grants	<u>345,000</u>	<u>0</u>
Total	914,000	0
Reserves		
New Insurance Reserve	0	50,000
New Equipment Repair Reserve	<u>0</u>	<u>10,000</u>
Total	0	60,000

Appendix C - Detail for Section VI
Part 2 - Village / Manor 03-04 Comparison - Expense Detail

<u>Item</u>	<u>Village</u>	<u>Manor</u>	<u>Village Notes</u>	<u>Manor Notes</u>
GENERAL GOVERNMENT SUPPORT				
Government Support Ex Central Garage				
Board of Trustees - salary	12,000	0		
Mayor/Supervisor - salary	5,000	0		
Administrator - salary	110,750	126,950		
Secretary to Administrator	32,250	0		
Deputy Treasurer	46,110	49,550		
Accounting Clerk / Typist #1	0	38,950		
Accounting Clerk / Typist #2	0	15,480		
Unidentified wages - Treasurer (Bonus?)		7,500		
Clerk	0	20,100		
Deputy Village Clerk	39,285	41,800		
Secretary to Board of Trustees	34,335	0		
Intermediate Typist	0	28,050		
Extra Help	0	1,000		
Unidentified Wages - Clerk (Bonus?)	0	15,000		
Village Engineer	10,500	0		
Personal Services	290,230	344,380	4 Full Time, 1 PT	5 Full Time, 2 PT, 1 split
Legislative Board	17,200	900		
Mayor - other	5,500	0		
Administrator - other expenses	8,000	6,800		
Annual audit	15,000	10,000		
Treasurer - other	39,000	29,350		
Assessment & taxation	5,350	1,500		
Village Offices excluding Elections	11,550	18,600		
Legal Services	121,000	45,000		
Personnel	0	25,000		
Elections	5,500	1,700		
Engineer - other	1,500	0		
Village Hall	56,600	92,900		
Insurance	180,000	220,000		
Municipal Dues	1,500	7,000		
Judgment & Claims	50,000	150,000		
Taxes	6,500	6,500		
Contingency	130,000	80,000		
Total	654,200	695,250		
Government Support Ex Central Garage Total	944,430	1,039,630		
Central Garage				
Salaries & Overtime	55,175	50,332		
Personal Services	55,175	50,332		
Vehicle Repair	33,500	0		
Gasoline & Diesel fuels	30,000	1,950		
Other Central Garage	15,500	14,110		
Total	79,000	16,060		
Total Central Garage	134,175	66,392		
GENERAL GOVERNMENT SUPPORT - TOTAL	1,078,605	1,106,022		
PUBLIC SAFETY				

Appendix C - Detail for Section VI
Part 2 - Village / Manor 03-04 Comparison - Expense Detail

Police				
Salaries - Officers ex.Chief	1,945,695	2,059,281		
Salary - Chief	113,177	110,750		
Salaries - Admin	15,000	42,520		
Salaries - crossing guards	107,530	55,136		
Overtime, holiday, super holiday	304,598	245,000		
Increments: Long (?)	0	48,250		
Personal Services	2,486,000	2,560,937		
Education	0	5,000		
Training	3,000	0		
Vehicle purchase	0	65,000		
Vehicle repair	0	13,000		
Vehicle lease	4,200	0		
Equipment	15,500	11,000		
Equipment Maintenance	17,600	3,000		
Rent - Town Hall	26,000	0		
Gas oil diesel	0	17,000		
Canine Unit	2,000	0		
Uniforms	29,950	25,800		
Telephone	29,500	9,000		
Other	24,300	45,050		
Total	152,050	193,850	26 police, 1 PT Admin, 10 crossing guards, 2 Park Enforce.	28 police, 1 FT & 1 PT Admin, 5 PT crossing guards.
Police - total	2,638,050	2,754,787		
Fire				
Salaries Firefighters ex Chief	853,578	1,140,142		
Salary - Chief	12,500	104,500		
Overtime & Holiday	265,047	140,000		
Other Compensation	15,475	0		
Increments: Long (?)	0	22,400		
Personal Services	1,146,600	1,407,042		
Equipment	31,000	13,719		
Gas - diesel - oil	0	2,855		
Building maintenance	7,500	0		
Vehicle Repair	10,000	22,000		
Hydrant rental	46,000	106,800		
Uniforms	13,515	14,557		
Other	54,515	29,110		
Total	162,530	189,041	14 firefighters + PT Chief	17 firefighters
Fire - Total	1,309,130	1,596,083		
Building & Safety Inspection / Code Enforcement				In Home & Community Services, Not Public Safety
Building - Salary	67,275	20,500		
Personal Services	67,275	20,500	1 Full Time	Per Diem
Zoning Contractual Expense	0	45,000		
Building - Other	2,900	1,500		
Total	2,900	46,500		

Appendix C - Detail for Section VI
Part 2 - Village / Manor 03-04 Comparison - Expense Detail

Building & Safety Inspection / Code Enfor. - Total	70,175	67,000		
Public Safety - Other				
Parking Meters & Areas	57,600	0		
Animal Control	5,310	8,000		
Public Safety - Other - Total	62,910	8,000		
<u>PUBLIC SAFETY - TOTAL</u>	4,080,265	4,425,870		
<u>TRANSPORTATION / PUBLIC WORKS STAFF</u>				
Department of Public Works Staff				
Street Foreman Salary	98,255	0		
Other Salary & compensation	409,490	519,235		
Overtime	35,000	66,970		
Snow Removal Overtime	20,000	0		
Seasonal Laborers	45,000	22,250		
Department of Public Works Staff - Total	607,745	608,455	9 Full Time	18 Full Time shown in DPW and Recreation (% of each unknown)
Street Maintenance & Perm. Improvements				
Street Maintenance - Equipment	0	60,000		
Street Maintenance Supplies & Material	50,000	7,500		
Street Maintenance Contract	0	125,000		
Street Maintenance Leaf Removal	15,000	0		
Street Maintenance Other	16,500	14,150		
Permanent Improvements	5,000	0		
Street Maintenance & Perm. Improvements - Total	86,500	206,650		
Street Maintenance & Perm. Improvements	694,245	815,105		
Snow Removal	25,000	22,000		
Equipment, Supplies, & Material	25,000	22,000		
Street Lighting & Traffic Equipment				
Street Lighting	74,000	53,000		
Traffic Equipment /Control	8,000	13,800		
Street Lighting & Traffic Equipment -Total	82,000	66,800		
Sidewalk Replacement	0	34,300		
<u>TRANSPORTATION -TOTAL</u>	801,245	938,205		
<u>RECREATION</u>				
Personal Services	0	260,769		18 Full Time shown in DPW and Recreation (% of each unknown)
Other	0	80,250		
<u>RECREATION - TOTAL</u>	0	341,019		

Appendix C - Detail for Section VI
Part 2 - Village / Manor 03-04 Comparison - Expense Detail

<u>HOME & COMMUNITY SERVICES</u>		
Planning & Zoning	4,100	0
Storm & Sanitary Sewers		
Contractual Services	25,000	12,700
Supplies & Materials	25,000	21,000
Storm & Sanitary Sewers - Total	50,000	33,700
Collection	677,000	0
Dumping / Transfer	137,000	87,000
Recycling	15,000	0
Vehicle repair, gas, supplies, uniforms	0	14,900
Refuse Collection / Recycling - Total	829,000	101,900
Street Cleaning	0	43,000
Shade Trees	38,000	29,500
<u>HOME & COMMUNITY SERVICES - TOTAL</u>	921,100	208,100
<u>EMPLOYEE BENEFITS</u>		
State Retirement Employees	85,000	98,500
State Retirement Police/Fire	395,000	372,000
Social Security	370,000	383,306
Workers Compensation	192,000	220,000
Life Insurance	7,500	12,100
Health Insurance	880,000	1,073,000
Disabled Firefighters	0	74,013
Other	2,000	61,226
<u>EMPLOYEE BENEFITS - TOTAL</u>	1,931,500	2,294,145
<u>DEBT SERVICE</u>		
Bond Principal	10,000	0
Interest	14,675	0
<u>DEBT SERVICE - TOTAL</u>	24,675	0
<u>TRANSFERS</u>		
To Police Pension	10,080	0
To Insurance Reserves	0	50,000
To Equipment Repair Reserves	0	10,000
To Capital Fund - Administrators Vehicle	30,000	0
To Capital Fund - Police Vehicle	55,000	0
To Capital Fund - Police Bullet Proof Vests	7,500	0
To Capital Fund - Paint & Seal Parking Lots	20,000	0
To Capital Fund - Project Planning New Sewer Lines	16,500	0
To Capital Fund - Other	0	50,000
<u>TRANSFERS - TOTAL</u>	139,080	110,000
rounding correction	0	3
GRAND TOTAL	8,976,470	9,423,364
Actual	8,976,470	9,426,364

**Appendix C - Detail for Section VI
Part 3 - Manor Accounts Reclassifications**

There are 2 types of reclassification adjustments in Manor budget to more comparable to Village.						
1) Move from Home & Community Services to Public Safety.						
2) Move Transportation, Home & Community Services, Recreation, and Building Personal Services to consolidated Transportation / Public Works Staff						
	Manor Item	Adjustment	Adjusted Amount for Comparison	Type of Adjustment	Reason for adjustment	
General Govt						
	Building Personal Service	1,132,208	-26,180	1,106,028	2	To Transportation / Public Work Staff
Public Safety						
	Zoning	4,358,870	45,000		1	From Home & Community Services
	Code Enforcement		22,000	4,425,870	1	From Home & Community Services
		477,810				
Transportation / Public Works Staff						
	Street Maintenance Personal Services		-10,635		2	To Transportation / Public Work Staff
	Traffic Control Personal Services		-6,199		2	To Transportation / Public Work Staff
	Snow Removal Personal Services		-27,739		2	To Transportation / Public Work Staff
	Snow Removal Personal Services		-7,832		2	To Transportation / Public Work Staff
	Street Lighting Personal Services		-95,656		2	To Transportation / Public Work Staff
	Sidewalk Replacement Personal Services		869,221	1,198,970		From Personal Services in Transportation, Home & Community Services, and Recreation
	All Public Work Personal Services					
Recreation						
	Personal Services (to DPW Personal Services)	341,019	-260,769	80,250	2	
		709,312				
Home & Community Services						
	Zoning		-45,000		1	To Public Safety
	Code Enforcement		-22,000		1	To Public Safety
	Sanitary Sewers Personal Services		-7,131		2	To Transportation / Public Work Staff
	Storm Sewers Personal Services		-39,053		2	To Transportation / Public Work Staff
	Refuse Collection Personal Services		-265,271		2	To Transportation / Public Work Staff
	Street Cleaning Personal Services		-100,081		2	To Transportation / Public Work Staff
	Shade Trees Personal Services		-22,675	208,101	2	To Transportation / Public Work Staff
				2,294,145		
Employee Benefits						
				60,000		
Insurance & Repair Reserves						
				50,000		
Capital Projects						
				9,423,364		
Total - Manor						
Total of Transfer to Public Works Personal Services						
	Building - Govt. Services	26,180				
	Street Maintenance Personal Services	10,635				
	Traffic Control - Transportation	6,199				
	Snow Removal - Transportation	27,739				
	Street Lighting - Transportation	7,832				
	Sidewalk Replacement - Transportation	95,656				
	Recreation	260,769				
	Sanitary Sewers	7,131				
	Storm Sewers	39,053				
	Refuse Collection	265,271				
	Street Cleaning	100,081				
	Shade Trees	22,675				
		869,221				

Appendix D - Detail of Section VII - Capital Plan

Description		Fiscal Years								
Department	Project	2003-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Buildings and Structures										
Village Hall -- 195 Sparks Ave	Roof	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Windows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Ht/AC/Plumbing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Structural	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village DPW Garage	Doors	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Roof	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Ht/AC/Plumbing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Structural	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Firehouse -- 219 Fifth Avenue	Doors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Roof	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Windows	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Ht/AC/Plumbing	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Structural	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridges										
B & W ROW Bridge (Highbrk)	Restoration and stabilization of bridge face and veneer	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Decks										
Parking Lot 1 (1st St & 4th Ave)	Build New; restore future	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 2 (3rd St & 4th Ave)	Restoration	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Parking Lot 3 (3rd St & 6th Ave)	Restoration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street Parking	Parking Equipment	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -
Paved Lots										
Parking Lot 1	Paving/Striping	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 4	Paving/Striping	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 7	Paving/Striping	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Parking Lot 9	n/a - on-street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 10	n/a - on-street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks and Open Space										
Wolfs Lane Parks	Improvements	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B & W ROW	Improvements	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
"Brick" Park (2nd Street Stairs)	Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -
First Street Parks	Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -

Appendix D - Detail of Section VII - Capital Plan

Description		Fiscal Years								
Department	Project	2003-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Equipment										
Information Systems	Computerization	\$ -	\$ -	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ -	\$ -
Telecommunications	Base Radio -- Police	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Base Radio -- Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,500	\$ -	\$ -
Garage	Vehicle Lift	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -
Infrastructure										
	Street Paving	\$ 68,500	\$ 69,000	\$ 69,500	\$ 70,000	\$ 70,500	\$ 71,000	\$ 71,500	\$ 72,000	\$ 72,500
	Water Lines	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -
	Water System Valves	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Hydrant Replacements	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sanitary Sewers	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ -	\$ -
	Storm-Water Sewers & Basins	\$ -	\$ -	\$ 3,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Traffic Light Systems	Signal Heads	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Poles	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
	Controllers	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Luminary Installations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles										
Administrator	Replacement vehicle	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,000	\$ -	\$ -
Fire	Chief's Vehicle	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	100' Ladder Truck (1975)	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pump Truck (1978)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pump Truck (1996)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Emergency Veh. (1997)	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Police	Replace 2 vehicles	\$ 55,000	\$ 56,100	\$ 57,222	\$ 58,366	\$ 59,534	\$ 60,724	\$ 61,939	\$ 63,178	\$ 64,441
	Undercover/Unmarked Veh.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works	Supervisor Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Heavy-Dump Truck w/Plow	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Light-Dump Truck w/Plow	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58,000
	Heavy 1-Ton Pickups (2)	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 80,408	\$ -	\$ -	\$ -
	Payloader	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Streetsweeper	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sewer Jet or Vac-all Truck	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Leaf Vacuum	\$ -	\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Chipper-Trailer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,000	\$ -
Total Capital Program		\$ 823,500	\$ 1,445,100	\$ 4,606,722	\$ 685,366	\$ 523,534	\$ 1,297,132	\$ 196,939	\$ 207,178	\$ 494,941

Appendix D - Detail of Section VII - Capital Plan

Description		12-13	13-14	14-15	15-19	16-17	17-18	18-19	19-20	20-21
Department	Project									
Buildings and Structures										
Village Hall -- 195 Sparks Ave	Roof	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Windows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Ht/AC/Plumbing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Structural	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village DPW Garage	Doors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Roof	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Ht/AC/Plumbing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Structural	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Firehouse -- 219 Fifth Avenue	Doors	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Roof	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
	Windows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Ht/AC/Plumbing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Structural	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridges										
B & W ROW Bridge (Highbrk)	Restoration and stabilization of bridge face and veneer	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Decks										
Parking Lot 1 (1st St & 4th Ave)	Build New; restore future	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 2 (3rd St & 4th Ave)	Restoration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 3 (3rd St & 6th Ave)	Restoration	\$ -	\$ 276,020	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street Parking	Parking Equipment	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -
Paved Lots										
Parking Lot 1	Paving/Striping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 4	Paving/Striping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 7	Paving/Striping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 9	n/a - on-street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lot 10	n/a - on-street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks and Open Space										
Wolfs Lane Parks	Improvements	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
B & W ROW	Improvements	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
"Brick" Park (2nd Street Stairs)	Improvements	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
First Street Parks	Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -

Appendix D - Detail of Section VII - Capital Plan

Description										
Department	Project	12-13	13-14	14-15	15-19	16-17	17-18	18-19	19-20	20-21
Equipment										
Information Systems	Computerization	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -
Telecommunications	Base Radio -- Police	\$ -	\$ 29,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Base Radio -- Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,100	\$ -	\$ -	\$ -
Garage	Vehicle Lift	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure										
	Street Paving	\$ 73,000	\$ 73,500	\$ 74,000	\$ 74,500	\$ 75,000	\$ 75,500	\$ 76,000	\$ 76,500	\$ 77,000
	Water Lines	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Water System Valves	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
	Hydrant Replacements	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Sanitary Sewers	\$ -	\$ 305,000	\$ -	\$ -	\$ -	\$ -	\$ 338,000	\$ -	\$ -
	Storm-Water Sewers & Basins	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Traffic Light Systems	Signal Heads	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Poles	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -
	Controllers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -
	Luminary Installations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles										
Administrator	Replacement vehicle	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	Chief's Vehicle	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	100' Ladder Truck (1975)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pump Truck (1978)	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pump Truck (1996)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Emergency Veh. (1997)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	Replace 2 vehicles	\$ 65,730	\$ 67,045	\$ 68,386	\$ 69,753	\$ 71,148	\$ 72,571	\$ 74,023	\$ 75,503	\$ 77,013
	Undercover/Unmarked Veh.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works	Supervisor Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Heavy-Dump Truck w/Plow	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Light-Dump Truck w/Plow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,000	\$ -	\$ -
	Heavy 1-Ton Pickups (2)	\$ -	\$ 92,364	\$ -	\$ -	\$ -	\$ -	\$ 106,097	\$ -	\$ -
	Payloader									
	Streetsweeper	\$ -	\$ 114,142	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sewer Jet or Vac-all Truck									
	Leaf Vacuum	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -
	Chipper-Trailer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Program		\$ 230,730	\$ 1,117,070	\$ 784,386	\$ 339,253	\$ 898,148	\$ 266,171	\$ 738,119	\$ 212,003	\$ 166,013

Appendix D - Detail of Section VII - Capital Plan

Description					
Department	Project	21-22	22-23	23-24	24-25
Buildings and Structures					
Village Hall -- 195 Sparks Ave	Roof	\$ -	\$ -	\$ -	\$ -
	Windows	\$ -	\$ -	\$ -	\$ -
	Ht/AC/Plumbing	\$ -	\$ -	\$ -	\$ -
	Structural	\$ -	\$ -	\$ -	\$ -
Village DPW Garage	Doors	\$ -	\$ -	\$ -	\$ -
	Roof	\$ -	\$ -	\$ -	\$ -
	Ht/AC/Plumbing	\$ -	\$ -	\$ -	\$ -
	Structural	\$ -	\$ -	\$ -	\$ 50,000
Firehouse -- 219 Fifth Avenue	Doors	\$ -	\$ -	\$ -	\$ -
	Roof	\$ -	\$ -	\$ -	\$ -
	Windows	\$ -	\$ -	\$ -	\$ 425,000
	Ht/AC/Plumbing	\$ -	\$ -	\$ -	\$ -
	Structural	\$ -	\$ -	\$ -	\$ -
Bridges					
B & W ROW Bridge (Highbrk)	Restoration and stabilization of bridge face and veneer	\$ -	\$ -	\$ -	\$ -
Parking Decks					
Parking Lot 1 (1st St & 4th Ave)	Build New; restore future	\$ -	\$ -	\$ -	\$ -
Parking Lot 2 (3rd St & 4th Ave)	Restoration	\$ -	\$ -	\$ -	\$ -
Parking Lot 3 (3rd St & 6th Ave)	Restoration	\$ -	\$ -	\$ -	\$ -
Street Parking	Parking Equipment	\$ -	\$ -	\$ -	\$ -
Paved Lots					
Parking Lot 1	Paving/Striping	\$ -	\$ -	\$ -	\$ -
Parking Lot 4	Paving/Striping	\$ -	\$ -	\$ -	\$ -
Parking Lot 7	Paving/Striping	\$ -	\$ -	\$ -	\$ -
Parking Lot 9	n/a - on-street	\$ -	\$ -	\$ -	\$ -
Parking Lot 10	n/a - on-street	\$ -	\$ -	\$ -	\$ -
Parks and Open Space					
Wolfs Lane Parks	Improvements	\$ -	\$ -	\$ -	\$ -
B & W ROW	Improvements	\$ -	\$ 12,000	\$ -	\$ -
"Brick" Park (2nd Street Stairs)	Improvements	\$ -	\$ -	\$ -	\$ 12,000
First Street Parks	Improvements	\$ -	\$ -	\$ -	\$ -

Appendix D - Detail of Section VII - Capital Plan

Description					
Department	Project	21-22	22-23	23-24	24-25
Equipment					
Information Systems	Computerization	\$ -	\$ 15,000	\$ -	\$ -
Telecommunications	Base Radio -- Police	\$ 32,000	\$ -	\$ -	\$ -
	Base Radio -- Fire	\$ -	\$ -	\$ -	\$ -
Garage	Vehicle Lift	\$ -	\$ -	\$ -	\$ 15,000
Infrastructure					
	Street Paving	\$ 77,500	\$ 78,000	\$ 78,500	\$ 79,000
	Water Lines	\$ -	\$ -	\$ 1,009,401	\$ -
	Water System Valves	\$ -	\$ -	\$ -	\$ -
	Hydrant Replacements	\$ -	\$ -	\$ -	\$ 75,000
	Sanitary Sewers	\$ -	\$ -	\$ 375,000	\$ -
	Storm-Water Sewers & Basins	\$ 400,000	\$ -	\$ -	\$ -
Traffic Light Systems	Signal Heads	\$ -	\$ -	\$ -	\$ -
	Poles	\$ -	\$ -	\$ -	\$ 75,000
	Controllers	\$ -	\$ -	\$ -	\$ -
	Luminary Installations	\$ -	\$ -	\$ -	\$ -
Vehicles					
Administrator	Replacement vehicle	\$ 30,000	\$ -	\$ -	\$ -
Fire	Chief's Vehicle	\$ -	\$ -	\$ -	\$ 33,000
	100' Ladder Truck (1975)	\$ -	\$ -	\$ -	\$ -
	Pump Truck (1978)	\$ -	\$ -	\$ -	\$ -
	Pump Truck (1996)	\$ -	\$ -	\$ -	\$ 500,000
	Emergency Veh. (1997)	\$ -	\$ -	\$ -	\$ -
Police	Replace 2 vehicles	\$ 78,554	\$ 80,125	\$ 81,727	\$ 83,362
	Undercover/Unmarked Veh.	\$ -	\$ -	\$ -	\$ -
Public Works	Supervisor Vehicle	\$ -	\$ -	\$ -	\$ -
	Heavy-Dump Truck w/Plow	\$ -	\$ -	\$ 195,000	\$ -
	Light-Dump Truck w/Plow	\$ -	\$ -	\$ -	\$ 72,000
	Heavy 1-Ton Pickups (2)	\$ -	\$ -	\$ 121,872	\$ -
	Payloader				
	Streetsweeper	\$ -	\$ -	\$ -	\$ -
	Sewer Jet or Vac-all Truck				
	Leaf Vacuum	\$ -	\$ -	\$ -	\$ 42,000
	Chipper-Trailer	\$ -	\$ 79,000	\$ -	\$ -
Total Capital Program		\$ 618,054	\$ 264,125	\$ 1,861,500	\$ 1,461,362