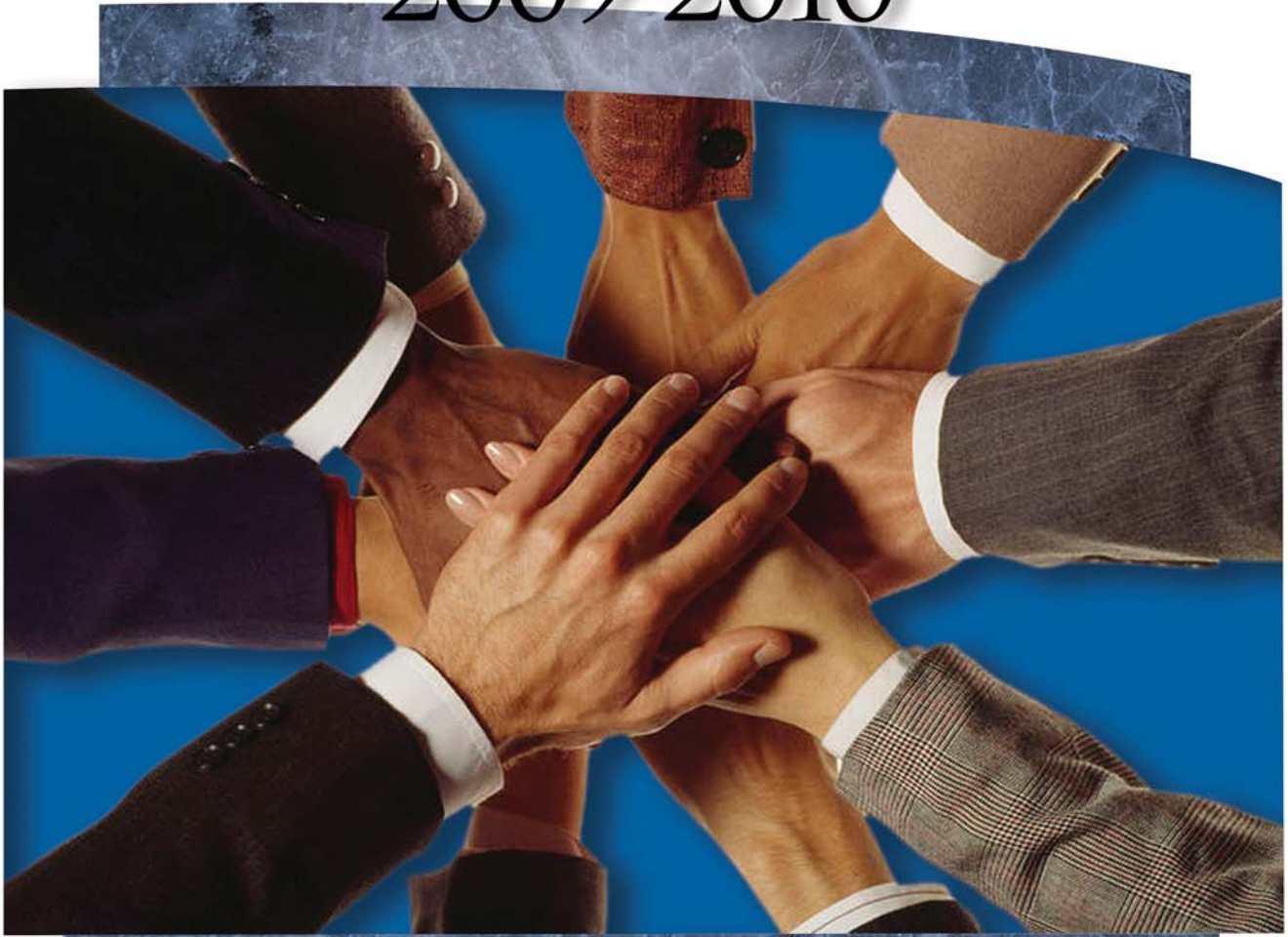


LOCAL GOVERNMENT EFFICIENCY PROGRAM ANNUAL REPORT 2009-2010



David A. Paterson, *Governor*

Ruth Noemí Colón, *Acting Secretary of State*



Ruth Noemí Colón

MESSAGE FROM THE ACTING SECRETARY OF STATE

Dear Colleague,

It is with great pleasure that I present to you the 2009-2010 Annual Report for the Local Government Efficiency (LGE) program. In the report you will read how our local government partners are proving that the cost of providing public services can be lowered through more efficient government, easing the impact of property taxes on community residents. This document is a tribute to their hard work and commitment.

The goal of the LGE program is to help local government leaders lower local government costs and increase efficiency of service delivery. This past year has been especially active as we are seeing a greater willingness to consider new models of governance and service delivery. New York State residents continue to make it clear that they are no longer willing to bear the cost of inefficient or duplicative services at any level of government. The "New N.Y. Government Reorganization and Citizen Empowerment Act" that became effective in March is a manifestation of this opposition. In response, the pressure on local leaders to meet these demands for action is high and the Department of State remains committed to help.

This report documents the positive effect that LGE projects are having in our communities. In fact, average household savings equals 4.6% of local government taxes and the annual rate of return on grant dollars is 89% -- a prudent investment of public funds. The Department of State looks forward to the continued success of the LGE program and to implementing new partnerships with local government and other community leaders. By working together we will meet the economic challenges of our time and emerge a stronger and more vital New York.

Sincerely,

Ruth Noemí Colón

Acting Secretary of State





EXECUTIVE SUMMARY

- The State is realizing an annual rate of return of 89% on its one-time investments.
- Since 2005, the Department of State has awarded 295 projects a total of over \$45 million in grant funding.
- 88% of projects are in contract or completed and 46% of funding has been expended.
- To date, sixty-four of the completed municipal consolidation and shared services projects have resulted in a savings of 4.6% of the average local government tax levy, excluding school district taxes.
- In Fiscal Year 2009-2010:
 - o In response to the state fiscal crisis, the 2009-2010 appropriation available for Local Government Efficiency grants was reduced from \$11.515 million to \$5 million.
 - o The Department of State received 155 applications requesting \$30.5 million.
 - o The Department of State awarded 46 grants totaling \$5 million.
 - o Forty awards totaling \$1.5 million were for planning grants, of which 31 awards totaling \$1.3 million were for studies involving municipal consolidations or dissolutions.
 - o \$3.4 million was awarded for implementation grants, which are anticipated to save \$66.7 million over ten years.
- The 2010-2011 appropriation is \$5 million.
- The Department of State continues to build upon existing partnerships with federal, state and regional agencies to identify new opportunities to support local efficiency efforts and collaborate on regional projects.

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LOCAL GOVERNMENT EFFICIENCY PROGRAM OVERVIEW

Since its inception in 2005, the Local Government Efficiency (LGE) program has been administered by the New York State Department of State to provide financial and technical assistance to local governments to reduce costs borne by taxpayers through the improved fiscal and operational efficiency of local government services.

The LGE program has seven and one-half full-time staff providing local government outreach and technical assistance, as well as contract management. The Department of State's LGE staff are assigned to individual regions of the state, and work closely with LGE grantees to implement projects. The program also provides outreach and technical assistance to local governments considering opportunities to reduce costs and increase efficiency.

Resources available through the Department of State's website include municipal consolidation publications, project summaries and case studies, and a technical assistance manual for municipalities considering consolidation and shared services. The Department of State also hosts annual regional workshops to promote opportunities for local governments to use the LGE program to increase total property tax savings. In the fall of 2009, thirteen events were held throughout New York State to help local leaders develop projects and to provide direction on completing LGE grant applications (see Appendix 1).

The Local Government Efficiency grant program continues to support the following four separate grant categories:

High Priority Planning Grants are noncompetitive grants intended to initiate activities identified as having great potential for cost savings or structural change, such as city or county charter revisions, municipal consolidations or dissolutions, and countywide or regional services. The maximum grant award is \$50,000.

General Efficiency Planning Grants are competitive planning grants for projects resulting in the functional consolidation or cooperative sharing of a municipal service. As with High Priority Planning Grants, studies are required to examine financial savings and management improvements. The maximum award is \$25,000 for two municipalities, plus \$1,000 for each additional municipality up to \$35,000.

Efficiency Implementation Grants are competitive grants for the implementation of a dissolution or consolidation of municipalities, or the implementation of a functional consolidation or cooperative agreement. The maximum award is \$200,000 per municipality, with a maximum total award of \$1 million.

21st Century Demonstration Project Grants are competitive grants designed to promote large-scale transformative change in municipalities. Funding limits are specific to the individual grant types with maximum awards ranging from \$500,000 to \$1 million.

Similar to other local assistance programs, the State's fiscal crisis has had an impact on the available resources for LGE. In 2008-2009 funding for the LGE grant program was reduced by 50% through a budget amendment. As the fiscal crisis deepened, further reductions were necessary in fiscal year 2009-2010, with the original funding reduced by \$500,000 to \$11.015 million through the mid-year Deficit Reduction Plan and then to \$5 million through 2010-2011 reappropriations.

MEASURING LOCAL GOVERNMENT EFFICIENCY IMPACTS

Year by year, the benefits of the LGE program continue to expand and become embedded in the activities of local governments. 2009-2010 was by far the most positive year yet as the program has seen a three-fold increase in the number of completed projects. To date, over a quarter of the grants have been completed. Implementation projects are showing positive taxpayer impact, increasing the willingness of local leaders to tackle the bigger issues and not limit themselves to the “low-hanging fruit.” Study projects have provided the information needed to make the sometimes difficult decisions to move forward with implementation of a project.

This report examines the fiscal impact of sixty-four of the completed grants. Cost savings information is based upon confirmation of original projections or updated financial information used to calculate the tax impact of a completed project. While the tax impact may not be exactly the same as actual tax reduction due to differences in how municipalities assess properties and raise revenues, it is a useful measure of taxpayer savings for comparative purposes.

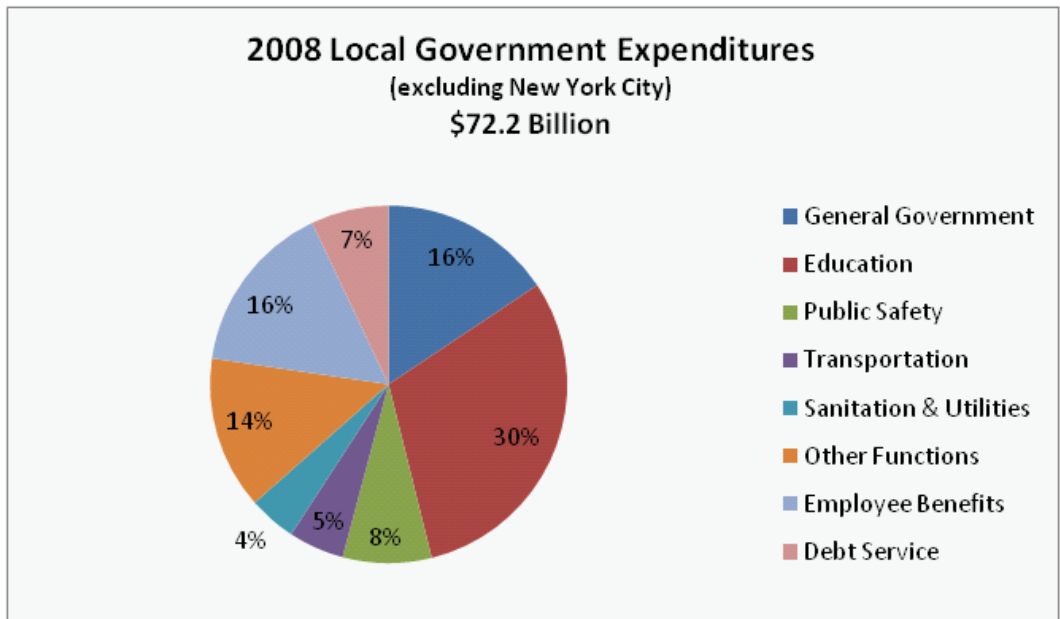
Local government expenditures include all spending by counties, cities, towns, villages, school districts, fire districts and other special districts in New York State. According to data from the Office of the State Comptroller, 77% of all expenditures, outside of New York City, are for public services in eight functional areas, the largest of which is education. Another 16% of expenditures are for employee benefits, a category that is growing rapidly as government employees retire and health costs rise. The remaining 7% of expenditures are for debt service on government obligations.

Shared Public Works Facility in Schuyler County



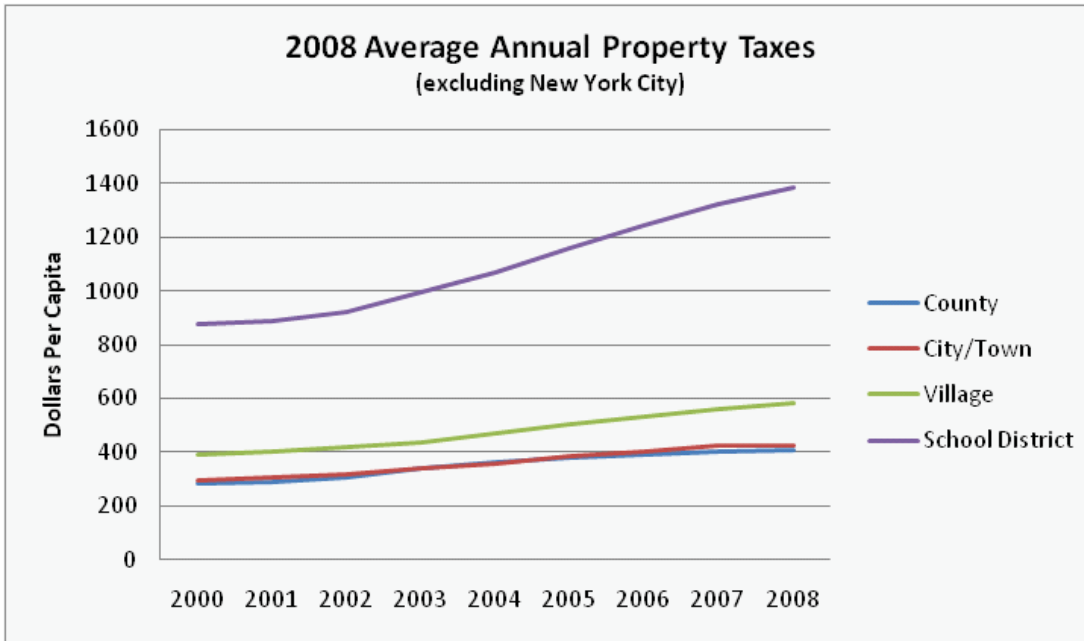
“Absent the SMSI program, it is unlikely that Schuyler County would have been able to develop a Shared Public Works Facility. This program provided the extra incentive to move all the stakeholders from discussion to action. The result is a state of the art facility that has produced immediate savings for our taxpayers!”

Tim O’Hearn,
Schuyler County Administrator



2008 Data on Local Government Expenditures from the Office of the State Comptroller

The New York State Comptroller also reported that in 2008 New York State residents paid a total of \$25.5 billion in property taxes and assessments, up from \$16.7 billion in 2000. This represents a 53% growth in property taxes since the beginning of the decade, a rate far in excess of the 26% rate of inflation experienced during that time. Per capita school district taxes increased by 58%, while per capita county and city/town taxes increased by 44%. Village residents, who pay both town and village taxes, saw a 50% increase in their per capita taxes.



From the Office of the State Comptroller

The tax impact of an LGE project is calculated by dividing cost savings by the equalized (fair market) value of a municipality's property tax base. The result is expressed in terms of annual cost savings per \$1,000 of value. This measure can then be multiplied by the median value of a single-family home in the municipality to determine median household tax impact for that community. All assessment data are from the Office of the State Comptroller's 2008 financial data for local governments. House valuation data are from U.S. Census data for 2000 or 2006, where available.

$$\frac{\text{Taxable Assessed Value/Equalization Rate}}{\text{Full Market Value}} = \text{Tax Impact per } \$1000$$

$$\frac{\text{Annual Cost Savings}}{\text{Full Market Value} / \$1000} = \text{Tax Impact per } \$1000$$

Town of Union Unified Zoning Ordinance



"It is apparent to staff, Committee Members and members of the governing boards of all three municipalities that this project could not have been completed without the financial and technical assistance from the New York State Department of State".

Steve Rafferty,
Former Building Official,
part-time consultant

Overall, the sixty-four consolidation and shared services projects that have been completed have generated an average tax impact of \$0.38 per \$1,000 of value, or \$38.70 for a house valued at \$100,000. This amounts to over 5% of average local government tax levies, excluding school districts. The total grant funding for these projects was \$13.2 million, and the \$11.7 million in annual cost savings they are yielding, means a 89% annual rate of return on the State's one-time investments (see Appendix 3).

The LGE legislation also authorizes municipalities that consolidate or dissolve to receive an increase in funding under the State's Aid and Incentives for Municipalities (AIM) program. The municipal merger incentive provides additional aid to the remaining municipalities, in the year following a consolidation or dissolution, equal to 15% of the combined amount of real property taxes levied by all of the participating municipalities. In order to illustrate the true local impact of LGE projects, the results reported here do not take into account any financial incentives provided by the State under the AIM program. Similarly, State consolidation incentives are excluded from savings calculated for school district consolidations.

PROJECT SPOTLIGHTS:

LOCAL FINANCIAL IMPACT & SERVICE DELIVERY EFFICIENCIES

Village of Seneca Falls Study for Consolidation with the Town of Seneca Falls



"The Dissolution Study Plan ... has given the Town the much needed road map for transition of services. We will get it done and our hope is that Seneca Falls will become one municipality and one new community that will provide all necessary services that are needed to allow us to grow and prosper."

Peter Same,
Town of Seneca Falls Supervisor

As tax burdens have increased, many citizens have become increasingly uncomfortable with the status quo and have become more willing to consider structural reform to all levels of government. The LGE program works with local governments to understand potential options to create stronger, more competitive communities and regions. There is often no one answer for every community. In certain instances, the consolidation or dissolution of municipalities may be the best response to declining populations, reduced tax bases and underfunded infrastructure. In other cases, increased shared services or consolidation of service delivery functions may be the more appropriate answer.

Government Reorganization

Attitudes towards government reorganization continue to evolve. The "New N.Y. Government Reorganization and Citizen Empowerment Act," which became effective on March 21, 2010, eased the process by which citizens may petition their local governments to consider municipal consolidation and dissolution and permits a vote on the question without the completion of a plan or study. As a result, a number of villages have held dissolution referenda votes in recent months. While the outcomes from these initial votes under this new statute have been in favor of keeping the current municipal structures, the heightened interest in local government reorganization will likely fuel an increased demand for High Priority Planning Grants. To date, the Department of State has awarded four grants that have resulted in the reorganization of local government structures. These grants, which were awarded prior to the implementation of the new statute, funded detailed analyses by the involved municipalities of the implications of reorganization of their governments.

IMPACT EXAMPLE:

Local Governments	Annual Cost Savings	Tax Impact Per \$1000	Average Household Tax Impact
Village of Pike	\$21,321	↓\$0.75	↓\$37.13
Town of Pike (Town outside of Village)		↓\$0.96	↓\$55.10

Residents of the Village of Pike voted to dissolve the Village because the governmental structure was outdated and no longer functional. The Village of Pike was a small village in Wyoming County, with only 382 residents and an annual budget of \$131,000. A declining population made governance difficult, as there was not enough interest in filling vacant positions on boards and committees. The Board of Trustees initiated a referendum to dissolve the Village into the Town of Pike. The referendum vote was held on March 18, 2008 and residents voted to dissolve Village by a margin of 86% to 14%, although only 36 people voted. The Village of Pike was dissolved into the Town of Pike on December 31, 2009.

IMPACT EXAMPLE:

Local Governments	Annual Cost Savings	Tax Impact Per \$1000	Average Household Tax Impact
Village of Perrysburg	\$125,195	↓\$2.14	↓\$127.12
Town of Perrysburg (Town outside of Village)		↓\$0.36	↓\$24.12

The Village of Perrysburg in Cattaraugus County voted to dissolve after a feasibility study showed significant tax savings for residents. The Village has 408 residents and an annual budget of \$290,000. Declining population and private disinvestment prompted citizens to petition the Village Board of Trustees for dissolution as a way to reduce costs. Although the petition was ruled invalid, the Board responded to the will of the people and voted to put the matter to referendum. On March 16, 2010, voters approved, by a 60-9 margin, the dissolution of the Village into the Town of Perrysburg. The dissolution will be effective commencing January 1, 2012.



IMPACT EXAMPLE:

Local Governments	Annual Cost Savings	Tax Impact Per \$1000	Average Household Tax Impact
Village of Seneca Falls	\$393,000	↓\$6.12	↓\$414.94
Town of Seneca Falls (Town outside of Village)		↑\$6.44	↑\$467.54

The Village of Seneca Falls in Seneca County, a community of 6,861 with an annual budget of \$7.2 million, voted for dissolution on March 16, 2010. The feasibility study showed potential savings of \$150,000 from general and administrative efficiencies, \$150,000 from consolidation of dispatch services, and \$93,000 from combining highway departments. The majority of the Village’s costs will shift to the Town of Seneca Falls, which currently has almost no taxes due to income received from a landfill contract. The dissolution of the Village, which will be effective December 31, 2011, is expected to increase the Town tax levy, and the Town has yet to decide if it wishes to use excess proceeds from the landfill contract to offset some of those costs.

Expansion of North Greenbush Fire District #1



“From both a financial and a fire fighting standpoint, this change makes perfect sense, and we welcome it”

Raymond Swart,
DeFreestville Fire Chief

IMPACT EXAMPLE:

Local Governments	Annual Cost Savings	Tax Impact Per \$1000	Average Household Tax Impact
Defreestville Fire Protection District	\$23,776	↓\$1.34	↓\$155.71
North Greenbush Fire District #1		↑\$0.91	↑\$22.08

After many years of a strong partnership between adjacent fire departments, the Town of North Greenbush in Rensselaer County decided to consider the consolidation of its fire protection services. The outcome of this project was expansion of the North Greenbush Fire District #1 to encompass the Defreestville Fire Protection District (which was dissolved), resulting in a single municipal entity providing fire protection to the entire Town. Residents covered by the former Defreestville Fire Protection District saw significant tax savings. Those covered by North Greenbush Fire District #1 saw a slight increase in taxes, although at a rate lower than would have occurred without consolidation as the result of an expanded tax base. The consolidation process was relatively simple, involving a public hearing and a joint resolution by the Town Board and the Board of Fire Commissioners.

The Department of State has also funded consolidation and dissolution studies in communities where voters ultimately opted to retain their existing governments. These include the Villages of Port Henry, Speculator and Johnson City. However, through the study process, each municipality identified and committed to develop opportunities for cooperation in various functional areas of government.

Functional Efficiency and Cost Savings Opportunities

Functional consolidation, shared services and cooperative agreements are ways that municipalities can achieve efficiencies without full-scale government reorganization. By taking an intermunicipal or regional approach to service delivery, municipalities can both save money and provide more effective services. In order to ensure consistency with municipal fiscal information, the Department of State classifies projects according to the functional categories of public service expenditures reported by municipalities to the Office of the State Comptroller.

Results from sixty completed projects reveal a range of tax impact outcomes. It is important to note that these results are only for specific local services. As local government leaders continue to show a willingness to address all local services, these numbers will continue to grow.

Tax Impact by Local Government Function of Completed LGE Projects

Function	Annual Cost Savings	Average Tax Impact Per \$1000	Average Household Tax Impact
General Government Support	\$383,490	↓\$0.03	↓\$2.29
Education	\$289,380	↓\$0.06	↓\$5.28
Public Safety	\$4,253,571	↓\$0.54	↓\$47.53
Transportation	\$3,231,314	↓\$0.20	↓\$13.39
Culture & Recreation	\$10,000	↓\$0.00	↓\$0.14
Sanitation & Utilities	\$1,391,252	↓\$1.12	↓\$122.98
Employee Benefits	\$1,254,305	↓\$0.06	↓\$10.49

Sanitation and utilities projects have had the most significant tax impact, because sewer and water users are usually taxed directly, minimizing the tax base over which costs are spread. Public safety projects have also yielded significant tax impacts, because investments in new technologies can dramatically increase the efficiency of police, fire and emergency services. The Department of State has invested heavily in transportation projects, principally shared services among highway departments. These projects are relatively easy to implement, but many involve capital-intensive purchases of equipment, which tends to limit the rate of return.

Erie2-Chautauqua-Cattaraugus BOCES Implementation Project



"Thanks in part to funding from the LGE Grant program the Erie 2-Chautauqua-Cattaraugus Central Business Office opened its doors and began operation on July 1, 2009."

Tracy Smith-Dengler,
Central Business Office Manager,
Erie2-Chautauqua-Cattaraugus
BOCES

General Government Support

General government support includes local expenditures for executive, legislative, judicial and financial operations.

IMPACT EXAMPLE:

Partners	Annual Cost Savings	Tax Impact Per \$1000	Annual Household Tax Impact
Schuyler County	\$16,000	↓\$0.02	↓\$1.05
Town of Dix	\$12,500	↓\$0.06	↓\$4.37
Town of Hector	\$12,500	↓\$0.04	↓\$2.84
Village of Watkins Glen	\$12,500	↓\$0.12	↓\$7.83
Watkins Glen School District	\$12,500	↓\$0.02	↓\$1.50

One way that local governments can achieve cost savings is by centralizing back office operations, eliminating redundancies and improving service efficiencies. As a result of discussions held by the Schuyler County Council of Governments, the County decided to create a regional records facility for the storage and retrieval of municipal records. Several municipalities had difficulty finding adequate storage space, making it difficult to comply with state law. The new County records management facility has the security, temperature controls, and storage/filing capacity needed for proper records management. Savings were achieved through reductions in personnel and utility costs.

Additional General Government Support projects that are ongoing include a joint geographic information systems (GIS) web mapping service to be shared by Erie and Niagara Counties that will allow public access to municipal assessment data. Similarly, Steuben County will assume administrative responsibility for information technology (IT) services for the City of Corning and the Town and Village of Bath.



Education

Education includes expenditures incurred by school districts, as well as community colleges.

IMPACT EXAMPLE:

Partners	Annual Cost Savings	Tax Impact Per \$1000	Annual Household Tax Impact
Hamilton-Fulton-Montgomery BOCES	\$140,293	↓\$0.12	↓\$11.12

Four school districts formed a central business office (CBO) within the Hamilton-Fulton-Montgomery BOCES facility in Johnstown. The CBO replaced all business functions at the four school districts, including accounts payable and receivable, payroll, bookkeeping, purchasing and investing. The CBO model is becoming increasingly popular among school districts as an easy way to reduce administrative costs.

The CBO model has proven to be particularly popular and the Department of State is funding similar projects for the Erie2-Chautauqua-Cattaraugus BOCES and the Tompkins-Seneca-Tioga BOCES. In addition, Nassau BOCES will create a shared services platform for at least 40 of the county's 56 independent school districts, concentrating initially on four shared non-instructional functions: purchasing; information technology and telecommunications; out-of-district transportation; and internal audit.

Public Safety

Public Safety includes fire prevention and protection, police services, emergency medical services and other public safety programs.

IMPACT EXAMPLE:

Partners	Annual Cost Savings	Tax Impact Per \$1000	Annual Household Tax Impact
Village of LeRoy	\$184,443	↓\$1.32	↓\$108.05
Genesee County	-\$19,222	↑\$0.01	↑\$0.79

Following the successful consolidation of the City of Batavia's dispatch operations for emergency services (police, fire and ambulance) with the dispatch center operated by the Genesee County Sheriff's Office, the Village of LeRoy opted to do the same. The consolidation has yielded a significant tax impact for Village residents, as well as an enhanced ability to share critical information and efficiently deploy emergency services. The Village of LeRoy and City of Batavia, two of the largest communities in Genesee County, have helped to further the goal of a unified countywide dispatch and police information system.

During 2010, the Town and Village of Saugerties voted to consolidate police services into one Town Police department as a direct result of recommendations from a 2006 feasibility study. The Department of State will assist with the implementation of this consolidation through an LGE grant for capital improvements to the current Town Police facility, purchase of equipment and supplies, upgrading Village vehicles to Town standards, and training of personnel. The City of Jamestown is undertaking a similar initiative with the Chautauqua County Sheriff's Office.

Schenectady County Central Dispatch Feasibility Study and Implementation Plan



"To have all these people together in a room where they can literally talk to each other certainly expedites things for all law enforcement officers and emergency personnel."

Wayne Bennett,
Schenectady Public Safety
Commissioner

Transportation

Transportation includes road maintenance, snow removal, street lighting and public transit.

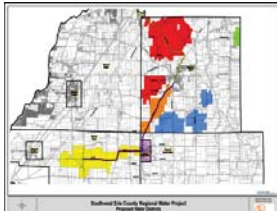
IMPACT EXAMPLE:

Partners	Annual Cost Savings	Tax Impact Per \$1000	Annual Household Tax Impact
Town of Montague	\$11,455	↓\$0.50	↓\$24.18
Town of Harrisburg	\$11,455	↓\$0.53	↓\$30.00
Town of Pinckney	\$11,455	↓\$0.54	↓\$35.69

Fiscally constrained municipalities can control costs by sharing equipment purchases and operating expenses. These three towns in the Tug Hill Plateau region could not individually afford equipment needed to clear roadside brush and debris to provide safe road conditions for motorists and pedestrians. By cooperatively purchasing and operating this equipment, these communities were able to avoid significant capital and operating costs.

Throughout New York State, local governments are taking innovative approaches to improve operational efficiencies with the provision of transportation services. Wyoming County is looking to consolidate highway maintenance responsibilities for all of its sixteen towns. Ulster County, with 7 participating municipalities, is purchasing Automatic Vehicle Locator hardware, software, and viewing licenses for 241 vehicles to allow for deployment without regard to jurisdictional boundaries.

Southwest Erie County Regional Water Project



As a result of the proposed water improvement projects, our municipalities, collectively and separately, have also benefited in the areas of expanded tax base, improved health and safety and more generally a better quality of life for all our citizens."

Glen R. Nellis,
Supervisor, Town of Eden

Sanitation & Utilities

Sanitation includes expenditures for the collection and disposal of sewage and wastewater and for the disposal of garbage and/or debris. Utilities include provision and distribution of drinking water, as well as electricity and natural gas.

IMPACT EXAMPLE:

Partners	Annual Cost Savings	Tax Impact Per \$1000	Annual Household Tax Impact
Town of Glenville (Alplaus Sewer District #1)	\$115,312	↓\$2.59	↓\$461.25
Town of Clifton Park (Old Nott Farm Sewer District)	\$47,924	↓\$2.79	↓\$748.82
Niskayuna Central School District			

Projects involving sanitation and utilities can have a large tax impact, because households are typically taxed directly for these services. Alplaus Sewer District #1 in the Town of Glenville agreed to accept wastewater from the Old Nott Sewer District in the Town of Clifton Park, which had a deficient sewage treatment facility. The agreement between the sewer districts crossed both local municipal and county borders. Improvements to the Alplaus sewage treatment plant allowed for expansion of municipal sewage disposal to other parts of the Town of Clifton Park, including the Glencliff Elementary School, which is part of the Niskayuna Central School District.

Challenges imposed by changing demographics and aging infrastructure make intermunicipal and regional collaboration an attractive option. The Department of State is helping the Town of East Greenbush connect its sewage treatment plant, which is operating at full capacity and under a consent order, to the Rensselaer County plant, which is operating at only 60% of capacity. The grant will help to develop a joint municipal agreement needed to authorize the sharing of sewer services and offset some of the engineering and design costs of the connecting line.



2009-2010 LGE GRANT ADMINISTRATION

2009-2010 LGE Appropriations

LGE Program Grants and Activities	2009-2010 Appropriation	Dec. 2009 Amended Appropriation	2010-2011 Reappropriation
High Priority Planning / General Efficiency Planning	\$2,450,000	\$2,450,000	\$750,000
Efficiency Implementation	\$4,900,000	\$4,400,000	\$2,125,000
21st Century Demonstration	\$4,165,000	\$4,165,000	\$2,125,000
TOTAL	\$11,515,000	\$11,015,000	\$5,000,000

The 2010-2011 state budget reappropriation amended the 2009-2010 LGE program to allow unused monies for any one type of grant to be used for any other type of grant, subject to Division of Budget approval. The Legislature also agreed to appropriate \$5 million for the 2010-2011 LGE grant program and restored \$1 million for municipal merger incentives.

The Department of State released the 2009-2010 Request for Applications on June 22, 2009, with a September 23, 2009 deadline for competitive grants and rolling monthly deadlines from August 19, 2009 through March 17, 2010 for non-competitive High Priority Planning grants. DOS re-released the Request for Applications establishing a second deadline of February 24, 2010 for the competitive grants. The first award for the 2009-2010 LGE grant program was announced in October 2009, with the final twenty grant awards announced on August 20, 2010.

2009-2010 LGE Grant Applications and Awards

LGE Program Grants and Activities	Applications	Amount Requested	Awards	Amount Awarded
High Priority Planning	46	\$1,457,390	31	\$1,339,069
General Efficiency Planning	43	\$1,594,000	9	\$225,000
Efficiency Implementation	65	\$26,798,421	6	\$3,428,195
21st Century Demonstration	1	\$638,059	0	—
TOTAL	155	\$30,487,870	46	\$4,992,264

Applicants estimate that Efficiency Implementation grants will save local governments an estimated \$66.7 million over ten years – a savings of almost 20 times the initial state investment.

Local Government Efficiency Grant Program Award Status

Grants	2005-06	2006-07	2007-08	2008-09	2009-10	TOTAL
Announced	22	72	67	88	46	295
Declined by Applicant	2	2	2	1	1	8
Not Yet in Contract	0	0	0	10	13	23
Active in Contract	1	25	25	70	32	153
Completed	19	45	45	7	0	116

As of July 31, 2010, 39% of LGE grant program awards were completed. An additional 50% were in contract and active. 42% of all appropriated funds for the LGE program have been expended to date. (Appendix 2).

LeRoy – Genesee County Consolidation of Police Information Systems and Dispatch



“Applying for and receiving LGE funding allowed LeRoy and Genesee County to put the necessary infrastructure in place to integrate Le Roy’s emergency dispatch services into a state of the art facility at the County level while at the same time having no financial impact on the local taxpayer.”

Chris Hayward,
Chief, Village of LeRoy Police
Department

THE FUTURE OF THE LGE PROGRAM

The LGE program continues to support community revitalization by helping local governments become more competitive through fiscal and operational efficiency. As property taxes become evermore burdensome, New York State residents are changing their attitudes toward the level of local costs they are willing to bear. There is a willingness to look at new ways of governance, from structural changes, as exemplified by the New N.Y. Government Reorganization and Citizen Empowerment Act, to regional collaboration as a way to capitalize on a broader array of community assets.

Because of the ongoing constraint on public finances, the LGE program will continue to be an important component of the Department of State's commitment to community development. The program has proven effective in reducing costs at the local level and the State is gaining valuable insight into local government issues and using this knowledge to develop innovative ways to facilitate cost savings.

The Department of State recognizes that it must continue to develop comprehensive approaches to community revitalization to achieve maximum impact. This includes strengthening the LGE program by more precisely targeting financial and technical assistance. The Department of State continues to closely align its technical assistance to the functional categories of public service expenditures reported by municipalities to the Office of the State Comptroller.

The Department of State is focused on developing a more comprehensive approach to community development by better aligning the LGE program with other community development programs run by the Department of State, including the Local Waterfront Revitalization Program (LWRP), Brownfield Opportunities Area (BOA) Program and Appalachian Region Development Program. All Department of State programs are dedicated to community development through better planning to improve and protect environmental resources, community assets and fiscal capacity.

By working cooperatively with other state agencies, the LGE program is ensuring that cost-savings and efficiency interests are consistent with State programs and directives. These initiatives include working with:

- Department of Education on school consolidations and shared services;
- State Archives on the retention of records after municipal consolidation;
- Department of Real Property Services on coordinated and consolidated property tax assessment;
- Office of the State Comptroller on local government resources and reporting;
- Department of Transportation on highway projects;
- Environmental Facilities Corporation on water and sewer projects; and,
- Department of Civil Service on health plan consolidations.

An excellent example of this cooperation is a pending program with the New York State's Environmental Facilities Corporation (EFC). This program, which will be administered by the Department of State, will provide grants to incorporate cost effectiveness and responsible land use planning into applications for financial assistance from EFC for construction of municipal wastewater systems.

The LGE program will continue to help local government leaders to lower local government costs and increase service delivery efficiencies. A regional approach can ensure that programs will benefit the greatest number of citizens and is financially sustainable. These goals remain key to creating competitive and sustainable communities critical to a healthy economic future for all New Yorkers.



APPENDIX 1

2009 Local Government Workshops

Location	Date	Region
Saratoga Springs	July 13, 2009	North Country
Kingston	July 14, 2009	Hudson Valley
Olean	July 14, 2009	Western New York
Buffalo	July 15, 2009	Western New York
New York City	July 15, 2009	Metropolitan New York
Rochester	July 16, 2009	Finger Lakes
Binghamton	July 17, 2009	Finger Lakes
Hauppauge	July 20, 2009	Long Island
DeWitt	July 20, 2009	Finger Lakes
Valhalla	July 21, 2009	Hudson Valley
Utica	July 21, 2009	Central New York
Watertown	July 22, 2009	North Country
Plattsburg	July 23, 2009	North Country

APPENDIX 2

Financial Status as of July 31, 2010

GRANTS							
State Fiscal Year	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	Total
Original Appropriation	2,550,000	13,700,000	13,700,000	23,030,000	11,515,000	5,000,000	69,495,000
Amended Appropriation ¹	2,550,000	13,700,000	13,700,000	11,515,000	5,000,000	5,000,000	51,465,000
Grants Awarded ²	2,446,121	13,622,648	13,672,058	11,322,197	4,105,645	0	45,168,669
Grants in Contract	2,310,977	13,472,528	13,194,762	10,284,371	986,059	0	40,248,697
Funds Expended	1,965,758	9,888,667	8,301,888	991,242	0	0	21,147,555
Contract Balance ³	346,219	3,583,861	4,892,874	9,293,129	986,059	0	22,273,495
Appropriation Balance ⁴	239,023	227,472	505,238	1,230,629	4,013,941	5,000,000	11,216,303
ADMINISTRATION & TECHNICAL ASSISTANCE							
Original Appropriation	200,000	1,300,000	1,300,000	2,450,000	0	0	0
Amended Appropriation ⁵	200,000	600,000	220,000	500,000	0	0	0
Funds Expended	200,000	596,699	219,648	226,568	0	0	0
Appropriation Balance	0	3,301	352	273,432	0	0	0

¹ Following re-appropriation in SFY 2008-09 and amended appropriation and re-appropriation in SFY 2009-2010.

² The LGE grant program funding is disbursed to municipalities on a reimbursement basis. After funding is awarded and contracts are approved, each contracting municipality may file for reimbursement once every 30 days, up to and including 90% of the original award. To receive the final 10% a municipality must provide program staff with documentation of the completed project.

³ Unpaid funds from grants in contract.

⁴ The Balance includes funds that have been returned from completed projects, awards that have not been encumbered by contracts, and uncommitted funds.

⁵ \$700,000 of the SFY 2006-07 funds and \$1,080,000 of the SFY 2007-08 funds were not sub-allocated to the Department of State.

APPENDIX 3

2009-2010 LGE Program Annual Report Supplement

Partners	Grant Award	Annual Savings	Tax Impact Per \$1000 Value	Median House Value	Household Tax Impact
Consolidation & Dissolution					
1 Annexation Feasibility Study					
North Colonie CSD	\$36,387				
Maplewood-Colonie SD		\$300,000	\$4.01	\$200,400	↓\$802.75
2 Village Dissolution Study					
Village of Pike	\$83,700	\$21,321	\$0.75	\$49,500	↓\$ 37.13
Town of Pike			\$0.96	\$57,400	↓\$ 55.10
3 Consolidation Study					
Village of Seneca Falls	\$58,500	\$393,000	\$6.12	\$67,800	↓\$414.94
Town of Seneca Falls			-\$6.44	\$72,600	↑\$467.54
4 Consolidation Study					
North Greenbush Fire District #1	\$23,256	-\$49,634	-\$0.19	\$116,200	↑\$ 22.08
Defreestville Fire Protection District		\$73,410	\$1.34	\$116,200	↓\$155.71
5 Village Dissolution Feasibility Study					
Village of Perrysburg	\$45,000	\$125,195	\$2.14	\$59,400	↓\$127.12
Town of Perrysburg			\$0.36	\$67,000	↓\$ 24.12
General Government					
6 Centralized Records Management					
Schuyler County	\$100,000	\$16,000	\$0.02	\$68,400	↓\$ 1.05
Town of Dix		\$12,500	\$0.06	\$68,400	↓\$ 4.37
Town of Hector		\$12,500	\$0.04	\$77,200	↓\$ 2.84
Village of Watkins Glen		\$12,500	\$0.12	\$67,200	↓\$ 7.83
Watkins Glen School District		\$12,500	\$0.02	\$68,400	↓\$ 1.50
7 Shared GIS					
Niagara County	\$275,321	\$164,900	\$0.02	\$94,900	↓\$ 1.81
Erie County		Unknown	Unknown	Unknown	Unknown
8 Joint Court Facility					
Town of Avon	\$200,000	\$4,540	\$0.01	\$96,900	↓\$ 1.27
Village of Avon		\$4,540	\$0.03	\$96,100	↓\$ 2.85
9 Shared Assessment Services					
City of Niagara Falls	\$74,681	Unknown	Unknown	Unknown	Unknown
Town of Wilson		\$18,150	\$0.06	\$88,300	↓\$ 5.66
10 Municipal Data Sharing Portal					
Nassau County	\$89,113.00	\$115,360	\$0.00	\$507,500	↓\$ 0.22



Partners	Grant Award	Annual Savings	Tax Impact Per \$1000 Value	Median House Value	Household Tax Impact
General Government					
11 Great Neck Peninsula Web-Based Intranet Platform					
Town of North Hempstead	\$43,470.00	\$2,500	\$0.00	\$679,500	↓\$ 0.03
Village of Great Neck Estates		\$2,500	\$0.00	\$804,100	↓\$ 1.52
Village of Lake Success		\$2,500	\$0.00	\$661,300	↓\$ 1.00
Great Neck School District		\$2,500	\$0.00	\$679,500	↓\$ 0.10
Education					
12 Central Business Office					
Hamilton-Fulton-Montgomery BOCES	\$38,254	\$140,293	\$0.12	\$89,900	↓\$ 11.12
In conjunction with: Canajoharie CSD, Mayfield CSD, Wells CSD, Piseco Common SD #1					
13 Disaster Recovery and Backup Solution					
Otsego Northern Catskills BOCES	\$216,651	\$37,684	\$0.01	\$125,000	↓\$ 1.38
In conjunction with: Andes CSD, Charlotte Valley CSD, Cherry Valley-Springfield CSD, Jefferson CSD, Milford CSD, Oneonta City SD, Roxbury CSD, South Kortright CSD, Stamford CSD, Worcester CSD					
14 Shared Business Office Implementation					
Erie2-Chautauqua-Cattaraugus BOCES	\$182,895	\$111,403	\$0.04	\$77,400	↓\$ 3.35
In conjunction with: Ripley CSD, Westfield Academy CSD, Brocton CSD, Fredonia CSD, Silver Creek CSD, Chautauqua Lake CSD					
Public Safety					
15 Computer Aided Dispatch Upgrade					
Town of Hamburg	\$89,027	\$183,597	\$0.06	\$128,000	↓\$ 7.45
Town of Eden		\$183,597	\$0.40	\$106,500	↓\$ 42.56
Town of Boston		\$183,597	\$0.38	\$111,900	↓\$ 42.10
Town of Colden		\$183,597	\$0.77	\$105,500	↓\$ 80.92
Village of Hamburg		\$183,597	\$0.40	\$97,800	↓\$ 38.64
Village of Blasdell		\$183,597	\$1.76	\$76,600	↓\$134.99
16 Police Mobile Data Technology					
Monroe County	\$300,000	\$2,610,860	\$0.07	\$126,300	↓\$ 8.99
17 Consolidation of Police Information Systems and Dispatch					
City of Batavia	\$255,393	\$202,068	\$0.41	\$77,200	↓\$ 31.41
Genesee County		-\$123,600	-\$0.05	\$98,400	↑\$ 5.07
18 Consolidation of Village into Town Police Department					
Town of Evans	\$125,772	\$203,840	\$0.26	\$84,200	↓\$ 21.92
Village of Angola		\$93,600	\$1.28	\$83,500	↓\$106.65
19 Consolidation of Police Information Systems and Dispatch					
Village of LeRoy	\$272,883	\$184,443	\$1.32	\$82,100	↓\$108.05
Genesee County		-\$19,222	-\$0.01	\$98,400	↑\$ 0.79

Partners	Grant Award	Annual Savings	Tax Impact Per \$1000 Value	Median House Value	Household Tax Impact
Transportation					
20 Above Ground Shared Fuel Facility					
Webster CSD	\$160,599	\$1,000	\$0.00	\$162,800	↓\$ 0.04
Village of Webster		\$19,131	\$0.07	\$162,800	↓\$ 11.42
North East Joint Fire District		Unknown	Unknown	Unknown	Unknown
21 County Highway Equipment shared with Towns					
Livingston County	\$78,080	\$39,458	\$0.01	\$111,100	↓\$ 1.50
22 Shared Highway Maintenance Equipment					
Town of New Paltz	\$362,057	\$45,110	\$0.04	\$134,500	↓\$ 4.96
Town of Lloyd		\$45,110	\$0.04	\$124,100	↓\$ 4.72
23 Intermunicipal Salt Storage Facility					
City of Schenectedy	\$337,500	\$26,400	\$0.01	\$104,900	↓\$ 1.32
Schenectedy County		\$173,000	\$0.02	\$159,100	↓\$ 2.85
Town of Rotterdam		\$26,400	\$0.01	\$158,700	↓\$ 1.76
Town of Niskayuna		Unknown	Unknown	Unknown	Unknown
24 Shared Excavator and Vibratory Roller					
Town of Rose	\$278,833	\$56,444	\$0.66	\$65,400	↓\$ 43.30
Town of Huron		\$23,544	\$0.10	\$88,900	↓\$ 8.90
Town of Lyons		\$4,469	\$0.03	\$56,900	↓\$ 1.50
Town of Galen		\$4,469	\$0.03	\$57,900	↓\$ 1.91
25 Shared Road Widener and Roller					
Town of Leicester	\$269,411	\$18,656	\$0.19	\$79,900	↓\$15.05
Town of Avon		\$18,656	\$0.05	\$96,900	↓\$ 5.22
Town of Caledonia		\$18,656	\$0.09	\$93,500	↓\$ 8.31
Town of Mt. Morris		\$18,656	\$0.13	\$68,600	↓\$ 8.85
Town of York		\$18,656	\$0.11	\$86,600	↓\$ 9.71
26 Shared Salt Storage Facility					
Town of Cobleskill	\$300,000	\$9,006	\$0.03	\$88,500	↓\$ 2.51
Village of Cobleskill		\$7,258	\$0.04	\$89,600	↓\$ 3.56
27 Shared Paint Striping Program					
Steuben County	\$285,859	\$74,676	\$0.02	\$83,100	↓\$ 1.39
28 Countywide Consolidation of Highway Surface Treatments					
Chautauqua County	\$291,960	\$532,800	\$0.08	\$77,400	↓\$ 6.42
Town of Ellicott					
29 Shared Excavator for Public Works Projects					
Village of Fair Haven	\$192,686	\$33,557	\$0.48	\$76,500	↓\$ 36.89
Town of Sterling		\$33,557	\$0.19	\$66,100	↓\$ 12.54



Partners	Grant Award	Annual Savings	Tax Impact Per \$1000 Value	Median House Value	Household Tax Impact
Transportation					
30 Shared Salt Storage Facility					
Town of Chenango	\$432,000	\$55,200	\$0.09	\$84,600	↓\$ 7.91
Broome County		\$70,400	\$0.01	\$96,400	↓\$ 0.82
31 Shared Highway Equipment					
Town of Montague	\$75,438	\$11,455	\$0.50	\$48,000	↓\$ 24.18
Town of Harrisburg		\$11,455	\$0.53	\$56,700	↓\$ 30.00
Town of Pinckney		\$11,455	\$0.54	\$66,000	↓\$ 35.69
32 Shared Road Widening Equipment					
Town of Peru	\$63,000	\$5,400	\$0.01	\$94,500	↓\$ 1.34
Town of Black Brook		\$5,400	\$0.04	\$65,400	↓\$ 2.61
Town of Ausable		\$5,400	\$0.04	\$71,000	↓\$ 3.17
Town of Jay		\$5,400	\$0.03	\$72,500	↓\$ 1.95
33 Shared Street Sweeping Equipment					
Town of Wheatfield	\$152,356	\$17,280	\$0.02	\$116,800	↓\$ 1.90
Town of Pendleton		\$17,280	\$0.04	\$124,200	↓\$ 5.00
Town of Lewiston		\$17,280	\$0.02	\$99,700	↓\$ 2.01
Village of Youngstown		\$17,280	\$0.19	\$95,900	↓\$ 18.41
34 Shared Road Maintenance Equipment					
Town of Bangor	\$199,356	Unknown	Unknown	Unknown	Unknown
Town of Moira		\$18,459	\$0.26	\$48,900	↓\$ 12.82
Town of Fort Covington		\$18,459	\$0.38	\$48,600	↓\$ 18.52
35 Shared Sand/Salt Storage Facility					
Village of Bath	\$276,276	\$14,707	\$0.08	\$72,700	↓\$ 5.84
Town of Bath		\$14,707	\$0.03	\$70,200	↓\$ 2.43
Village of Savona		\$14,707	\$0.82	\$57,800	↓\$ 47.24
Bath CSD		\$14,707	\$0.04	\$70,200	↓\$ 2.51
36 Shared Highway Services and Salt Storage					
Cayuga County	\$150,398	\$89,265	\$0.02	\$97,300	↓\$ 2.28
Town of Sempronius		\$6,845	\$0.14	\$62,300	↓\$ 8.63
37 Highway Partnership Program					
Town of Clarkson	\$173,536	\$14,033	\$0.05	\$104,400	↓\$ 5.01
Town of Hamlin		\$12,033	\$0.03	\$92,000	↓\$ 3.03
Town of Parma		\$12,033	\$0.02	\$98,000	↓\$ 1.60
Town of Sweden		\$12,033	\$0.02	\$95,300	↓\$ 2.12
38 Shared Street Cleaning Equipment					
Clyde-Savannah CSD	\$100,258	\$71,000	\$0.38	\$55,700	↓\$ 21.15
Village of Clyde		\$86,750	\$1.69	\$55,700	↓\$ 94.27

Partners	Grant Award	Annual Savings	Tax Impact Per \$1000 Value	Median House Value	Household Tax Impact
Transportation					
39 Shared Salt Storage Facility					
Town of Cuba	\$159,887	\$22,919	\$0.16	\$55,000	↓\$ 8.92
Village of Cuba		\$22,919	\$0.55	\$50,000	↓\$ 27.38
40 Cooperative Equipment Purchase					
Town of East Bloomfield	\$336,205	\$114,525	\$0.56	\$96,600	↓\$ 54.37
Village of Bloomfield		\$24,775	\$0.45	\$92,100	↓\$ 41.02
Bloomfield CSD		\$13,950	\$0.04	\$96,600	↓\$ 3.72
41 Shared Municipal Paving Equipment					
Franklin County	\$260,820	\$80,402	\$0.02	\$83,800	↓\$ 1.92
42 Joint Fuel/Maintenance/Storage Facility					
Lyons CSD	\$91,616	\$20,047	\$0.09	\$56,900	↓\$ 5.40
Village of Lyons		\$20,047	\$0.21	\$54,600	↓\$ 11.26
Town of Lyons		\$20,047	\$0.12	\$56,900	↓\$ 6.72
43 Shared Highway Equipment					
Monroe County	\$185,955	\$83,336	\$0.00	\$126,300	↓\$ 0.29
44 Fueling Facility Consolidation					
Village of Mount Morris	\$66,628	\$23,446	\$0.27	\$68,400	↓\$ 18.38
Town of Mount Morris		\$14,726	\$0.10	\$68,600	↓\$ 6.99
45 Shared Highway Equipment					
Village of Newark	\$134,291	\$54,767	\$0.18	\$71,800	↓\$ 12.91
Town of Arcadia		\$24,947	\$0.05	\$74,500	↓\$ 3.71
Newark CSD		\$1,621	\$0.00	\$74,500	↓\$0 .22
46 County Public Works Shared Services					
Oneida County	\$260,820	\$126,000	\$0.01	\$98,000	↓\$ 1.34
47 Countywide Brush Cutting					
Orleans County SWCD	\$43,470	\$101,640	\$0.07	\$82,400	↓\$ 5.60
48 Shared Highway Equipment					
Town of Palmyra	\$449,758	\$27,217	\$0.09	\$84,100	↓\$ 7.79
Town of Macedon		\$56,397	\$0.11	\$99,100	↓\$ 10.80
Town of Walworth		\$94,812	\$0.20	\$112,700	↓\$ 22.25
Village of Palmyra		\$46,897	\$0.43	\$78,400	↓\$ 34.02
49 Shared Public Works Facility					
Schuyler County	\$483,000	\$90,750	\$0.09	\$68,400	↓\$ 5.93
Town of Dix		\$33,750	\$0.17	\$68,400	↓\$ 11.80
Watkins Glen School District		\$33,750	\$0.06	\$68,400	↓\$ 4.06
Village of Watkins Glen		\$90,750	\$0.85	\$67,200	↓\$ 56.82



Partners	Grant Award	Annual Savings	Tax Impact Per \$1000 Value	Median House Value	Household Tax Impact
Transportation					
50 Shared Highway Building					
Town of Sherman	\$288,206	\$30,870	\$0.59	\$48,800	↓\$ 28.71
Village of Sherman		\$30,870	\$1.96	\$47,900	↓\$ 93.90
51 Shared Salt Storage Facility					
Village of Silver Creek	\$96,600	\$16,647	\$0.20	\$63,500	↓\$ 12.72
Silver Creek CSD		\$9,398	\$0.03	\$68,600	↓\$ 2.15
Culture & Recreation					
52 Turf and Grounds Maintenance Collaboration					
Taconic Hills CSD	\$37,284	\$8,500	\$0.00	\$106,700	↓\$ 0.43
Town of Ancram		-\$500	\$0.00	\$118,000	↑\$ 0.17
Town of Copake		\$2,500	\$0.00	\$106,700	↓\$ 0.42
Town of Hillsdale		-\$500	\$0.00	\$127,500	↑\$ 0.14
Sanitation & Utilities					
53 Sewer Line Extension					
Town of Ticonderoga	\$400,000	Unknown	Unknown	Unknown	Unknown
Town of Putnam		\$40,000	\$4.85	\$75,600	↓\$367.00
54 Joint Landfill – Artificial Wetland Treatment System					
Town of Fishkill	\$200,000	\$28,080	\$0.01	\$314,300	↓\$ 2.99
Town of East Fishkill		\$28,080	\$0.01	\$395,100	↓\$ 2.34
55 Shared Sewer Cleaner/Vacuum Equipment					
Town of Ripley	\$92,250	\$12,500	\$0.14	\$44,300	↓\$ 6.19
Village of Sherman		\$12,500	\$0.79	\$47,900	↓\$ 38.02
Village of Westfield		\$12,500	\$0.09	\$70,300	↓\$ 6.44
Village of Cherry Creek		\$12,500	\$1.14	\$41,200	↓\$ 46.96
56 Shared Sanitary Sewer Televising Equipment					
Town of Eastchester	\$49,230	\$19,500	\$0.00	\$606,400	↓\$ 1.41
Village of Bronxville		\$19,500	\$0.01	\$959,600	↓\$ 6.02
Village of Tuckahoe		\$19,500	\$0.02	\$309,700	↓\$ 5.80
57 Southwest Erie County Regional Water Project					
Town of Eden	\$567,900	\$500,000	\$1.09	\$106,500	↓\$115.91
Town of Brant		\$100,000	\$1.03	\$82,200	↓\$ 85.07
Town of Collins					
Town of North Collins					
Village of Angola					
Village of North Collins		\$100,000	\$2.94	\$74,600	↓\$219.18

Partners	Grant Award	Annual Savings	Tax Impact Per \$1000 Value	Median House Value	Household Tax Impact
Sanitation & Utilities					
58 Shared Water Tank					
Town of Cape Vincent	\$400,000	\$114,928	\$0.41	\$76,400	↓\$ 31.18
Village of Cape Vincent		\$1,380	\$0.03	\$70,900	↓\$ 2.34
59 Shared Water Source, Storage and Distribution					
Village of Ellisburg	\$386,400	\$27,250	\$5.24	\$44,700	↓\$234.04
Town of Ellisburg		\$27,250	\$0.15	\$60,900	↓\$ 8.98
60 Joint Sewer Project					
Town of Glenville (Alplaus SD #1)	\$579,600	\$115,312	\$2.59	\$178,000	↓\$461.25
Town of Clifton Park (Old Nott SD)		\$47,924	\$2.79	\$268,500	↓\$748.82
Niskayuna CSD		Unknown	Unknown	Unknown	Unknown
61 Shared Sanitary Sewer Cleaning and Televising Equipment					
City of Port Jervis	\$386,400	\$95,548	\$0.18	\$85,900	↓\$ 15.68
City of Middletown		\$57,000	\$0.03	\$236,200	↓\$ 7.10
Employee Benefits					
62 Incentive Program to Reduce County Health Care Costs					
Monroe County	\$212,000	\$121,060	\$0.00	\$126,300	↓\$ 0.42
63 NYRx Cooperative Prescription Benefit Plan					
City of Albany	\$299,000	\$769,488	\$0.14	\$171,500	↓\$ 24.65
Rensselaer County		\$363,757	\$0.04	\$167,100	↓\$ 6.39
Total	\$13,157,225	\$11,676,604			



NEW YORK STATE  DEPARTMENT OF STATE

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