

2011-2012 Local Government
Efficiency Grant Program
Request for Applications
RFA # 11-LGE-09
Grant Application and Instructions

Local Government Efficiency Grant

KEY DATES

RFA Release Date:	December 15, 2011
Questions Due Dates:	February 14, 2012
RFA Updates & Responses to Questions Posted Dates:	February 22, 2012
Application Due Dates:	4:00pm, Wednesday, March 21, 2012
Contact:	Kyle Wilber, Program Manager New York State Department of State Division of Local Government Services, RFA #11-LGE-06 One Commerce Plaza 99 Washington Avenue, Suite 1015 Albany, New York 12231
Application Submission:	LuAnn Hart, Contract Administration Unit Attention: Local Government Efficiency Grants, RFA# 11-LGE-06 New York State Department of State, Bureau of Fiscal Management One Commerce Plaza, 11th Floor, Suite 1110 99 Washington Avenue, Albany, NY 12231

Applications received after the deadline will be returned to the applicant.

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I. Program Information

With the increasing complexities and time required to manage local governments, the re-organization of municipal service delivery and government structures is a key component to increasing community competitiveness. Re-thinking how municipalities deliver public services is a must in order to streamline programs, improve service delivery and lower expenses borne by the local taxpayer.

In 2009, New York State residents outside New York City paid a total of \$26.5 billion in property taxes and assessments, up from \$16.7 billion in 2000. This represents 59% growth in property taxes since the beginning of that decade, a rate far in excess of the 28% cumulative inflation experienced during that time. Per capita school district taxes jumped by 67%, while per capita county taxes increased by 46%. City taxes increased by 37% and town taxes rose by 56%. Village residents, who pay both town and village taxes, saw a 53% increase in their per capita property taxes and assessments. These figures are a contributing factor to the decline of New York State's population and are limiting New York's ability to thrive in the 21st Century economy.

Since its inception in 2005, the Local Government Efficiency (LGE) program has been administered by the New York State Department of State. The program provides financial and technical assistance to local governments, to implement projects that produce positive taxpayer impacts. The grants support local leaders and aid their ability to efficiently address complex issues and plan regionally. Recently, the program has seen a three-fold increase in the number of completed projects. Year over year, the benefits of the LGE program continue to expand and become embedded in the activities of local governments.

II. Grant Information

Introduction

The goal of the Local Government Efficiency (LGE) Grant program is to reduce municipal expenses and property taxes by helping local government entities plan for and implement new service delivery efficiencies. For the 2011-2012 program year, the State Budget appropriated up to \$4 million for direct assistance to local governments for the LGE Grant program. Under the program local governments can apply for planning and implementation assistance for a local government consolidation or dissolution, a functional consolidation, a city or county charter revision that includes functional consolidation, a shared or cooperative services arrangement, and a mechanism to implement the regionalized delivery of services.

All local government efficiency projects need to demonstrate new opportunities for financial savings and operational efficiencies. **For this application, eligible local government efficiency projects shall not include studies and plans for a local government re-organization eligible to receive a New York Department of State Local Government Citizens Re-Organization Empowerment Grant.**

All projects **must** quantify positive sustainable tax impacts expressed in dollars per \$1,000 of Full Value (equalized assessed value) and additional potential benefits. Benefits may include changes to organization or management structures, changes to how services are currently delivered, improved public access to services, or a reduced but efficient level of service that still meets the community's needs.

Pursuant to Article 6 of the Environmental Conservation Law, which is the State Smart Growth Public Infrastructure Policy Act, effective August 31, 2010, the Department of State is an "infrastructure agency." Under this legislation, no state infrastructure agency shall approve, undertake, support or finance a public infrastructure project, including providing grants, awards, loans or assistance programs, unless, to the extent practicable, it is consistent with the smart growth principles. Smart Growth encourages community planning and development in priority economic growth areas where water and sewer infrastructure is available; encourages redevelopment of existing community centers; and protects important natural and historic resources, including water quality. Applicants are required to describe how any public infrastructure project funded by this grant meets the smart growth criteria listed in Part 4 of the application.

Additionally, applicants are required to demonstrate familiarity with the strategic plan adopted by the Regional Economic Development Council in which the project is located; applicants must describe how their proposal is consistent with the goals of, or is otherwise complementary to, the appropriate regional strategic plan.

III. Application Information

Local Government Efficiency Grant

Review all instructions carefully and address the relevant requirements. A well-organized application, showing definite goals and precise ways to achieve those goals, will demonstrate to the reviewers that the applicant has a clear understanding of the proposed action and how it meets local government efficiency concepts. Provide backup documentation and excerpts from studies and plans that support the goals and objectives of the program. Additional information may be found on the Department of State website at: www.dos.ny.gov/LG.

Submit questions in writing to:

Kyle Wilber, Program Manager
New York State Department of State
Division of Local Government Services, RFA #11-LGE-09
One Commerce Plaza
99 Washington Avenue, Suite 1015
Albany, New York 12231
LGEprogram@dos.state.ny.us

Eligible Applicants

“NYS local government entities” are eligible to apply for this grant. “Local government entities” are defined as counties, cities, towns, villages, special improvement districts, fire districts, public libraries, association libraries, water authorities, sewer authorities, regional planning and development boards, school districts, and Boards of Cooperative Educational Services (BOCES).

Two or more eligible entities must apply jointly for Local Government Efficiency Grants **unless** the application is for:

- A city or county charter revision to implement functional consolidations or cooperative agreements that will achieve savings and management improvements; or
- A plan for a sustainable reduction in the growth rate of a local government’s property tax levy if such average annual growth rate for the previous five-year period is 5% or higher.

Eligible Projects

Eligible local government entities may apply for a Local Government Efficiency Grant for one or all of the following projects.

1) Developing a plan for a municipal consolidation or dissolution

Planning for local government consolidation or dissolution provides an evaluation of a local government entity's property, services, and obligations to determine if re-organization is in the best interest of the local government entity and its residents. When developing such a study, local government leaders and citizens need to have a full understanding of the current services and responsibilities of the local government.

NOTE: Eligible local government efficiency projects shall not include studies and plans for a local government re-organization eligible to receive a Local Government Citizens Re-Organization Empowerment Grant (town, village, fire district, district, special improvement district or other improvement district.)

2) Implementation of a municipal consolidation or dissolution

Implementation of a plan for consolidation or dissolution occurs when a local government moves forward with the re-organization of the entities. This re-organization should result in more efficient and streamlined provision of services by fewer entities. The complexity of a re-organization implementation is often dependent on the complexity of the local government entity and the consolidation agreement or dissolution plan.

3) Functional consolidation

Functional consolidation is when one local government completely provides a service or function for another local government that will no longer engage in that service or function. If it is determined that full re-organization is not in the best interest of the local government, then a governing board may often look to functionally consolidate certain services with another municipality.

4) City or county charter revisions that include functional consolidation

All cities and some counties are governed by charters. These charters detail the scope of services provided by these local governments and the method by which they are delivered. Charters may need to be revised in order to implement a functional consolidation and efficiently align the provision of services.

5) Shared or cooperative services

Shared or cooperative services are the joint provision, performance or delivery of a service, facility, activity, or undertaking by two or more local government entities that each may lawfully undertake separately. Under General Municipal Law, Article 5-G local government entities are allowed "to enter into, amend, cancel and terminate agreements for the performance among themselves or one for the other of their respective functions, powers and duties on a cooperative or contract basis or for the provision of a joint service."

6) Regionalized delivery of services

Local governments may determine that delivery of services on a regional basis is the most cost effective method of providing services. To accomplish this, local government entities may either enter into joint agreements or transfer the service to a regional entity.

Resolutions

To be eligible for a Local Government Efficiency award, each participating local government entity is required to include a resolution passed by its governing board. The purpose of the resolution is to demonstrate that the governing board officially supports the application and understands the purpose of the proposed project. Resolutions should be included with the application submission, but will be accepted no later than April 18, 2012. Applications without resolutions will be deemed incomplete and will not be considered for funding. For information regarding the content of resolutions, you may refer to Appendix B or the Department of State website www.dos.ny.gov/LG.

Project Funding

Local Government Efficiency Grants may be used for planning or implementation of a project, or both.

- The maximum funding for a planning project, or the planning component of a project that includes both planning and implementation is \$25,000 for each local government involved in the project, not to exceed \$200,000.
- The total maximum cumulative funding for a project is \$200,000 for each local government involved in the project, not to exceed \$1,000,000.

Applicants are required to provide matching funds equal to 10% of total project costs. All grants are reimbursement grants. In order to receive full funding, the awardees must demonstrate that the project has received all appropriate public consideration, including mandatory or permissive referenda where required.

For grants implementing a project that the applicants developed through a previously funded planning grant under the Local Government Citizens Re-organization Empowerment Grant program, the Local Government Efficiency (LGE) Grant program or the Shared Municipal Services Incentive (SMSI) program, the grant award will be increased by the amount of the local matching funds provided for the planning grant.

Eligible Expenses

Local Government Efficiency Grants may be used to cover costs including, but not limited to:

- legal and consultant services;
- capital improvements and joint equipment purchases vital to the project efficiency and cost savings to be achieved; and
- transitional personnel costs, not to exceed three years, only where such expenses are integral to program implementation.

Ineligible Expenses

- No part of the grant shall be used for recurring expenses such as salaries and overhead, except for appropriate transitional personnel costs.
- Any expenses not fully justified may be deemed ineligible and removed from the budget thereby reducing the award amount.
- The amount of funds awarded to a school district shall not be included in the approved operating expense of the school district as defined in Education Law § 3606(1)(t).

Program Priorities

1. Highest priority will be given to applications that:
 - result in a plan for or implementation of dissolution or consolidation of local government entities;
 - implement the complete functional consolidation of a local government service; or
 - achieve a sustainable reduction in the growth rate of a local government's property tax levy if such average annual growth rate has been 5% or higher for the previous 5-year period.
2. Priority will be also given to applications that:
 - implement regional development projects that have received consideration by the Regional Economic Development Councils;
 - implement a previously completed Local Government Citizen's Re-organization Empowerment Grant or LGE grant; or
 - implement recommendations of other regional entities and/or other State community and infrastructure development programs.

IV. Preparing an Application

Getting Started

Applicants should fully review eligibility and program criteria of the program, and in that context, give careful consideration to the nature, scope, and goals of the project to be undertaken, as well as the process intended to complete the project.

Questions

Submit all substantive questions in writing to:

Kyle Wilber, Program Manager
Local Government Efficiency Grants, RFA# 11-LGE-09
New York State Department of State
One Commerce Plaza, 11th Floor, Suite 1015
99 Washington Avenue
Albany, NY 12231
LGEprogram@dos.state.ny.us

To the extent possible, each inquiry should cite the RFA section and paragraph to which it refers. Written questions will be accepted until February 14, 2012.

Questions of a technical nature may be addressed in writing or via telephone by calling the Local Government Efficiency Program at (518) 473-3355 or 1 (800) 367-8488. **Questions are of a technical nature if they are limited to how to prepare the application (e.g., formatting) rather than relating to the substance of the application.**

This RFA has been posted on the Department of State's website at:

<http://dos.ny.gov/communityprojects/funding.html>. Questions and answers, as well as any updates and/or modifications, will be posted by February 22, 2012.

Assembling the LGE Grant Application for Submission

Copies of the application must conform to the following:

- **Send one original application, three copies and one compact disc containing one copy of the application in Adobe Acrobat Portable Document Format (PDF).**
- All application materials should be bound in pressboard report covers or standard three-ring (maximum ring size of 2 inches) binders.
- Maps must be: 8 ½" x 11"; 8 ½" x 14"; or 11" x 17" folded down to an 8 ½" x 11" size. Rolled maps will not be accepted.
- Prior studies that are relevant to the proposed project may be included in the application as supplemental information and must be properly referenced and highlighted. Submission of pre-existing or stand-alone data and reports will not be accepted as substitutes for information required in the application.
- **Include a Part 1, Part 2, Part 3 and Part 4.** Assemble the grant application in the order indicated on the application checklist, Part K of the grant project application form. Sign the original copy in ink and number the pages of the completed application before making copies.

- It is the lead applicant's responsibility to see that applications are delivered to the address below prior to the date and time specified.

Grant Deadline

**The grant deadline for 2011-2012 Local Government Efficiency Grant is
Wednesday, March 21, 2012, at 4:00 PM**

Local government entities may submit applications for more than one project. Each project must be submitted as a separate application. Each application must include a Part 1, Part 2, Part 3 and Part 4 as described in Section VII of this document, along with all required attachments. Electronic copies of the application forms may be found on the Department of State's website at www.dos.ny.gov/LG. **Fax and e-mail transmission of applications or completed forms will not be accepted.**

Grant applications must be received in their entirety. Incomplete applications will not be reviewed. Late applications due to a documentable delay by the carrier may be considered at the Department of State's discretion.

Submit Applications to:

LuAnn Hart, Contract Administration Unit
Attention: Local Government Efficiency Grants, RFA# 11-LGE-09
New York State Department of State
Bureau of Fiscal Management
One Commerce Plaza, 11th Floor, Suite 1110
99 Washington Avenue
Albany, NY 12231

V. Application Review

Review Process

The Department of State reviews applications for eligibility and completeness. When an application is deemed incomplete, the lead applicant will be informed of the reasons for ineligibility.

The Department of State will fund as many high-quality projects as possible until funding is exhausted. Depending upon the availability of funds, the Department of State may provide only partial funding to projects. **All applicants must meet eligibility requirements, and the Lead Applicant is responsible for submitting a complete application.**

Scoring Criteria

The Local Government Efficiency Grant program bases recommendations for funding on reviewers' evaluations and the application of priority points. An application must score a minimum of 60 points, out of a possible 100 points, to be considered for funding. The applicant must answer all questions and all parts of questions. Any part of the application without an answer will receive zero (0) points. If a question does not appear to apply to the project, please explain why.

1. Application

Local Government Efficiency Grant requests for funding will be rated based on answers to the questions in the application and may receive up to a maximum of 100 base points.

- Each application will be reviewed by three reviewers, and will receive three individual scores.
- The three individual scores will be averaged and assigned a base point score.

The following numerical evaluation assesses the degree to which the application meets the grant criteria.

High	5 points
Medium	3 points
Low	1 point
Does not meet criterion	0 points

2. Priorities for Funding

Local Government Efficiency Grant applications are eligible for priority as outlined below.

Priority shall be given to applications by multiplying the base point score by the factors shown below for projects that would:

- result in the dissolution or consolidation of municipalities, multiplied by a factor of 1.3;
- implement the complete functional consolidation of a municipal service, multiplied by a factor of 1.2; or
- achieve a sustainable reduction in the growth rate of a municipality's property tax levy if such average annual growth rate has been 5% or higher for the previous 5-year period, multiplied by a factor of 1.1.

Priority points will also be given to applications that:

- implement regional development projects that have received consideration by the Regional Economic Development Councils (15 priority points);
- implement a previously completed a Local Government Efficiency Grant or similar grant in the past (10 priority points); or
- implement recommendations of other regional entities and/or other State community and infrastructure development programs (10 priority points)

Smart Growth Impact

Prior to making any commitment of state funds to a public infrastructure project, the Department of State must determine that the project, to the extent practicable, meets smart growth criteria defined under Article 6 of the Environmental Conservation Law "The New York State Smart Growth Public Infrastructure Act." These criteria are provided in Part 4 of this application. Failure to meet these criteria may result in a project being deemed ineligible for funding.

3. Second Level Review

In the event that the Local Government Efficiency Grant program has funds remaining after the applications above 60 points are funded, the DOS reserves the right to evaluate the remaining applications in a second level of review to see if the application of additional points is warranted in order to fund projects meeting the goals of the program. The Secretary of State or their designee may award up to a total of ten (10) additional points per application for:

- the geographic distribution of other fundable projects in this application period, in order to provide a distribution of grants throughout the state, points may be awarded by region;
- the scope and scale of the project;
- the transformative and innovative nature of the project; or
- the ability of the project to be replicated.

VI. Awards and Grant Administration

Awards

Awards will be made based on an application's final score. Funding will be awarded to the highest scoring applications until funds are exhausted. Applicants will be notified directly of awards. Award decisions are final and are not subject to appeal.

Contracts

The Department of State requires that all successful applicants enter into a contract with the State of New York. The state contract details the obligations of the applicant/contractor. Contracts will be dated April 1, 2011 – March 31, 2014. State contracts must be returned to the Department of State from the awardee within ninety (90) days from their receipt to ensure that funds go to applicants that are ready to move forward with the proposed plans. The Department of State may cancel an award if the state contract is not returned in a timely manner.

Project Administration

If an applicant is awarded a grant, the project must be managed in accordance with the terms and conditions of the state contract, Contractors must follow state and local procurement policies. Failure to render satisfactory progress or to complete the project to the satisfaction of the state may be deemed an abandonment of the project and may cause the suspension or termination of any financial obligation of the state. Satisfactory progress includes, but is not limited to, execution of the state contract and submission of all necessary documents for execution by the state, submitting timely payment requests in accordance with the payment schedule in the state contract, completing satisfactory work products, and other tasks identified in the executed state contract.

Schedule of Payments

The Local Government Efficiency Grant program is a reimbursable program. Expenses incurred after April 1, 2011 are eligible for reimbursement provided that the applicant has executed a contract with the Department of State. Expenses incurred prior to the start date of the state contract cannot be reimbursed. Requests for reimbursement may be submitted at no more than 30 day intervals. The grant contractor will be required to submit payment requests every six months.

Required Reports

Each project must achieve results that substantially meet the objectives outlined in the contract's work plan. Recipients of grants must submit project status reports along with every request for payment or at least every six months. Project close-out requires completion of terms and activities outlined in the state contract and all deliverables identified in the work plan.

Local Government Services staff monitors each grant-funded project, and will make site visits during the course of project completion to determine the rate and quality of progress. Notification of meeting schedules and

submission of photos and other media are required. Some projects may be selected for more extensive review and inclusion in the Local Government Efficiency Annual Report submitted to the Governor and Legislature, and as a technical assistance resource.

Reserved Rights

The Department of State reserves the right to:

1. Reject any or all applications received in response to this RFA.
2. Award more than one contract resulting from this RFA.
3. Waive or modify minor irregularities in applications received after prior notification to the applicant.
4. Adjust or correct cost figures with the concurrence of the applicant if errors exist and can be documented to the satisfaction of the Department of State and the State Comptroller.
5. Negotiate with applicants responding to this RFA within the requirements to serve the best interests of the state.
6. Eliminate mandatory requirements unmet by all applicants.
7. If the Department of State is unsuccessful in negotiating a state contract with the selected applicant within an acceptable time frame, the Department of State may begin state contract negotiations with the next qualified applicant(s) in order to serve and realize the best interests of the state.
8. The Department of State reserves the right to award grants based on geographic or regional considerations to serve the best interests of the state.
9. The Secretary of State reserves the right not to fund an application that fails to submit a clear and concise work plan or budget.
10. The Secretary of State may choose to partially fund grant applications.

VII. Application Materials

A complete application includes the following:

- Part 1 – *Applicant Information*;
- Part 2 – *Work Plan and Signature Page*;
- Part 3 – *Budget Information*; and
- Part 4 – *State Smart Growth Infrastructure Policy Act: Applicant Impact Statement*. **Include only when the project includes a public infrastructure component.**

Part 1 – General Information

- **Grant Category:** Local Government Efficiency Grant Program.

A. Lead Applicant:

- **Name of Applicant:** Name of the local government entity applying for the grant.
- **Federal Tax ID Number:** 9 digit federal tax identification number.
- **Chief Administrative Officer and Title:** Name and title (e.g., superintendent, mayor, county executive) of the chief administrative or authorizing officer.
- **Type of Applicant:** County, city, town, village, special improvement district, fire district, public library, association library, water authority, sewer authority, regional planning and development board, school district, or board of cooperative educational services.
- **County:** Counties where the proposed project is located.
- **Senate/Assembly Districts:** Senate District Number(s) and the Assembly District Number(s) for the geographic area covered by the application.

B. Lead Applicant Contact Person:

- **Lead Applicant Contact Person:** Name and title of the person who will oversee the project.

C. General Project Information:

- **Total Project Cost:** The total estimated cost of activities eligible for funding under this grant program, including those expected to be funded with Local Government Efficiency grant money and any other funds.
- **Amount of Grant Requested:** Local Government Efficiency assistance may be provided for up to 90% of the total project cost or the maximum amount permitted per municipality, whichever is less.
- **Amount of Local Share:** A minimum of 10% (ten percent) of the total project cost. **This is not necessarily 10% (ten percent) of the grant requested.**

Example: The following chart shows what the state and local shares would be for different sized projects

Total Project Cost	Local Share	State Share
\$50,000	\$5,000	\$45,000
\$200,000	\$20,000	\$180,000
\$222,222	\$22,222	\$200,000
\$250,000	\$25,000	\$225,000
\$400,000	\$40,000	\$360,000
\$444,444	\$44,444	\$400,000

- **Project Title:** Provide a specific title for the project.
- **Project Description:** Provide a brief summary of the proposed project.
- **Funding:** If the project is receiving funding from other grants or other public funds please check the box and note it here. This is for informational purposes only.
- **Previous Plan or Planning Grant:** If this project received prior funding from the Department of State’s Shared Municipal Service Incentive or Local Government Efficiency Programs, please check the box and note it here.

D. Co-Applicants:

- **Name of Co-applicant:** Name of an eligible Co-applicant.
- **Federal Tax ID Number:** 9 digit federal tax identification number.
- **Chief Administrative Officer and Title:** Name and title (e.g., mayor, supervisor, commissioner, director) of the chief administrative or authorizing officer.
- **Type of Applicant:** County, city, town, village, special improvement district, fire district, public library, association library, water authority, sewer authority, regional planning and development board, school district, or board of cooperative educational services.
- **County:** Counties where the proposed project is located.
- **Senate/Assembly Districts:** Indicate the Senate District Number(s) and the Assembly District Number(s) for the geographic area covered by the application.

Complete a section for each co-applicant and add additional pages if necessary.

Part 1	NYS Department of State 2011-2012 RFA# 11-LGE-09		DO NOT WRITE IN THIS SPACE	
			Application Number LGE-11-	Date Received
Grant Category: Local Government Efficiency Grant Program				
A. Lead Applicant				
Name of Applicant:			Federal Tax ID Number:	
Name of Chief Administrative Official:			Telephone Number/Extension:	
Title:			Fax Number:	
Mailing Address:			E-Mail Address:	
			County or Counties:	
			Senate District(s):	
			Assembly District(s):	
Type of Applicant:				
B. Lead Applicant Contact Person				
Name of Contact Person:			Telephone Number/Extension:	
Title:			Fax Number:	
Address:			E-Mail Address:	
C. General Project Information				
Total Project Cost:		Amount of Grant Requested:		Amount of Local Share:
Project Title: (Not more than 10 words):				
Project Description: Provide a brief summary statement that describes the project (Not more than 3 sentences):				
<input type="checkbox"/> Project is receiving other grant funding or other public funds. (Please list)				
<input type="checkbox"/> Project has received DOS grant funding in the past. (Please list)				

Name of Lead Applicant:	
D. Co-Applicants: Other Participants in the Grant Application	
Name of Applicant:	Federal Tax ID Number:
Name of Chief Administrative Official:	Telephone Number/Extension:
Title:	Fax Number:
Mailing Address:	E-Mail Address:
	County or Counties:
	Senate District(s):
	Assembly District(s):
Type of Applicant:	
Name of Applicant:	Federal Tax ID Number:
Name of Chief Administrative Official:	Telephone Number/Extension:
Title:	Fax Number:
Mailing Address:	E-Mail Address:
	County or Counties:
	Senate District(s):
	Assembly District(s):
Type of Applicant:	
Name of Applicant:	Federal Tax ID Number:
Name of Chief Administrative Official:	Telephone Number/Extension:
Title:	Fax Number:
Mailing Address:	E-Mail Address:
	County or Counties:
	Senate District(s):
	Assembly District(s):
Type of Applicant:	
Copy sheet as necessary to include information on additional Co-Applicants.	

Part 2 – Local Government Efficiency Grant

E. Local Government Efficiency Project Information:

Grant Type: Choose from the categories that describe the project. Check all that apply.

F. Memoranda of Understanding/Intermunicipal Agreements:

While not required in determining the completeness of an application, the applicant may provide copies of any existing Memoranda of Understanding (MOU) or Intermunicipal Agreements (IMA) that have been entered into for the purposes of this activity. If an intermunicipal agreement is in the process of being developed for the proposed activity, provide either a draft or a description of the issues that will be addressed. Please note that the Department of State requires multiple participants to enter into a MOU before beginning a study and an IMA before beginning implementation.

G. Cost Savings, Tax Impact and Return on Investment (40 points)

All Local Government Efficiency Grant proposals have a core expectation of reducing costs and improving efficiency. Using the worksheets in Appendix C, applicants must provide an objective summary of expected cost savings, tax impact and return on investment resulting from the project, exclusive of any grant funding. When applying for a study please use the best estimate of potential cost savings.

1. **Cost Savings:** Discuss how projected cost savings are to be achieved for each applicant. The projected cost savings shall not include unexpended fund balances, other grant funding or State incentives. (Weighted by a factor of 3, for a total of 15 possible points)
2. **Tax Impact:** Quantify the potential property tax impact of the cost savings and describe how the tax impact is both meaningful and sustainable. (Weighted by a factor of 3, for a total of 15 possible points)
3. **Return on Investment:** Quantify the long term return on investment of the project and describe why the project is a good investment of state and local resources. (Weighted by a factor of 2, for a total of 10 possible points)

H. Project Need and Municipal Benefits (30 points)

1. **Project Need:** Explain the existing conditions that created the need for the project, including increases in local expenditures, increases in property taxes, the need for better service, and the impact of state or federal mandates on the delivery of the service(s). Explain the consequences if this project is not undertaken. (Weighted by a factor of 3, for a total of 15 possible points)
2. **Municipal Benefits:** Excluding cost savings, please explain the benefits of the project. Explain how the outcomes of the project will be an improvement over existing conditions. This may include changes to the administration or management structure of the organization, changes in the delivery of services or improvements to the public's access to services. (Weighted by a factor of 3, for a total of 15 possible points)

I. Work Plan, Budget and Linkages (20 points)

1. **Work Plan & Budget:** Provide a detailed, realistic project budget and work plan which includes a project timeline, specific phases and tasks, and cost for each task and deliverable. List the qualifications of people assigned to manage this project (local staff and/or consultants.) (Weighted by a factor of 2, for a total of 10 possible points)

A Work Plan shall provide the following

- *A description of the proposed project, partners, goals and objectives, studies, brief history of project, etc...*
- *A description of the tasks and timeline for the completion of this project:*
 - *Each task shall include a budgeted cost, proposed start date, a schedule for the completion of each task, and the expected length of time to complete the project. Projects funded by this program should be able to be completed within 36 months from the start date.*
 - *Provide a description of the deliverables by task*
 - *Provide a description of any public participation process, including public hearings or public meetings, and public comment to date. Describe if the project is an outcome of public discussions or referenda.*

2. **Local Linkages:** Document how the proposed project fits into, or is a recommendation of a local government's or regional entity's long term plans to realize cost efficiencies and savings. Examples might include local or regional comprehensive land use plans, regional economic development plans or capital improvement and asset management plans. (For a total of 5 possible points)
3. **State Linkages:** Explain how the proposed project links to other State community development programs, such as the Brownfield Opportunities Areas (BOA) program, the Local Waterfront Revitalization (LWRP) program, Energy Efficiency activities or other Efficiency studies. (For a total of 5 possible points)

J. Management Capability and Local Support (10 points)

1. **Management Capability:** Demonstrate that the lead applicant has the financial and administrative ability to sustain and complete the project by describing past experience with planning, community development or infrastructure projects. (For a total of 5 possible points)
2. **Local Support:** Demonstrate local support for the project. This can include citizen petitions and other support materials, including letters of support from community organizations or collective bargaining units and media coverage. (For a total of 5 possible points)

Each of the criteria, in sections G through J, has a series of issues listed that all applicants are required to address in their narrative. To facilitate review of the application, each of the above criteria shall appear in the order shown and be clearly labeled.

K. Application Submission Checklist

Please review the application submission checklist to verify that the required information has been included in the application package. The original application with all required information attached, must be signed in ink.

L. Resolution and Certification

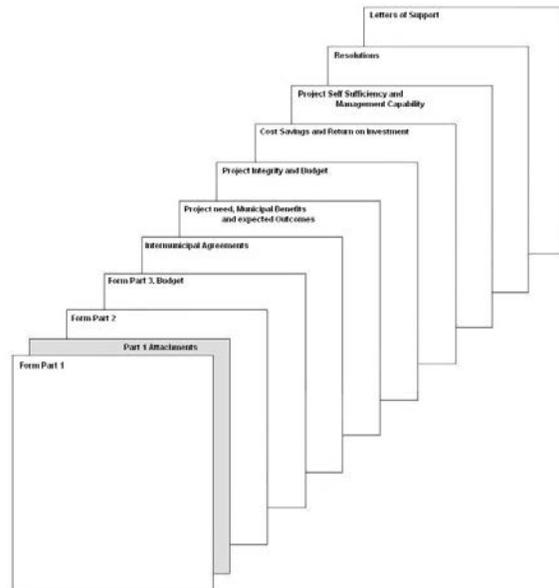
The lead applicant and all co-applicants shall submit resolutions from their governing boards authorizing this grant application. The resolutions indicate the official support of the governing boards for the application and the proposed project. The final date for submission of resolutions from all the local government entities is April 18, 2012. For information regarding the content of resolutions please refer to Appendix B or the Department of State website www.dos.ny.gov/LG.

The lead applicant's representative shall sign the Certification of the information contained in the application.

Assembly of Final Application

The application must conform to the following:

- **Four sets of materials (one original and three copies) and one compact disc containing one copy of the application in Adobe Acrobat Portable Document Format.**
- Printed materials should be bound in pressboard report covers or standard three-ring (maximum ring size of 2 inches) binders.
- Maps included in the application must be: 8 ½" x 11"; 8 ½" x 14" or 11" x 17" folded down to an 8 ½" x 11" size. Rolled maps will not be accepted.
- Prior studies relevant to the application may be included in the application as supplemental information and must be properly referenced and highlighted. Submission of pre-existing or stand-alone data and reports will not be accepted as substitutes for information required in the application.
- **Include a Part 1, Part 2, Part 3 and Part 4.** Assemble the grant application in the order indicated on the application checklist, Part K of the grant project application form. Sign the original copy in ink and number the pages of the completed application before making copies.
- It is the lead applicant's responsibility to see that applications are delivered to the address below prior to the date and time specified.



Name of Lead Applicant: From Part 1

E. Local Government Efficiency Project Information

Type of Grant: Choose all that apply Study Implementation

Municipal Consolidation or Dissolution Functional Consolidation

A city or county charter revision that includes Functional Consolidation. A sustainable reduction in the growth rate of a Municipality's property tax levy if such average annual growth rate for the previous five-year period is 5% or higher.

Shared Services or Cooperative Agreements Regionalized Service Delivery

F. Intermunicipal Agreements (IMA)

List and attach copies of any existing Memoranda of Understanding/Intermunicipal Agreements or draft agreements that have been entered into for this activity. If a Memorandum of Understanding/Intermunicipal Agreement does not exist, provide a description of the intermunicipal agreements that will be necessary to carry out the proposed activity. See grant application instructions for details. Additional sheets attached as necessary.

G. Cost Savings, Tax Impact and Return on Investment (40 points)

Provide a narrative which answers the questions outlined in the application instructions. Using the budget worksheets included in Appendix C, show where the project will reduce expenses.

Return on Investment (from Appendix C Worksheet):	Cost Savings * 10	÷	Expected LGE Grant	X 100 =	Return on Investment
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Tax Impact (from Appendix C Worksheets)

Applicant:	Co-Applicants:
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H. Project Need, Municipal Benefits and Expected Outcomes (30 points)

Provide a narrative which answers the questions outlined in the application instructions.

I. Work Plan, Budget and Linkages (20 points)

Provide a narrative which answers the questions outlined in the application instructions. If the application is awarded, this work plan will provide the basis for the program work plan in the State Contract.

Proposed Start Date:	Length of Time Needed to Complete Project:
----------------------	--

J. Management Capability and Local Support (10 points)

Provide a narrative which answers the questions outlined in the application instructions.

K. Application Submission Checklist

The application packet shall include the original application signed in ink, with **three copies** and one compact disc and submit to the Department of State. *A fill-able form is available on the Department of State website.* Additional sheets and attachments should be added in the order below:

- | | |
|--|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> Completed Part 1 Application <input type="checkbox"/> Extra sheets containing information on additional Co-Applicants, if applicable (Part D attachments) <input type="checkbox"/> Local Government Efficiency Project Information <input type="checkbox"/> Intermunicipal Agreements (Part F attachments) <input type="checkbox"/> Cost Savings and Return on Investment (Part G attachments) <input type="checkbox"/> Project Need, Municipal Benefits and Expected Outcomes (Part H attachments) | <ul style="list-style-type: none"> <input type="checkbox"/> Work Plan, Budget and Linkages (Part I attachments) <input type="checkbox"/> Management Capability and Local Support (Part J attachments) <input type="checkbox"/> Municipal Resolutions and Certification (Part L attachments) <input type="checkbox"/> Completed Part 3 Budget <input type="checkbox"/> Completed Part 4 Smart Growth |
|--|--|

L. Municipal Resolutions and Application Certification

The Lead Applicant and **all** Co-applicants **shall** submit, with this application, original copies of the resolutions in direct support of this grant application by April 18, 2012. Missing or incomplete resolutions may result in this application being deemed ineligible.

By submission of this application under the 2011-2012 Local Government Efficiency Grant Program, I hereby certify that all components of the requested Total Project Costs are reasonable and necessary for the conduct of the proposed project, and that prudent analysis has been undertaken to insure that all costs are consistent with current prevailing costs for such goods or services in the geographic area benefiting from the project.

I hereby affirm under penalty of perjury that information provided on this form and attached statements and exhibits is true to the best of my knowledge and belief. False statements made herein are punishable as a Class A misdemeanor pursuant to Section 210.45 of the Penal law.

(Print Name)

(Print Title)

(Signature)

(Date)

Part 3 – Budget Information

Budget Detail

Clearly describe and justify all budget items. Indicate the estimated costs for each task in the work plan and discuss why such costs are considered reasonable. All purchases must comply with Article 5A of the General Municipal Law. Describe steps taken to ensure the project budget makes the most efficient use of available resources.

- **Personal Services:** For each task, pro rate each employee’s time devoted to the project according to the total annual salary for that employee. For example, an employee who devotes 20% of their time to the project and has an annual salary of \$40,000 would charge \$8,000 to the project. (This section would be used for eligible transitional personnel.)
- **Non-Personal Services:**
 - **Travel:** For each task, describe the purpose, destination, mode of travel and costs. Rates cannot exceed the current Internal Revenue Service rates. <http://www.irs.gov/newsroom/article/0,,id=232017,00.html>
 - **Supplies and Materials:** For each task, state the cost and describe briefly the supplies and materials to be purchased.
 - **Other:** Describe any other non-personal services and costs.
- **Contractual Services:** For each task, state the cost and describe briefly the extent and purpose of contractual services.
- **Equipment:** Describe items with a value of more than \$200.00 and a useful life of more than one year.

Budget Summary

Summarize the information in the budget detail sheets.

- **Total Project Cost:** The total estimated cost of activities, including those expected to be funded with both grant money and other funds that are eligible for funding under this grant program.
- **Amount of Grant Requested:** LGE assistance can provide up to 90% of the Total Project Cost or the maximum amount permitted per municipality, whichever is less.
- **Amount of Local Share:** A minimum of 10% (ten percent) of the amount of the Total Project Cost.
- Applicants must enter the relevant information for the following:
 - **Total Personal Services**
 - **Total Non-Personal Services**
 - **Total Contractual Services**
 - **Total Equipment**

**Part
3**

**NYS Department of State
Grant Program 2011-2012**

Budget Information

Name of Lead Applicant: From the Part 1 Application

Proposed Start Date: Length of Time Needed to Complete Project:

Budget

Budget Detail

Personal Services

Salaries & Wages

Name/Title	Annual Salary	% Effort	Project Salary
Subtotal			
Fringe Rate			
Subtotal			
Indirect Rate			
Total Personal Services			

Non-Personal Services

Travel

Purpose	Destination	Mode	Estimated Trip Cost Calculation
Total Travel			

Supplies and Materials (Specify)

Total Supplies & Materials	

Part 4 - State Smart Growth Public Infrastructure Policy Act:

This part of the application is reviewed by the Department of State's Smart Growth Advisory Committee, so copy any duplicate information from earlier application Parts.

- **Grant Category:** Local Government Efficiency Grant Program.
- The project includes a public infrastructure component? **Complete this form only if answered YES.**

A. Lead Applicant:

- **Name of Applicant:** Name of the local government entity applying for the grant.
- **Federal Tax ID Number:** 9 digit federal tax identification number.
- **Chief Administrative Officer and Title:** Name and title (e.g., superintendent, mayor, county executive) of the chief administrative or authorizing officer.
- **Type of Applicant:** Town, Village, Fire District or Special District.
- **County:** Counties where the proposed project is located.
- **Senate/Assembly Districts:** Senate District Number(s) and the Assembly District Number(s) for the geographic area covered by the application.

B. General Project Information:

- **Total Project Cost:** The total estimated cost of activities eligible for funding under this grant program, including those expected to be funded with both grant money and any other funds.
- **Amount of Grant Requested:** Local Government Efficiency assistance may be provided for up to 90% of the total project cost or the maximum amount permitted per local government entity, whichever is less.
- **Amount of Local Share:** The local share requirement is a minimum of 10% of the total project cost. **This is not 10% (ten percent) of the grant requested.**
- **Type of Project:** Check the applicable box and provide a brief description of the project.
- **Project Title:** Provide a specific title for the project.
- **Project Description:** Provide a brief summary of the proposed project.
- **Funding:** If the project is receiving funding from other grants or other public funds please check the box and list the funding source. This is for informational purposes only.
- **Previous Plan or Planning Grant:** If this project received prior funding from the Department of State please note it here.
- **Project Review by other Agency.** Please list each State Infrastructure Agency that has reviewed or is reviewing this project for compliance with the Smart Growth Public Infrastructure Policy Act.

C. Applicant Impact Statement

As an “infrastructure agency” the Department of State is required to review infrastructure projects for compliance with the New York State Smart Growth Public Infrastructure Act. A project proposing the development of physical community infrastructure may be denied funding by the Department of State if it does not meet the standards described in the Infrastructure Act.

In order to determine if this project adheres to the Smart Growth criteria please check all that apply. For each **checked** box provide justification for compliance with the Smart Growth Act. For each box **not checked**, provide justification for non-compliance with the Smart Growth Act. The following are the criteria that need to be addressed:

- advances projects for the use, maintenance or improvement of existing infrastructure;
- advances projects located in municipal centers;
- advances projects in developed areas or areas designated for concentrated infill development in a municipally approved comprehensive land use plan, local waterfront revitalization plan and/or brownfield opportunity area plan;
- protects, preserves and enhances the state's resources, including agricultural land, forests, surface and groundwater, air quality, recreation and open space, scenic areas, and significant historic and archeological resources;
- fosters mixed land uses and compact development, downtown revitalization, brownfield redevelopment, the enhancement of beauty in public spaces, the diversity and affordability of housing in proximity to places of employment, recreation and commercial development and the integration of all income and age groups;
- provides mobility through transportation choices including improved public transportation and reduced automobile dependency;
- coordinates between state and local government and intermunicipal and regional planning;
- participates in community-based planning and collaboration;
- ensures predictability in building and land use codes; and
- promotes sustainability by strengthening existing, and creating new, communities that reduce greenhouse gas emissions and do not compromise the needs of future generations, by among other means encouraging broad-based public involvement in developing and implementing a community plan and ensuring the governance structure is adequate to sustain its implementation.

D. Certification

The lead applicant’s representative shall sign the Certification of the information contained in the application.

**Part
4**

**STATE SMART GROWTH PUBLIC
INFRASTRUCTURE POLICY ACT:
APPLICANT IMPACT STATEMENT
(2011-2012)
RFA# 11-LGE-09**

DO NOT WRITE IN THIS SPACE

Application Number

Date Received

Grant Category: Local Government Efficiency Grant Program

The project includes a public infrastructure component? YES NO **Complete this form only if answered YES.**

A. Lead Applicant

Name of Applicant:	Federal Tax ID Number:
Name of Chief Administrative Official:	Telephone Number/Extension:
Title:	Fax Number:
Mailing Address:	E-Mail Address:
	County or Counties:
	Senate District(s):
	Assembly District(s):

Type of Applicant:

B. General Project Information

Total Project Cost:	Amount of Grant Requested:	Amount of Local Share:
----------------------------	-----------------------------------	-------------------------------

Type of Project. Please check one of the following:
 New Construction Improvements to Existing Structure Other:

Please provide a brief explanation:

Project Title: (No more than 10 words)

Project Description: Provide a brief summary statement that describes the project (Not more than 3 sentences)

Project is receiving other grant funding or other public funds. (Please list)

Project has received DOS grant funding for a plan in the past. (Please list)

Project Review by other Agency. Please list each State Infrastructure Agency that has reviewed or is reviewing this project for compliance with the Smart Growth Public Infrastructure Policy Act.

C. Project Evaluation for Consistency with Smart Growth Act

This project adheres to the following Smart Growth criteria please check all that apply. For each **checked** box, please provide justification for compliance with the Smart Growth Act. For each box **not checked**, please provide justification for non-compliance with the Smart Growth Act (Please provide the narrative answers on additional sheets as necessary):

- The infrastructure component advances projects for the use, maintenance or improvement of existing infrastructure;
- The infrastructure component advances projects located in municipal centers;
- The infrastructure component advances projects in developed areas or areas designated for concentrated infill development in a municipally approved comprehensive land use plan, local waterfront revitalization plan and/or brownfield opportunity area plan;
- The infrastructure component protects, preserves, and enhances New York State's resources, including agricultural land, forests, surface and groundwater, air quality, recreation and open space, scenic areas, and significant historic and archeological resources;
- The infrastructure component fosters mixed land uses and compact development, downtown revitalization, brownfield redevelopment, the enhancement of beauty in public spaces, the diversity and affordability of housing in proximity to places of employment, recreation and commercial development and the integration of all income and age groups;
- The infrastructure component provides mobility through transportation choices including improved public transportation and reduced automobile dependency;
- The infrastructure component coordinates between state and local government and intermunicipal and regional planning;
- The infrastructure component participates in community-based planning and collaboration;
- The infrastructure component ensures predictability in building and land use codes; and
- The infrastructure component promotes sustainability by strengthening existing and creating new communities which reduces greenhouse gas emissions and does not compromise the needs of future generations, by among other means encouraging broad-based public involvement in developing and implementing a community plan and ensuring the governance structure is adequate to sustain its implementation.

D. Application Certification

In accordance with the Smart Growth Public Infrastructure Policy Act, Environmental Conservation Law Article 6, the applicant affirm that the Smart Growth Impact for the proposed project application has been assessed:

Name of Authorized Representative (i.e., Executive, Mayor, Supervisor, Manager)

Signature

Date

Appendix A

Definitions

As used in these applications, the following words and terms shall mean:

Cost Savings means reductions in expenses that result directly from the implementation of a project and are expected to continue on an ongoing basis.

Cooperative Agreement means an agreement entered into by two or more local government entities pursuant to Article 5-G of the General Municipal Law or other authorizing statutes for the performance among themselves or one for the other of their respective functions, powers and duties on a contract or cooperative basis.

Dissolution means the termination of the existence of a local government entity.

Full Value means the equalized assessed value of real property as reported by the Office of the State Comptroller (OSC). Full value assessments can be found online at www.osc.state.ny.us/localgov/datanstat/ under “Financial Data for Local Governments.”

Functional Consolidation means one local government entity completely providing a service or function for another local government entity that no longer engages in that service or function.

Governing Board means the body in which the general legislative, governmental and/or public powers of a local government entity are vested and by authority of which the official business of such entity is conducted.

Local Government Entity means a county, city, town, village, special improvement district, fire district, public library, association library, water authority, sewer authority, regional planning and development board, school district, or board of cooperative educational services. A board of cooperative educational services will be considered a municipality only in instances where such board of cooperative educational services advances a joint application on behalf of school districts and other municipalities within the board of cooperative educational services region but any agreement with a board of cooperative educational services:

1. Will not generate additional state aid;
2. Will be deemed not to be a part of the program, capital and administrative budgets of the board of cooperative educational services for the purposes of computing charges upon component school districts pursuant to Education Law § 1950(1),(4)(b)(7) or § 1951 (1); and
3. Will be deemed to be a cooperative municipal service for purposes of Education Law § 1950(4)(d)(2).

Consolidation means either (a) the combination of two or more local government entities resulting in the termination of the existence of each of the entities to be consolidated and the creation of a new local government entity which assumes jurisdiction over all of the terminated local government entities, or (b) the combination of two or more local government entities resulting in the termination of the existence of all but one of the local government entities which shall absorb the terminated local government entity or entities.

Reasonableness of Cost is an assurance that the state is receiving good value for its investment. All purchases must follow Article 5-A of the General Municipal Law. Travel rates cannot exceed the current Internal Revenue Service rate or the current state rate and salaries must adhere to municipal bargaining rates.

Regionalized Service Delivery means public service functions undertaken by multiple local government entities in an area that is not defined by local government entity boundaries.

Return on Investment means cost savings expressed as a percentage of the LGE grant, calculated by multiplying cost savings by 10 and dividing the result by the amount of the expected LGE grant.

Shared Services means the joint provision, performance or delivery of a service, facility, activity, or undertaking by two or more local government entities that each may lawfully undertake separately.

State Community and Infrastructure Development Programs means New York State programs provided by agencies defined by Article 6 of the Environmental Conservation Law; “The New York State Smart Growth Public Infrastructure Act.”

State Contract means the agreement between the Department of State and the applicant/contractor that details the obligations of each party, including the approved budget and work plan.

Tax Impact means the annual cost savings per \$1,000 of full value, calculated by dividing cost savings by the result of full value divided by 1,000.

Transitional Personnel means any additional employees required to implement the approved program work plan of the project. The employee(s) must be integral to the coordinated or consolidated service delivery. *(The Department of State reserves the right to approve the reasonableness of the need for the staff and the salary amount.)*

Appendix B

Resolution Tips

The Lead Applicant and all co-applicants shall submit with the application a formal resolution from each governing body confirming support for the grant application and a commitment to move forward if funded. The following items are recommended to be included in the authorizing resolution.

- I. Authorization to Apply for the Grant: The governing board (e.g. city council, town board, village board of trustees, or fire district commissioners) shall designate a lead applicant contact person and authorize that person by name and title (and his/her designee) to submit an application to the Local Government Efficiency grant program for the 2011-2012 program year. The resolution shall authorize the lead applicant contact person to execute all financial and/or administrative processes relating to the implementation of the program.
- II. Project Title and Description: The resolution should provide a title and include a brief description of the project. In the event that a local government entity is submitting more than one application, the project titles and descriptions need to be unique to avoid confusion tracking submissions.
- III. Funding Request: The resolution should indicate the amount of money being applied for through this program. (This amount would correspond with the “Amount of Grant Requested” on the application form.)
- IV. Local Cost Share Information: The resolution shall state the local governments’ commitment of 10% local share.
- V. Co-Applicant Information: The resolution should list the local government entities that are co-applicants and an agreement to enter into an intermunicipal agreement. The information provided in the resolution would not be at the same level of detail that may be in an intermunicipal agreement. (Sample Intermunicipal Agreement may be seen on the Department of State’s website at www.dos.ny.gov/lqss/sharedservices.)
- VI. Other Actions: If relevant, include other activities related to the project that need the approval of the governing board.
- VII. Resolution: Record and certify the vote of the members of the governing body.

The Lead Applicant’s representative shall sign the Certification of the information contained in the application. Resolutions from all involved municipalities should be included with the application submission. Resolutions will be accepted no later than the end of the month following the application deadline.

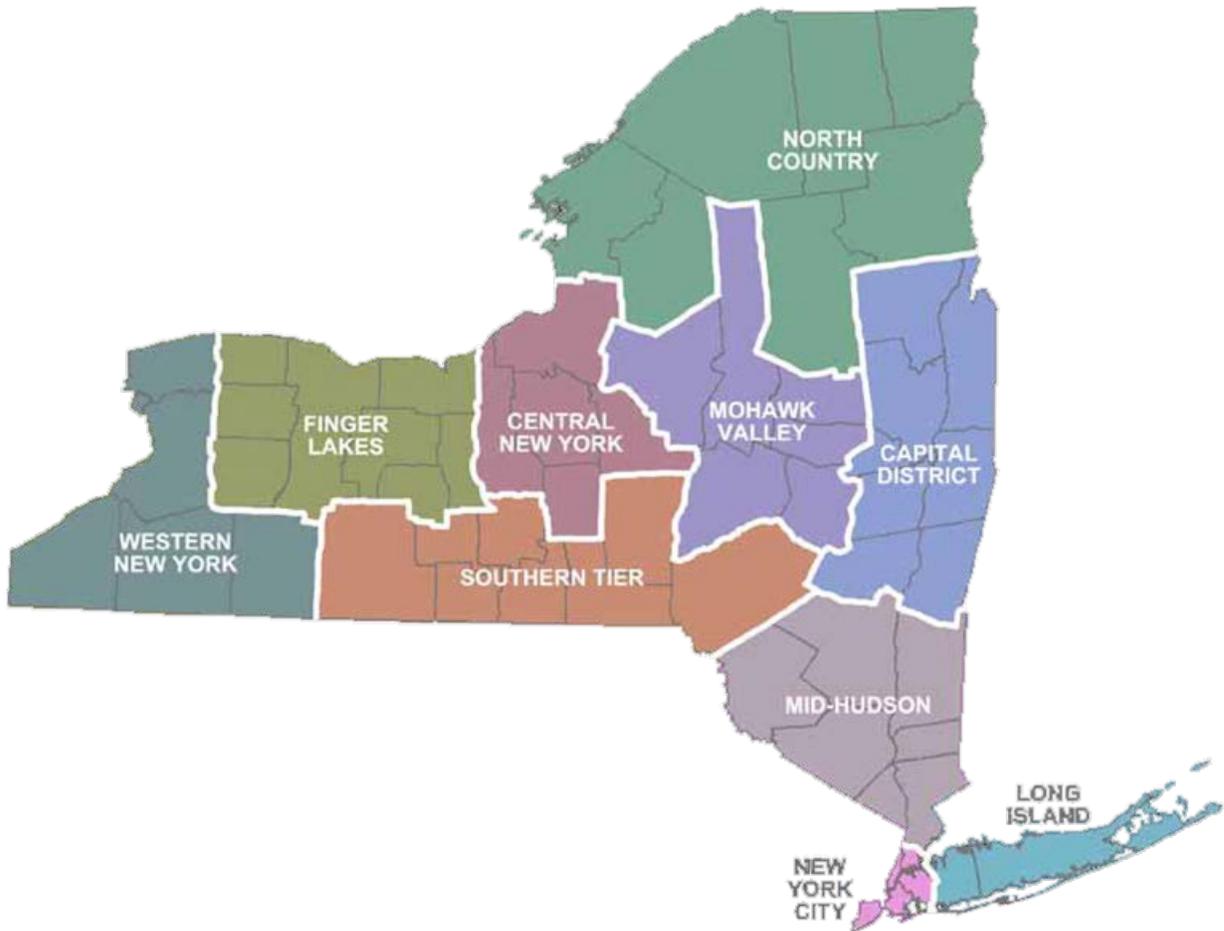
Appendix C

Instructions for Calculation of Estimated Cost Savings, Tax Impact and Return on Investment

1. Click on the lead applicant chart below to open the Excel spreadsheet.
2. Enter the name of the Lead Applicant into Cell A3 of the worksheet.
3. Go to www.openbooknewyork.com.
4. Click on “Search Local Government Spending”.
5. Click on “Additional Financial Information about Local Governments”.
6. Select “Level One” for your class of local government, the year for which you want the information, and click “Submit Query”.
7. Find your local government and copy “Full Value” into cell B4 of the Lead Applicant worksheet.
8. Enter the amount of the anticipated LGE grant for the lead applicant into Cell B7 of the worksheet.
9. Go back to the Open Book New York website and click on “Comparison” under Type of Report.
10. Select: a) the Lead Applicant; b) all Co-Applicants; c) the year for which the most recent data are available; d) “Real Property Taxes and Assessments” under Revenues and Proceeds of Debt; and e) “Select All” under Expenditures; then click “Submit”
11. In the upper right hand corner of the Comparison Report click on “Download to Excel Spreadsheet”.
12. Copy the data for the Lead Applicant from Cell B7 through B129 into Cell B9 of the Lead Applicant worksheet. Values should align with the headings in Column A.
13. In the Lead Applicant worksheet, enter Cost Savings into Column C for expenditures in all relevant functional categories.
14. Repeat all steps for each Co-Applicant.
15. The Tax Impact for each applicant appears in Cell B6 of each worksheet.
16. The Return on Investment appears in Cell C7 of the Lead Applicant’s worksheet.

Cost Savings, Tax Impact and Return on Investment Worksheet		
Co-Applicant 2		
Full Value of Real Property	\$1	
Property Tax Rate	\$0.00	
Tax Impact	\$0.00	
LGE Grant Award	\$1	
Revenues and Proceeds of Debt		
Total		
Real Property Taxes And Assessments		
Real Property Taxes		
Special Assessments		
Expenditures		Cost Savings
Total		
		<i>Cost Savings</i>
Community Services		0
Constituent Services		
Elder Services		
Miscellaneous Community Services		
Natural Resources		
Student Census		
		<i>Cost Savings</i>
Culture And Recreation		0
Adult Recreation		
Cultural Services		
Library		
Miscellaneous Cultural And Recreation		
Recreation Services		

New York State Regional Economic Development Council Regions



ANDREW M. CUOMO
GOVERNOR

CESAR A. PERALES
SECRETARY OF STATE