

New York State Conference of Mayors *and* Municipal Officials



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COM**

Legislative
Program **2009**



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EXECUTIVE DIRECTOR'S MESSAGE

PETER A. BAYNES

The legislative priorities described in NYCOCM's 2009 *Legislative Program* were developed in an open, deliberative meeting of the NYCOCM membership. The common goal of each proposal is to provide city and village officials with the resources and flexibility to deliver essential municipal services in the most cost effective manner.

This, of course, can only be accomplished through a true partnership between the state and its local governments. Municipalities are not a special interest group, but rather the providers of services that directly impact the daily lives of each and every resident and business of this state. One can certainly make the argument that our local officials represent perhaps the biggest special interest group of all – New York's taxpayers.

Like many other communities across the nation, cities and villages throughout our state are plagued by fiscal stress, which has only been exacerbated by the current economic downturn that is affecting us all. As a result, the imbalance between the fiscal capacity of New York's municipalities and the cost of providing essential services continues to grow. When you consider the underfunded state aid, inefficient state mandates and restrictions on managing costs, it becomes clear why property taxpayers are overburdened, residents and businesses are leaving New York, and our economic centers are struggling. NYCOCM believes that these challenges can be confronted through a combination of growing and predictable state aid, real relief from onerous state mandates, more affordable employee benefit options and an equitable balance between the negotiating power of public employers and employees.

NYCOCM is confident that if all levels of government work together, our cities and villages can lead New York into an era of revitalization, where our communities and our state have thriving economies and a high quality of life. At a time when New York and the nation are facing some of their greatest fiscal challenges, we look forward to working with the legislative and executive branches to achieving these important goals in 2009.

OVERALL PRIORITY

MAINTAIN COMMITMENT TO REVENUE SHARING

Support the maintenance of revenue sharing for all municipalities at 2008-09 levels and the fulfillment of the multi-year commitment to increases in the program once the state's fiscal picture improves. Revenue sharing, which was renamed Aid and Incentives for Municipalities (AIM) as part of the 2005-06 State Budget, has the largely untapped potential to provide significant municipal property tax relief. For decades, the original revenue sharing formula – intended to redistribute state tax revenues to municipalities that do not have the tax base or the taxing authority to generate these revenues on their own – has been annually disregarded and various constraints have been imposed on the overall level of state aid to local governments. Although local governments have received substantial increases over the past four years, 100% of villages and approximately 80% of cities currently receive less aid than they did in 1989, when adjusted for inflation.

Despite this, however, AIM is a proven example of a property tax program that works. Results of NYCOM's annual budget surveys have shown that the AIM increases provided in recent years have helped to slow the growth in municipal property tax rates. Clearly, the state and its taxpayers are beginning to benefit from this modest, yet worthwhile, investment.

NYCOM supports the multi-year commitment to AIM increases that was authorized in the 2007-08 State Budget which would provide annual increases for the state's cities (outside NYC) and villages over a four-year period. Under this plan, the allocation of the annual increases is based upon specific "fiscal distress factors" applied to all municipalities. Since NYCOM has long argued that all cities and villages are contending – in differing degrees – with the same daunting fiscal challenges, we believe applying objective criteria to all levels of government,

regardless of class, is a step in the right direction to ensuring that each municipality receives the aid they deserve. However, there are other criteria that may be worth considering – particularly the types and levels of services each municipality provides (e.g., police, fire, water and sewer), and the amount of tax-exempt property a community contains. Such criteria would serve as a better measure of need and would help to address the allocation inequities that currently exist.

Although New York State is currently facing its own significant fiscal challenges, the biggest mistake state leaders could make would be to shift these problems onto the backs of local governments and their taxpayers. New York’s municipalities are the building blocks of this state and thereby play a critical role in its overall fiscal stability and strength. As a result, they not only deserve a guaranteed level of state aid, but they require it to ensure the state’s continued prosperity, as well as their own. A strong and growing state-local fiscal partnership is essential to preserving economic vitality at all levels of government.

The 2009-10 Executive Budget proposes to maintain the “core” AIM program at the current year level. This means that most cities and villages would receive the same amount of AIM funding in 2009-10 as they do currently. However, New York City would be eliminated from the AIM program. In addition, 33 cities that received a portion of the \$11.6 million that was added by the Legislature as part of the 2008-09 adopted State Budget, would also have their AIM funding reduced in the current year by 20% of the amount of the Legislative Add. The remaining 80% of the Legislative Add would be eliminated in 2009-10. NYCOM urges the Legislature to restore these cuts, ensuring every municipality receives the level of AIM funding that was enacted as part of the 2008-09 State Budget.



FINANCE

STAFF CONTACTS: BARBARA VANEPPE
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FINANCE

PENSION COST REFORM

Support the creation of a new retirement tier to make pension benefits for future employees more affordable. In recent years, the pension cost crisis has revealed the underlying imbalance between the high cost of New York's public pension benefit structure and the limited fiscal capacity of local governments and their taxpayers. The state and its local governments operate under what is known as a defined benefit plan where employees are guaranteed a certain level of benefits financed primarily by state and local employer contributions to the retirement system. Over the years, these benefits have become increasingly more difficult to sustain. In fact, villages and cities (outside NYC) experienced a tenfold increase in pension costs between 2003 and 2005.

Despite the fact that pension rates have started to decline in recent years, pension costs continue to plague local budgets. NYCOM supports legislation that creates a new retirement tier with more affordable retirement benefits for new hires in both the Employees' Retirement System and the Police and Fire Retirement System. Given the current workforce demographics, with many of the state's "baby-boomers" nearing retirement age, coupled with the fact that public sector salaries and benefits currently equal, and often exceed that of the private sector, now is an opportune time to consider the creation of a new retirement tier. This new tier should, at a minimum: 1) require an employee contribution; 2) increase the minimum retirement age at which an individual can begin to draw down even a partial pension benefit; and 3) revise the way the final average salary (FAS) is determined by considering more than three years and taking into account only base pay.

The Executive Budget proposes to establish a Tier 5 for new state and local non-uniformed employees. In particular, this new pension tier would: require a 3% employee

contribution for the duration of employment; increase the minimum retirement age from 55 to 62; and eliminate overtime earnings from the final average salary (FAS) calculation. A new tier would also be established for uniformed employees in the City of New York.

NYCOM strongly believes that in order to achieve meaningful pension reform and significant taxpayer savings, this proposal should be expanded to include uniformed employees outside New York City.

FINANCE

GROWTH IN TRANSPORTATION FUNDING

Support continued growth in the level of transportation aid to local governments.

- **CHIPS** – The Consolidated Highway Improvement Program (CHIPS) assists local governments with the cost of construction, reconstruction and improvement of local highways, bridges and highway-railroad crossings. The funding is distributed based on local highway mileage and vehicle travel. While the CHIPS program has increased significantly in recent years, locally-owned roads remain in need of substantial near-term improvements. Local governments should receive a significant portion of any bonded or pay-as-you-go transportation funding.

The 2009-10 Executive Budget would reduce CHIPS funding by \$112 million or nearly 31%, from \$363 million currently to \$251 million. We urge the State Legislature to restore this funding.

- **Arterial Maintenance** – The reimbursement rate of \$.85 per square yard paid to cities for maintenance of state arterial highways has not been increased since 1987. An inflationary adjustment to \$1.50 per square yard would provide a much needed increase for the 38 cities participating in this state-local program, and would represent an additional state expenditure of approximately \$5.3 million. If the state had to maintain these highways, the state's fiscal exposure would far exceed the reimbursements that would be paid to cities under this proposal.

FINANCE

PROHIBITION AGAINST UNFUNDED STATE MANDATES

Support legislation to constitutionally prohibit the enactment of unfunded mandates. Specifically, this legislation would prohibit the enactment of any statutory or regulatory mandates which would impose a direct or indirect fiscal burden on local governments unless an estimate of such fiscal burden is computed – with input from the state’s local government associations, including NYCOM – and printed on the bill, and an appropriation is made sufficient to hold each local government harmless from any part of such fiscal burden.

FINANCE

WICKS LAW REPEAL

Support repeal of the state’s multiple bidding law. Dating back to 1912, the Wicks Law has become one of the most onerous mandates facing local governments. In 2008, the Governor and the State Legislature finally agreed to amend this outdated statute but these reforms, while supported by NYCOM, were only a first step toward making meaningful changes to this mandate. Prior to July 2008, General Municipal Law § 101 required separate plumbing, heating/ventilation/air conditioning and electrical contracts for state and local government construction projects costing more than \$50,000. The threshold is now \$3 million in New York City, \$1.5 million in Nassau, Suffolk and Westchester counties, and \$500,000 in the rest of the state. Additionally, public work projects for which a municipality opts to require the contractor to use a project labor agreement (PLA) are exempt from the Wicks Law provisions.



Despite these changes – particularly the threshold increases – many municipal projects are still subject to the multiple bidding requirements under the Wicks Law.

This requirement has the effect of increasing costs, delaying projects and, in some cases, preventing projects from going forward at all. Previous studies estimate that the Wicks Law adds anywhere from 8% to 30% to project expenses. Furthermore, several of the labor-related provisions that were included in the 2008 reforms, have posed real problems for many upstate municipalities and small businesses.

Support legislation to repeal the Wicks Law. Eliminating this onerous mandate will help stimulate the state's languishing local economies by allowing municipalities to utilize a more cost-effective approach to executing public projects, thereby removing a major impediment to communities investing in much-needed infrastructure and other capital improvements.

The 2009-10 Executive Budget would, for a five-year period, increase the Wicks Law threshold from \$3 million to \$10 million in NYC, provide a full Wicks exemption for all school districts, and eliminate the apprentice training program requirement for contractors and subcontractors engaged in a PLA, enacted as part of the 2008 Wicks Law reform.

FINANCE

SERVICE CHARGE FOR TAX-EXEMPT PROPERTIES

Support legislation that would permit municipalities, at local option, to impose charges on tax exempt properties to defray the cost of certain services local governments provide such as police protection, fire protection, street and highway construction, maintenance and lighting, sanitation and water supply.

While municipalities currently have the ability to impose user fees to cover some of these expenses, they are prohibited from doing so for some of the most costly services, including police and fire protection. In 1971, a "service charge" law was enacted in New York but it was never implemented, and was ultimately repealed. In 2008, the State Legislature introduced a similar "service charge" bill but, unfortunately, it was never acted upon.



EMPLOYEE RELATIONS AND PUBLIC SAFETY

STAFF CONTACT: JOHN GALLIGAN

EMPLOYEE RELATIONS AND PUBLIC SAFETY

HEIGHTENED RISK FOR DISABILITY PAYMENTS UNDER GENERAL MUNICIPAL LAW § 207-a AND § 207-c

Support legislation to provide that municipal disability benefits for police and paid firefighters be limited to injuries incurred when performing hazardous work duties. Paid firefighters and police officers are potentially eligible for generous municipal disability benefits if an injury or illness is incurred in the performance of duty under General Municipal Law § 207-a and § 207-c. In the event of an injury in the performance of duties, the individual is entitled to all necessary medical treatment and receipt of a municipal disability benefit equal to the full amount of regular salary or wages until retirement. These sections of the General Municipal Law should be amended to apply a "heightened risk" standard for the granting of these benefits. Under this standard, an injury incurred while performing a work duty which did not involve a hazardous activity would not be eligible for the municipal disability benefit available under General Municipal Law § 207-a and § 207-c. A police officer or firefighter who might be injured while involved with a nonhazardous work duty would instead be potentially eligible for workers' compensation benefits.

EMPLOYEE RELATIONS AND PUBLIC SAFETY

COMPULSORY ARBITRATION

Support legislation to amend the compulsory arbitration law to 1) define the term “ability to pay” and require that an arbitration panel give the term substantial weight in making an award; and 2) provide for final offer arbitration on either an issue-by-issue basis or for the entire response to issues by each party. In 2009, the compulsory arbitration statute, Civil Service Law § 209 (4), will expire. Several municipal officials have identified problems with this statute, the last step in resolving an impasse in labor negotiations between a municipality and a police or firefighter union. These problems include:

- **Definition of ability to pay.** The statute has no definition of its phrase “ability to pay.” It should be amended to require that an arbitration panel accord substantial weight to “ability to pay” when making an award, and the term should be defined as the ability of a public employer to pay all economic costs to be imposed on it by an arbitration award without requiring an increase in the level of real property taxes for each year or years addressed by the award.
- **Final offer arbitration.** Under the current arbitration process, each party submits their most recent bargaining demands to the arbitration panel and offers evidence in support of the demands presented. The arbitration panel has the authority to make an award it deems appropriate and is not required to accept either party’s position on a particular matter at impasse. Some states use a different process and require that an arbitration panel pick the final offer of either party. Many practitioners who are familiar with both types of compulsory arbitration contend that the final offer requirement forces a convergence of bargaining demands, as opposed to what currently occurs in New York. The compulsory arbitration law should be amended to require that the arbitration panel select the final offer of one of the parties on each issue before it.

EMPLOYEE RELATIONS AND PUBLIC SAFETY

OPPOSITION TO RETIREE HEALTH INSURANCE MANDATES

Oppose legislation that prohibits municipalities from changing health insurance benefits or premium contributions for retirees. Unless prohibited by a labor contract, a legislative body has the right to modify retiree health insurance benefits or its share of the monthly health insurance premium paid by retirees. The State Legislature regularly passes legislation which would prohibit municipalities from adopting decreases in health insurance benefits or increases in health insurance costs for municipal retirees. Such legislation amounts to an unfunded state mandate where a municipality has an opportunity to reduce its health insurance costs by making a change to retiree health insurance benefits or contributions for coverage. The impact of such a prohibition has increased dramatically with the introduction of Medicare Part D. If a municipality maintains a prescription drug program which is determined to be actuarially as good as or better than the Medicare drug plan, the municipality can qualify for a monetary subsidy. On the other hand, a municipality could decide to drop its drug plan coverage for Medicare-eligibles and potentially offer to reimburse these individuals for the monthly cost of enrolling in the Medicare drug plan. In addition, for those retirees who have become eligible for Medicare Part B, it is possible to secure a supplemental health insurance policy whereby Medicare becomes the primary payer and the municipal policy covers what Medicare does not. For someone eligible for Part B, such an arrangement would result in a significant reduction in the cost of municipal health insurance at no significant change in coverage for the retiree. Municipalities should not be denied the opportunity to take advantage of new coverage options available to retirees who are Medicare-eligible.



EMPLOYEE RELATIONS AND PUBLIC SAFETY

A DECISION TO TRANSFER THE WORK OF UNIONIZED EMPLOYEES SHOULD BE A NON-MANDATORY SUBJECT OF NEGOTIATION

Support legislation to treat a decision to transfer work performed by unionized employees as a non-mandatory subject of negotiation. Under the Taylor Law, a decision to transfer the work of employees represented by a union is generally a mandatory subject of negotiation, if the work has been performed exclusively by the unionized workers. To promote the ability of local governments to consolidate functions, the Taylor Law should be amended to provide that a decision to transfer the work of unionized employees shall be a non-mandatory subject of negotiation.

The logo for NYCOM, consisting of the letters 'NY' stacked above 'COM' in a bold, black, sans-serif font. A thick horizontal black line is positioned below the logo, extending across the width of the page.

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GOVERNMENT OPERATIONS AND COMMUNITY DEVELOPMENT

STAFF CONTACTS: WADE BELTRAMO AND
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GOVERNMENT OPERATIONS AND COMMUNITY DEVELOPMENT

REIMBURSEMENT FOR BUILDING CODE ENFORCEMENT

Support legislation that would restore funds to local governments for building code enforcement. When the state first enacted the Uniform Fire Prevention and Building Code (the Uniform Code) in the early 1980s, it mandated that local governments enforce and administer the Uniform Code. In an effort to assist local governments in dealing with this mandate, the state enacted Insurance Law § 9108, which imposes a fee on commercial fire insurance policies written in New York. The moneys collected are paid into a code enforcement account each month which, pursuant to State Finance Law § 54-g, are then supposed to be distributed to New York's local governments to help offset their costs associated with enforcing and administering the Uniform Code. Since 1991, however, these monies have been diverted into the state's general fund instead, turning the enforcement and administration requirement found in Executive Law § 381(2) into an unfunded mandate. This issue has become even more acute in recent years because the Department of State promulgated regulations that impose additional enforcement requirements on local governments.

GOVERNMENT OPERATIONS AND COMMUNITY DEVELOPMENT

TORT REFORM

Support legislation that would reform New York's existing tort system to make it more reflective of actual damages and individual responsibility, and would expand the jurisdiction of the Court of Claims to include municipalities, a privilege that the state already enjoys. Currently, private defendants are allowed to offset the amount of any damage awards by the amount a plaintiff receives from collateral sources such as insurance. Municipal defendants, however, do not receive the same benefit. Amending New York's collateral source law to prohibit this "double dipping" by plaintiffs will give local governments the same protections private individuals and businesses currently enjoy and will lower municipal insurance costs. In addition, New York's existing tort system should be amended to more accurately compensate plaintiffs for the actual damages they incur. Specifically, state law should be amended to reduce the municipal costs for tort liability by imposing a medical expense threshold and a \$250,000 cap on non-economic damages in actions against public entities. Finally, jury trials are more time consuming and costly for local governments to defend. Consequently, the Court of Claims (a non-jury part of the state's judiciary) jurisdiction should be expanded to include municipalities, a privilege that the state already enjoys.

The 2009-10 Executive Budget would (1) allow judgment awards against local governments and the state to be offset by both past and future compensation from all collateral sources (e.g., insurance, social security and workers' compensation), as they are in the private sector; and (2) establish a reasonable market-based method of calculating interest in court judgments similar to the method used in judgments involving the federal government.



GOVERNMENT OPERATIONS AND COMMUNITY DEVELOPMENT

PROCUREMENT REFORM

Support increased competitive bidding limits for local governments. Currently, General Municipal Law § 103 requires competitive bidding for all purchase contracts over \$10,000 and public works contracts over \$20,000. These thresholds have not been raised in over 20 years. Raising these maximums to \$25,000 and \$50,000, respectively, would provide local governments with greater flexibility and ease when entering into contracts for small projects.

The 2009-10 Executive Budget proposes to increase the competitive bidding limits for local governments from \$10,000 to \$20,000 for commodities, and \$20,000 to \$50,000 for public works projects. In addition, the Budget would provide additional procurement flexibility by authorizing local governments to purchase off of certain Federal IT contracts as well as certain contracts let by other states and local governments, and allowing contracts to be awarded on the basis of “best value” rather than lowest bid.

GOVERNMENT OPERATIONS AND COMMUNITY DEVELOPMENT

TAX INCREMENT FINANCING (TIF) REFORM

Support legislation that would allow the incremental increases in the school portion of local property taxes to be used to fund TIF development programs. TIF is an economic development tool that local governments can use to stimulate private investment and development in areas with high rates of vacant, abandoned, and blighted properties. TIF allows municipalities to undertake public infrastructure improvements to promote development, and then have the resulting debt service be paid for by the incremental tax revenues generated by the development. New York’s current statute allows municipalities to use the municipal portion of the local real property taxes to pay the debt service on TIF bonds. School district property tax revenues, however, may not be used to fund

TIF bonds. Since school district property taxes comprise approximately 61% of all property taxes levied in the state, the absence of this revenue source significantly decreases the amount of debt that can be leveraged. This exclusion has proven to be a major obstacle to local governments utilizing this financing mechanism. By increasing the amount of money available to pay off bonds that are used to redevelop property, projects that were previously unworkable will now be viable, spurring economic growth and development, and generating additional municipal and school property taxes in the long run.



NEW YORK STATE CONFERENCE OF MAYORS & MUNICIPAL OFFICIALS

ENVIRONMENT AND ENERGY

STAFF CONTACT: JOHN MANCINI

ENVIRONMENT AND ENERGY

WATER INFRASTRUCTURE CRISIS

Support funding solutions for the state's mounting wastewater and drinking water infrastructure needs.

Support legislation at the state and federal level that will provide financial resources to local governments in need of necessary upgrades to their aging municipal wastewater and drinking water infrastructure. It has been estimated that New York communities will have to spend in excess of \$50 billion over the next 20 years on necessary upgrades to their aging wastewater and drinking water infrastructure.

The 2009-10 Executive Budget includes \$11 million for the Water Quality Improvement Program which can be used for many projects including wastewater infrastructure. In addition, the Budget funds the 20% state match requirement for the Clean Water and Drinking Water State Revolving Loan Funds.

ENVIRONMENT AND ENERGY

EMERGENCY MANAGEMENT - PREPAREDNESS AND RESPONSE

Support the dedication of state resources for local government training, planning and water system protection.

Specifically, support funding:

- To increase the ability of local governments to strategically plan for and respond to emergencies, including training of first responders, public works officials and employees, training for recognizing and dealing with chemical and biological terrorism, and meeting disaster equipment needs;
- For advanced monitoring, detection, and screening technologies for New York's municipal water systems;
- For emergency equipment, including generators and pumps for water and wastewater facilities;
- For immediate water system security assessments and to enhance the security of the state's community water systems (improved perimeter security and access controls); and
- For assistance in developing standardized preparedness planning and response templates to go along with National Incident Management System (NIMS) requirements.

The 2009-10 Executive Budget includes a total of \$524 million in state and federal funding to support Homeland Security and Emergency Preparedness initiatives.

ENVIRONMENT AND ENERGY

RENEWABLE ENERGY AND “GREEN BUILDING” PROGRAM

Support the development of a statewide renewable energy program that encourages local governments to invest in renewable energy and green building technology.

- **Price Preference for Renewables**
Support legislation that authorizes local governments to purchase a percentage of their energy from renewable sources without running afoul of the state's competitive bidding laws and/or that includes a subsidy to close the gap between the price of these

commodities and conventional-energy supplies.

- **Price Preference for “Green Building”**

Technology and Materials

Support funding that demonstrates a committed state investment in clean and green building technologies and decreased reliance on fossil fuels and

waste-to-energy/incineration that contribute to air pollution. In order for municipalities to follow this

same commitment, the cost of technology must be competitive. Support legislation that authorizes local governments to purchase clean and green technology without running afoul of the state’s competitive bidding laws and/or that includes a subsidy to close the gap between the price of these technologies and conventional building materials.



ENVIRONMENT AND ENERGY

ENVIRONMENTAL RESTORATION PROGRAM

Support legislation to re-establish the Environmental Restoration Program in New York State. The Environmental Restoration Program (ERP) was first established in 1996 as part of the \$1.75 billion Clean Water/Clean Air Bond Act of 1996. The ERP is an important program for municipalities seeking to clean-up sites which have been contaminated with hazardous substances or petroleum. Specifically, this program provides grants to municipalities for site investigation and remediation activities. Once the property has been restored, the municipality can then reuse the site for commercial, industrial, residential or public use. The program is administered through the New York State Department of Environmental Conservation and currently has no available money for new projects.





Tax shifting is the practice of one government shifting its taxes, costs and/or revenue shortfalls onto a lower level of government. Stopping New York State's penchant for tax shifting is the first step in taking control of what many New Yorkers would say is our state's number one problem: the oppressive and regressive real property tax. The New York State Conference of Mayors has developed a Web site – *StopTheTaxShift.org* – to help our state and local officials, the media and the public understand just how state actions – that is, state aid and state mandates – impact New York's real property tax burden.

As *StopTheTaxShift.org* highlights, the state-local relationship in New York has been characterized, historically, by a pattern of the state (1) underfunding aid to municipalities, and (2) using state mandates to dictate inefficient ways in which local governments must perform services. In recent years, the state has made significant headway in building a tradition of predictable growth in state aid or Aid and Incentives for Municipalities (AIM). This renewed fiscal commitment is producing positive and measurable results. The growth in municipal property taxes has slowed, but this trend will continue only if the state's commitment to this funding stream is maintained.

While New York has begun to make progress in its commitment to municipal aid, efforts to achieve relief from state mandates have been marked by much talk and little action. For every mandate local officials have sought to have repealed, a special interest group that benefits from such mandate has stood in the way of reform and enhanced cost effectiveness at the local government level. Now, more than ever, New York and our property taxpayers cannot afford to pay for the hundreds of millions of dollars in costs caused by state mandates.

StopTheTaxShift.org allows visitors to review a comprehensive listing of nearly fifty state mandates pertaining to workforce costs, local taxation and other non-property tax revenues, government operations and procurement. This Web site describes the real impact these mandates have on the capacity of local officials to manage government costs consistent with the desires of their constituents.

We urge all New Yorkers concerned with property taxes to take advantage of the information the Web site contains and the ease with which it can help you better understand what needs to be done to help protect New York's most important special interest – its residents.

NYCOM

LEGISLATIVE STAFF & ASSIGNMENTS



Peter A. Baynes
Executive Director

Overall responsibility for advocacy of NYCOM legislative agenda.



Barbara VanEpps, Deputy Director
Assists Executive Director in all aspects of legislative advocacy.

- Finance
- Insurance
- Local Governments
- Transportation
- Ways & Means



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- Commerce, Economic Development & Small Businesses
- Corporations, Authorities & Commissions
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