

**EVALUATION OF
TUG HILL COMMISSION PROGRAMS**

**WHITE PAPER
TO THE
GOVERNOR AND LEGISLATURE**

January 2014

Prepared by:

NEW YORK STATE TUG HILL COMMISSION
In cooperation with
**THE COUNCILS OF GOVERNMENT
OF THE TUG HILL REGION**



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Helping local governments and citizens shape the future of the Tug Hill region.



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January 22, 2014

Governor Cuomo, Senator Skelos, and Assemblyman Silver:

The board of the Tug Hill Commission is pleased to present its five-year report, as called for in the Commission's enabling legislation, Article 37 of the Executive Law. On behalf of my fellow Commissioners and the region's Councils of Government we are pleased to report that Tug Hill communities and local elected officials continue to overwhelmingly value the programs and services of the Commission.

This report evaluates the Commission programs through a survey of local elected and appointed officials from the Tug Hill region's 61 towns and villages, and several officials of key county, local and state organizations as well as nongovernmental organizations within the region. The survey was conducted in October and November of 2013, under the guidance of the five Councils of Government that operate in the Tug Hill region.

The survey was originally developed for the Commission by Cornell University over 30 years ago, and slightly modified over the years as Commission programs evolved. The survey has been utilized several times over the years, and this is the third time the survey has been used since the Commission was codified in the Executive Law in 1998.

Results to this survey are similar to earlier years. That is, local officials feel strongly that the Tug Hill Commission programs and services need to be continued, and provide services that these rural communities otherwise could not support on their own. Analyzing the results of the survey leads the Commission, in concert with the officers of the region's Councils of Government, to recommend that no changes are needed in the Commission's legislation at this time.

Our thanks to each of you for continuing support for the Tug Hill Commission programs and to our partnering agencies who have forged outstanding relationships that benefit the region.

Sincerely,

Jan Bogdanowicz
Chair

John K. Bartow Jr.
Executive Director

cc: Tug Hill State legislative delegation – Senators Griffo, and Ritchie;
and Assembly Members Barclay, Blankenbush, Brindisi, and Butler

Helping local governments and citizens shape the future of the Tug Hill region.

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2003-04 – 2013-14

Article 37 of the Executive Law

2013 marked the 40th anniversary of the New York State Tug Hill Commission. For its first 25 years the Commission was a Legislative Commission under Chapter 972 of the Laws of 1972 and its subsequent amendments. Known as the Temporary State Commission on Tug Hill, the Commission served its first 25 years under various “sunset” provisions of each amendment to Chapter 972. In 1998, the Commission was established as an Executive Branch Commission under Article 37 of the Executive Law. For the past fifteen years the Commission has had a tangential relationship with the New York Department of State and continues to operate as an independent Commission serving the Tug Hill region and its communities.

Article 37 of the Executive Law defines the Tug Hill region as a 2,100 square mile, 1 million acre region “lying between Lake Ontario, the Black River and Oneida Lake,” encompassing forest, farmland, and waters important to the State, and deserving of technical assistance due to its small population and relative poverty. Article 37 establishes the Commission as a non-regulatory state agency that provides technical assistance to the 61 towns and villages and to community organizations of the Tug Hill region with the mission of “municipal assistance, conservation, preservation and development in the region.”

The Commission’s unique non-regulatory model of working with local governments is framed on the concept of “leveraged conservation.” Working with the 61 towns and villages in the region to advance regional conservation and economic sustainability has been recognized both statewide and nationally as a successful means of achieving mutual benefits. Very rural communities receive the training, technical assistance and professional services in exchange for their working collaboratively on regionally beneficial goals. This model has produced tremendous resource conservation efforts, unique local governance structures and helped to sustain the region’s working landscapes that are so important to the rural economy. In fact, over the past few years the Commission has assisted in New York’s first consolidated 3 town Justice Court and New York’s first voter initiated village dissolution, thus now 20 villages in the region.

Section 847-e of Article 37 calls for an annual report to the Governor and State Legislature (the Commission’s annual newsletter report *Headwaters*) and an every five-year report on the results of a survey of local officials “throughout the Tug Hill region in regard to the effectiveness of commission programs.” This *White Paper* is that report.

“The purpose of the commission is to enable local governments, private organizations, and individuals to shape the future of the Tug Hill region, and to demonstrate and communicate ways that this can be done by other rural areas. Commission programs are geared toward the conservation and productive use of the natural resources of the region, strengthening the long-term economy, employment, cultural and social resources, and the general well-being of the rural communities.” Executive Law Article 37, Section 847-a – Statement of legislative findings and purpose; Chapter 440 of the Laws of 1998

Sustaining the Mission

In 1976, after rounds of public meetings throughout the region, the Commission recommended a program of technical assistance to communities to help them, singly and together, protect the environment and strengthen the economy through local action. In the years since, the Commission's legislation has been renewed several times (as its legislation "sunset"), each time reconfirming its mission regarding the economy, environment and local action. In 1998, the Commission's legislation was again renewed (this time removing its sunset provision) making the Commission permanent with essentially the same mission.

Each of these reconfirmations of mission makes sense in that local communities and residents support this role for the Commission as demonstrated by the Commission's Local Leader Surveys and its regular community surveys. The Commission recognizes that local leaders have regularly rated the Commission's "basic" programs highest. They have found Commission services for land use planning assistance, helping in finding money for key community investments (e.g. water and sewer facilities, parks and "downtown" revitalization activities), skill development workshops, and the Annual Local Government Conference most important to them.

The Commission's mission also makes sense in terms of statements of state and national policy. For example, the State's open space plan recognizes Tug Hill as one of the State's important natural resource areas. At a national level, the U.S. Forest Service has recognized Tug Hill as part of the "Northern Forest" where traditional uses of the land and traditional land ownership patterns ought to be retained. Tug Hill is also within the Great Lakes Basin which has been nationally and internationally recognized as an important natural asset.

Other Tug Hill Related Legislation

In addition to its basic enabling statute, the Tug Hill Commission has a few other statutes that bear on its work. They include the Article 5 of the Real Property Tax Law which ensures payment of taxes on certain fee simple and all conservation easements purchased by the state; the Tug Hill Reserve Act (Chapter 846 of the Laws of 1992) which enables local governments and COGs to identify "Special Areas" vital to protecting natural resources and character landscapes and also limits government immunity from certain actions affecting such designated areas; and, most recently, an amendment to the Public Service Law (Chapter 72 of the Laws of 2004) designating the Tug Hill Commission with "Party Status" for the siting of major transmission facilities under Article VII of the Public Service Law.

In 2007 the Tug Hill Councils of Government asked the Commission to revisit the Tug Hill Reserve Act and refine the criteria for designating Special Areas. The intent was

to standardize the definition of Special Areas within the region and to encourage Councils of Government and local communities to complete the designation of them. In 2010 we completed the revision of a Special Areas guidebook and are working with all 16 Cooperative Tug Hill Council towns on re-designation of Special Areas within the region.

To fulfill its statutory responsibility under Article VII of the Public Service Law, the Commission in 2004 adopted a policy governing its party status under Article VII of the Public Service Law – Siting of Major Transmission Facilities. In summary, this policy states that the Tug Hill Commission adopts a position of neutrality in its role under any Article VII proceeding and uses its position as a “party” to stay informed of any proceeding regarding a major transmission facility in the region and to use its designation and receipt of information to ensure affected municipalities are informed during any siting process. This statute does not give the Commission any regulatory authority or the ability to hold hearings on any siting in the region.

To date, the Commission monitored one major transmission line project within the region that was proposed to serve off-shore wind development on Galloo Island in Lake Ontario. That transmission line review was terminated by the Public Service Commission in May of 2013 with no final decision made pursuant to Article VII.

Establishing, Maintaining and Building on Partnerships

The Commission’s programs servicing the region’s 61 towns and villages rely on a basic team approach comprised at its core with 10 core staff based in its Watertown office and 4 full-time and several part-time circuit riders serving the five Councils of Government (COGs). While this core team is a major asset, it is finite. To maximize services and benefits to the region the Commission relies heavily on a myriad of partnerships. The Commission’s most important partnership is the partnering we are able to establish with our communities and is most evident in the partnership we have with our COGs. In addition, the Commission has a long-standing tradition of partnering with public agencies and the private sector to leverage resources (both human and financial), expertise and skills to help meet the needs of the region’s communities.

One of our core partners in the public sector is the New York State Department of State. The Department of State provides administrative help to the Commission, as established in the Commission legislation of 1998. In addition to the administrative help DOS now provides their Local Government Division, Coastal Division and Counsel’s Office provide technical assistance to the Commission and financial assistance to the region’s communities. Other key state and federal partners include: N.Y.S. Department of Environmental Conservation; N.Y.S. Environmental Facilities Corporation; N.Y.S. Department of Transportation; The Empire State Development Corporation; N.Y.S. Office of Parks, Recreation and Historic Preservation; N.Y.S. Department of Agriculture and Markets; N.Y.S. Education Department; N.Y.S. Office

of the Comptroller; New York Sea Grant; Hudson River/Black River Regulating District; USDA Rural Development; and the U.S. Army Corps of Engineers. Through these partnerships we are able to increase efficiencies in Commission services and bring substantial resources to help meet the needs of our communities.

The Commission has also partnered for many years with public and private universities. Whether it is Jefferson Community College who hosts our annual Local Government Conference or the SUNY College of Environmental Science and Forestry who has offered research and graduate student interns over the years to aid our communities, these institutions have come to provide invaluable assistance to the Commission. Other institutions that the Commission has partnered with recently include: Clarkson University; Syracuse University; SUNY Potsdam; SUNY Oswego and Paul Smiths College.

The Commission also relies heavily upon our local government partners for enhanced services to the region. Key local government partners include the four county governments in the region and their industrial development agencies; county planning departments; soil and water conservation districts and farmland protection boards. In addition, there are numerous town and village clerks, code enforcement officers, economic development specialists and attorneys whose help is invaluable as well as generous. Our town and village elected officials are our key leaders. They truly are the “change makers” within the region and their support is invaluable to the Commission’s success.

In the private sector, the Commission establishes partnerships with both not-for-profit and for-profit corporations. In the not-for-profit arena the Commission works extensively with: Tug Hill Tomorrow Land Trust; The Nature Conservancy; The Northern New York Community Foundation; Pratt-Northam Foundation; Adirondack North Country Association; Association of Towns of N.Y.S.; New York Planning Federation; and, American Planning Association. These partners not only bring financial resources to communities, but also technical assistance to the Commission’s planning and training services.

Increasingly, the Commission is also partnering with private for-profit corporations to help bring resources and services to the region. Private sector partners have included: Harden Furniture, Inc.; Iberdola Energy Corporation; Pragma Partners; National Grid Corporation; 3-B Timber; Brookfield Power Corporation; Iroquois Gas Transmission Services; and many other corporate and small business enterprises.

Since 2009, the Commission has also played a significant role with the three Regional Economic Development Councils that divide the region – North Country (Jefferson and Lewis Counties); Central New York (Oswego County); and Mohawk Valley (Oneida County). The Commission serves on the State Agency Resource Teams that serve each of the Councils, has provided staff to many of the Council working groups and has developed a number of policy and issue papers to support Council Strategies and Priorities.

Other major state and federal partners have been the State Legislators and Federal Congressional Delegation who serve the region. These partners have provided immense support for the Commission over the years and their service to the region's communities has been outstanding. The Commission has been able to help our legislators by administering financial grants they provide to local governments and community-based organizations and by providing background information on issues shared by communities in the region, which often result in legislation.

Through these partnerships the communities not only get access to resources, but the Commission is able to educate partners on the unique issues of our rural communities. In many instances, we have influenced bureaucracies so they can better accommodate the concerns and opportunities of our region. The Commission will continue to rely on these and other partnerships to keep the work it does for Tug Hill towns and villages of high quality at low cost.

Commission Organization and Programs

The Commission is governed by a board of nine individuals whom are residents of the region and appointed by the Governor, the President Pro tem of the Senate, and Speaker of the Assembly (see Appendix B for the present appointed Commissioners). These Commissioners serve a concurrent term of five years and oversee all policy, finances and staff of the Commission. The present term of sitting Commissioners expired on July 31, 2013. New appointments have been made by the President Pro tem of the Senate, and the Commission is awaiting appointments by the Speaker of the Assembly and Governor.

Tug Hill Commission programs provide technical assistance in a variety of areas related to our three core program units: Land Use Planning and Technical Assistance; Natural Resources Management and Development; and Community and Economic Development. Comprised at its core with 10 specialists based in its Watertown office and 4 full-time and several part-time circuit riders serving the five Councils of Government (COGs) this modest but very talented staff respond to the needs of our communities and Councils of Government. See Appendix C for a Commission Organization Chart and Map of our Councils of Government.

At any one time, the Commission is likely to be working on 70 or more projects, all with local government or organization "client" that requested the assistance (see Appendix D, the Commission "project list.") Projects include: land use planning and zoning; infrastructure financing and development (sewer and water systems, municipal facilities, telecommunications and technology development; siting and review of energy facilities; parks and historic preservation; watershed management; rural economic development (especially in the areas of forestry, farming, recreation and "Main Street" revitalization); leadership and capacity development through workshops and the Commission's annual Local Government Conference; and, a series of technical

issue papers. In managing by projects, the Commission ensures that is responsive to local needs, working on something that has a distinct beginning and an end, and results in a physical or institutional change which can be measured.

The Commission's annual budget is about \$1.1 million (see Appendix E for a 10-year budget summary), most of it State appropriations. As Part of Governor Cuomo's efforts to curtail growth in the State's General Fund expenditures, the Commission has lived on level funded appropriations since 2010 and been able to stay within the Division of Budget Cash Ceilings for each fiscal year. While this has pressed Commission resources we have managed within these budget guidelines.

In any given year the Commission helps local communities and organizations find an average of \$1 million to \$3 million annually in grants and loans to help with advancing their projects. As noted earlier, the Commission has also served its community and businesses on the three REDC's, expanding this remote rural region. The Commissioners and staff pride themselves on being a lean, efficient and effective resource for the communities and residents of the region.

Earlier Tug Hill Leaders Surveys

The Tug Hill Commission exists, first and foremost, because the people in the Tug Hill region want it. It was local initiative that led to the Commission in 1972 when the threat of taking forest land out of production drew the region together in concern.

The Commission has relied on local officials and citizens to guide its programs from the beginning, when it gauged local concerns through eight public forums that involved 1,200 people in 1974, to its transition from a study mode to an operational agency in 1981, to the inclusion of a local leaders survey in its enabling legislation under Article 37 of the Executive Law. Few state agencies place their fate and existence in the constituents they serve and the Tug Hill Commission would not have it any other way.

The Tug Hill Commission has conducted surveys in 1985, 1990, 1994, 1998, 2003, 2008 and 2013. Results have been comparable over the period of time with an overwhelming majority of respondents indicating that they wish the Commission programs to continue.

Results of the 2013 Survey

The 2013 Local Leaders Survey was mailed to 371 locally elected and appointed officials and persons with knowledge of Tug Hill and the programs of the Commission. Responses to the survey totaled 151, for a 41% response rate. For a mailed survey the response rate was exceptional and certainly provides a statistically valid assessment of the Commission and its programs. Appendix A includes the actual survey instrument with responses for each question. The following is a summary of the results.

Local Leader Profile

Respondents represented 95% of the 41 towns in the Tug Hill region and 75% of the 20 villages. 97% of the respondents indicated that they occasionally (43%) or frequently (54%) worked with Commission staff.

Program Effectiveness and Importance

Ten of the thirteen categories measured for “importance” had over 80% of the respondents indicate that the Tug Hill Commission programs were important or essential to the future of the Tug Hill region. Remaining consistent over the years of our surveys, helping communities protect the environment (99%) and workshops to increase local officials skills and knowledge including the annual Local Government Conference (98%) led all categories as essential or important; followed by: land use planning assistance to towns and villages (97%) support to groups of communities working together, especially local Councils of Government (96%); and helping communities find money for water, sewer, housing and similar infrastructure (91%). 87% of the respondents felt that it was important or essential for Tug Hill Commission circuit riders to attend municipal board meetings.

In rating the “effectiveness” of Commission Programs, training and technical assistance (92%) and land use planning and zoning (87%) rank the highest of all categories. Other top rankings were for helping communities protect the environment (80%), supporting intergovernmental cooperation (78%) and finding monies for infrastructure (72%).

In ranking characteristics of the Tug Hill Commission, respondents answered the following in terms of excellent, good or fair: Cooperation (97%); Understanding Area Needs (96%); Expertise (96%); Promptness (96%); Objectivity (95%); and, Innovativeness (88%).

Commission Role

98% of respondents believe that the Tug Hill Commission should continue its mission and 93% of the respondents agreed that the Commission provides services which local governments need and cannot afford by themselves. In other responses:

- 100% feel that local control is important to extremely important to their community.
- 98% responded that intermunicipal cooperation and planning are important to the region.
- 87% indicated they strongly agree that the Commission works effectively to support local cooperation and planning.

- 88% responded that the Commission works to enhance local control (10% responding they don't know).

There were numerous written responses to three open ended questions in the survey which are included in the attached compilation of results. While the comments are too numerous to note here, it is humbling to note that there was only one negative comment conveyed by the respondents.

Appendix A

SUMMARY OF THE TUG HILL COMMISSION LOCAL LEADERS SURVEY – 2013

NYS Tug Hill Commission

Local Leaders Survey - 2013

371 survey's mailed out on October 10, 2013/152 surveys returned for a return rate of 41%.

Section 1. Local Leader Profile

Your responses to this survey are strictly confidential, unless you choose to share your name at the end. Please give us the following information to help us match responses by geographic area and your involvement in local matter.

1. In what town or village do you live? 70% Town 30% Village

3	Adams(T)	1	Boylston	2	Florence	9	Lowville(V)	3	Redfield	2	Watertown
3	Adams(V)	2	Camden(T)	1	Floyd	1	Lyons Falls(V)	2	Renssen(T)	0	Western
1	Albion	1	Camden(V)	2	Forestport	4	Martinsburg	2	Renssen(V)	3	West Carthage(V)
2	Annsville	1	Castorland(V)	2	Harrisburg	1	Montague	2	Rodman	4	West Monroe
4	Amboy	2	Central Square(V)	1	Hastings	2	Orwell	1	Rutland	2	West Turin
3	Ava	3	Champion	1	Holland Patent(V)	2	Osceola	2	Steuben	2	Williamstown
2	Barneveld(V)	1	Cleveland(V)	2	Lee	3	Parish(T)	0	Sylvan Beach(V)	1	Worth
2	Black River(V)	0	Constableville(V)	3	Lewis	4	Parish(V)	4	Trenton	21	Do not live in TH region
5	Boonville(T)	4	Constanna	1	Leyden	2	Pinckney	3	Turin(T)		
1	Boonville(V)	0	Copenhagen(V)	4	Lorraine	1	Port Leyden(V)	0	Turin(V)		
		1	Denmark	0	Lowville(T)	1	Prospect(V)	4	Vienna		

In what county do you live?

22% Jefferson 26% Lewis 27% Oneida 24% Oswego 1% Other

2. Which of the following organizations or groups are you currently a member? (Please check all that apply.)

31%	town board	17%	council of governments	3%	school/other district board(s)
14%	village board	12%	other town/village official	17%	economic dev group/chamber of commerce
20%	town clerk	7%	county legislator	13%	farm or forestry organization
11%	village clerk	9%	county governmental agency	6%	fire company/rescue squad
32%	planning board	12%	environmental/historical/land trust org	17%	other
22%	zoning board of appeals	17%	hunting or fishing club		
15%	highway/public works superintendent	8%	outdoor recreation club		

Other

Attorney

THRIFT

NYS Assoc of City & Village Clerks, NC Assoc of Clerks/Treasurers & NYS Municipal Finance Officers

Snowmobile Clubs

Town Superintendent's Association

Soil & Water Conservation District

Tax Collector

Church

Oneida County Clerks, NYS Clerks, Floyd grange

Village Treasurer, Grants Administrator

State Government

Thousand Island Soccer Club, Clayton UMC Trustee & NYS Dec - Forestry Program

Center for Community Studies at JCC

Lowville Business Association, Village of Lowville Rezoning Committee

Panther Lake Association Director

3. How often have you worked with Tug Hill Commission staff (or circuit riders) in the last five years? (Please check only one.)

54% Frequently

43% Occasionally

3% Not at all

Section 2. Program Effectiveness and Importance

The Commission's mission is "helping local governments and citizens shape the future of the Tug Hill region." Its legislative charge calls for enhancing the region's environment and economy through work with local governments and organizations. In light of this, please rank the Commission's programs for IMPORTANCE (in Question 4) and EFFECTIVENESS (in Question 5).

4. How would you rate the **IMPORTANCE** of the following Tug Hill Commission programs to the future of the Tug Hill region? (Please check only one for each category.) (E=Essential, I=Important, NI=Not Important, DK=Don't Know)

	<i>Essential</i>	<i>Important</i>	<i>Not Important</i>	<i>Don't Know</i>
Helping communities protect the environment	50%	48%	1%	1%
Educational programs to increase local citizens' & children's understanding of natural/cultural resources	35%	58%	3%	4%
Workshops to increase local officials' skills including annual Local Government Conference	72%	26%	1%	1%
Land use planning assistance to towns and villages	57%	40%	0%	1%
Helping communities find money for water, sewer, housing, and similar grants and loans	57%	36%	2%	3%
Helping communities find money for parks, recreation, downtown revitalization	40%	51%	4%	4%
Helping recreation trail development (skiing, ATV's, snowmobiles, scenic highways, etc.)	27%	59%	9%	4%
Technical assistance to chambers of commerce and similar groups	20%	60%	6%	14%
Technical assistance to farmers and farm businesses	26%	51%	7%	15%
Technical assistance to forest landowners and forest products businesses	26%	53%	6%	14%
Helping towns and villages in solving day-to-day legal, accounting, computer, and similar problems	43%	35%	13%	8%
Support to groups of communities working together, especially local councils of governments (Cooperative Tug Hill Council, Northern Oneida County COG, North Shore COG, River Area COG and Salmon River COG)	57%	39%	2%	0%
Circuit rider attendance at municipal board meetings	34%	53%	7%	5%

5. How would you rate the **EFFECTIVENESS** of the following programs of the Tug Hill Commission? (Please check only one for each category.) (E=Excellent, G=Good, F=Fair, P=Poor, NEI=Not Enough Info to Rate)

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Not Enough Info</i>
Helping communities protect the environment	33%	47%	8%	0%	10%
Educational programs to increase local citizens' & children's understanding of natural/cultural resources	21%	44%	13%	2%	17%
Workshops to increase local officials' skills including annual Local Government Conference	68%	24%	3%	1%	2%
Land use planning assistance to towns and villages	53%	34%	5%	1%	6%
Helping communities find money for water, sewer, housing, and similar grants and loans	32%	40%	11%	1%	13%
Helping communities find money for parks, recreation, downtown revitalization	27%	43%	12%	1%	15%
Helping recreation trail development (skiing, ATV's, snowmobiles, scenic highways, etc.)	22%	41%	18%	1%	13%
Technical assistance to chambers of commerce and similar groups	18%	31%	10%	0%	39%
Technical assistance to farmers and farm businesses	13%	31%	8%	0%	43%
Technical assistance to forest landowners and forest products businesses	18%	32%	9%	0%	8%
Helping towns and villages in solving day-to-day legal, accounting, computer, & similar problems	34%	30%	11%	1%	24%
Support to groups of communities working together, especially local councils of governments (Cooperative Tug Hill Council, Northern Oneida County COG, North Shore COG, River Area COG and Salmon River COG)	42%	36%	7%	0%	11%
Circuit rider attendance at municipal board meetings	47%	30%	7%	1%	14%

6. How would you rate the Tug Hill Commission on the following characteristics? (Please check only one for each characteristic) (E=Excellent, G=Good, F=Fair, P=Poor, DK=Don't Know)

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't Know</i>
Cooperation	78%	18%	1%	0%	1%
Expertise	66%	28%	2%	0%	2%
Promptness	57%	34%	5%	0%	3%
Innovativeness	45%	38%	5%	0%	9%
Objectivity	56%	33%	6%	1%	3%
Understanding area needs	62%	30%	4%	0%	2%

Section 3. Commission Role

The Tug Hill Commission provides for the future of the region through help to local governments and organizations. It is a provider of information, expertise, and service. It does not regulate. It does not set policy for the region. Please let us know how you feel about this in answering the following questions. (Please check the **one** answer that best represents your opinion.)

7. **Should the Tug Hill Commission continue its mission? (Mission – Helping local governments and citizens shape the future of the Tug Hill region.)**

77%	<i>Extremely important</i>	21%	<i>Somewhat important</i>	0%	<i>Important</i>	0%	<i>Not important</i>	1%	<i>Don't know</i>
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8. **How important do you feel local control is to your community?**

78%	<i>Almost always</i>	14%	<i>Sometimes</i>	8%	<i>Often</i>	0%	<i>Almost never</i>	0%	<i>Don't know</i>
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9. **Does the Tug Hill Commission work to enhance local control?**

65%	<i>Extremely important</i>	17%	<i>Somewhat important</i>	6%	<i>Important</i>	1%	<i>Not important</i>	10%	<i>Don't know</i>
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10. **How important do you think intermunicipal cooperation and planning are to the Tug Hill Region?**

76%	<i>Almost always</i>	15%	<i>Sometimes</i>	7%	<i>Often</i>	1%	<i>Almost never</i>	1%	<i>Don't know</i>
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11. **Does the Tug Hill Commission work effectively to support cooperation and planning?**

79%	<i>Strongly agree</i>	8%	<i>Agree</i>	9%	<i>Disagree</i>	0%	<i>Strongly disagree</i>	4%	<i>Don't know</i>
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12. **“The Tug Hill Commission provides service which local governments need and cannot afford by themselves.”**

61%	<i>Strongly agree</i>	32%	<i>Agree</i>	2%	<i>Disagree</i>	0%	<i>Strongly disagree</i>	5%	<i>Don't know</i>
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13) **Are there any concerns in your community which you feel the Tug Hill Commission should be addressing, but is not now? If Yes, what concerns are they?**

- Not at this time.
- UN Agenda 21 = BAD
- Wide use of existing town and country roads for ATV traffic. This seems to be trying to use the snowmobile model but I feel the environmental and physical impact is very different and the Commission could help bring that point to light.
- More recreation and trail systems, ATV, Snowmobile, bicycling, hiking, skiing, more roads open to recreation.
- Planning and funding assistance to improve residential sanitary sewerage and water supply for the hamlet of Lorraine.
- Help town and villages create fire districts to keep the compensation costs to a minimum.
- I think even more emphasis on shared services among communities is important.
- Environmental & DEC liaison
- Route 12 & 28 tourism and tourist center like that is on Route 81 and 87 or you find all the way to Florida.
- We have concerns in our community but haven't reached out to the THC so maybe we will in the near future to see if they can assist, regarding town/village agreements.
- Money, where to get grant money for salt barn.
- I would like in time to reevaluate the town's long range plan. Assist communities such as Adams to perhaps partner with the T.I. Parks Commission to obtain water from Lake Ontario.
- Any concerns I have aired.
- We are still waiting for guidelines on RV laws and usage.
- Concerned about schools being closed in Central Square. Race track between CS and Brewerton. Traffic circulation in the village and the need for improved sidewalks. Assistance for updates to an aging waste water treatment plant. More trees!!!

- Need a better system on directory of other member town contact info. Why not put your members on web site with supervisor/mayor contact info?
- Mapping of village streets. Upgrading utilities (helping us acquire natural gas) and consolidation.
- More involvement in coordinating and exploring ideas regarding cost effective ambulance and fire protection. Continued efforts re tax cap issues.
- Trout stream see if they would come back there's no good streams like there like when I was a kid.
- Regional planning.
- Believe you are involved with this already. Continue to provide assistance to communities on the subject of consolidation to save money and be more efficient where it makes sense.
- Protect our water.
- Not sure; only have two towns in Commission region. My town, Sandy Creek is not a member, the other town have taken advantage of the Commission and it's programs.
- Would like assistance with code revision and need resources/examples from other communities around.
- Water.
- Stronger legal expertise.

14) What is the MOST IMPORTANT thing that the Tug Hill Commission has done for your community or area?

- Provide affordable planning and technical assistance to small communities that cannot afford to hire independently.
- They have been helpful with grants and Paul Baxter has been a great asset with his knowledge and research for us. He was a help to me with the property tax cap also.
- Trailing and technical assistance and grant writing and assistance with administration and coordination of multi community initiatives.
- Keeping the town informed on matter's that impact the town.
- Tug Hill. Mickey Dietrich in particular has been instrumental in the development of GIS efforts in our local area. These services would be extremely expensive if a consultant or authority were to replace the Tug Hill Commission in this work.
- Tug Hill Commission has always helped with our towns questions and needs for guidance on local and state laws. They helped us with mapping and inventory of our town highways. I have used the commission for guidance with state grants.
- GPS Road Mapping great help.
- Phil Street and his team have provided training as well as advice to our planning board.
- Not sure unless it is the support in forming RACOG and helping with planning common terms for planning purposes within the Towns of Champion and Wilna.
- I don't always know or hear about the inner workings in the area.
- Working with the village to find funding sources for water, sewer and sidewalk projects.
- Planning, budgets, computer software assistance, grant writing.
- Planning and developing town zoning law.
- Help funding for boat launch and sewer survey.
- Help in matters of ZBA.
- Awareness.
- Has helped with a survey for our comprehensive plan.
- Technical help grants.
- Providing educational and resource for boards.
- Help with grant writing and local road map.
- Helped our planning board create a new zoning and subdivision law the old one was from the late 80's early 90's. Thanks Phil Street
- Don't know was never informed.
- Helps update planning and zoning and aides with growth in attracting new business.
- Written grant applications and our village has been approved for them.
- Encouraging cooperation between neighboring towns. Long term support to THILT.
- It has helped us develop an official map of our town. They continue to help us with advice in so many areas.
- The expertise in beginning our town park and the help in guiding us to legal matters.
- Has assisted in redoing our zoning law.
- Coordinate and help author the Black River Watershed Management Plan. The project would not have been as efficient or thorough if they had not participated in the process so heavily. Thank You!!

- The Commission has provided services we likely would have had to forgo, in gathering information necessary to developing our new land development laws and updating our comprehensive plan. Their non-biased input has been essential.
- Training.
- Helped with grants and handling the grant received.
- Stormwater issues, crown cleaner, applying for grants.
- Assistance and support to protect the Tug Hill Aquifer. Coordinating the effort with us and others and grants informational meeting, etc.
- Providing assistance in writing local laws for land use planning.
- Continued support.
- Grant writing, advice on municipal issues, legal issues everything and anything.
- Understanding town law.
- Helping/assisting us with our water and sewer projects and technical assistance on issues that concern local government.
- Assistance in rewriting village zoning law.
- The ongoing up date to the zoning law.
- Provided training to area planning and zoning officials.
- Education. I can ask any question and they always find an answer. Grants, very helpful in finding and helping to write grants.
- Planning.
- Assisted with re-zoning our village to address our current comprehensive plan. Training to ZBA and planning board.
- Helping the town with the solar grant and other grants. Training sessions for officials. We appreciate all of their input.
- Helped with grants.
- Technical assistance and training.
- Keep town & village boards informed on various issues!
- Written grants and supplied maps.
- The Commission – Matt Johnson came to numerous planning board meetings and helped to rezone our downtown area.
- They have fought to get us good PILOT payment agreements with the Nature Conservancy.
- Planning board, zoning.
- Assistance with planning and zoning since the Tug Hill Commission first began.
- Provide assistance to planning/zoning boards.
- Provided opportunity for local officials training. Worked with consolidating one village and town in our area.
- Assisted in obtaining a federal grant from the Safe Routes to school initiative.
- Coordinates and provides assistance to zoning and planning boards.
- Technical assistance.
- Just the regular help with planning, zoning, funding (grant writing), GPS units, and computer expertise makes our village government viable!
- Road mapping, provide education, grant direction.
- Circuit rider attending town board meeting and telling us everything that's going on.
- Help in planning and land use problems. Provide technical assistance with technical problems. Work on forest exemption problems, current land future.
- Mapping, comprehensive plan
- Develop partnerships in protecting the integrity of the area.
- Highway map & land use GIS, special area map, pilot negotiation.
- Consultation and information gathering for planning purposes.
- One of the most important things has been the presence of Paul Baxter. His dedication to attend nearly all board meetings, coordinate classes and provide our board with information regarding education opportunities and grants available. Excellent resource!
- Not sure.
- Assist in procuring finding grants from archives for records retention and storage.
- Helped the town post and pass dissolution of the Village of Altmar. Not that this is the most important, but I as a town supervisor received a lot of help from Tug Hill, very dependable group of people.
- Provide training and assistance to local government. Employees and officials.

- Technical and grant assistance that has been essential to Tug Hill Tomorrow Land Trust programs throughout the region.
- Provide support and expertise that most of the Tug Hill regions communities do not have
- Help with local zoning law draft and subdivision law draft.
- GPS
- Assisting in grant writing (and follow up). Finding answers to questions. Maintaining communications between municipalities.
- Training and assistance in land use planning is the program with which I am most familiar.
- Helped with grant writing, helped with town highway map and special area map. Has been one of the driving forces behind the minimum maintenance road law.
- Assisted with Main Street grant program.
- Advise us of funding opportunities.
- Help in Croghan village, downtown, Maple Museum and BR Dam Project.
- We are working diligently to rezone the Village of Lowville. Matt is working with us closely to get that done.
- Support planning board and ZBA.
- Provide nonbiased information and resources for towns and groups in Lewis County.
- If there is anything we need, we are offered assistance.
- Ongoing research and protection of the Tug Hill Aquifer.
- Survey mapping.
- Helped with school reuse of building.
- Our circuit rider, Paul Baxter is an invaluable source for advise, information and a confidence builder at our meetings.
- Grant assistance, both in applying for and negotiating the NYS maze regarding grants.
- Planning and development, help with updating subdivision law and 480A issue!!
- Involvement in our land development law, revision and development of comprehensive plans and examination and circuit rider involvement.
- Improve/foster cooperation.
- Work with town board and planning board on lots of things.
- Paul Baxter helps with computer programming and informational meeting and training.
- They have been an important partner with our Brownfield step 2 project. Most importantly a solid partner with the redevelopment of the Old Mill site on Center Street. They also assisted our village in writing and administering a grant for an engineer study on our sewer system.
- Helped with zoning issues however no progress has been made.
- Providing technical assistance on all matters of local, county and state government.
- Probably the most important thing is to provide local municipalities the resources and expertise to improve their decision making and governing in general. This has great benefits in future years.
- Guidance/training of elected or appointed officials.
- Board member training and guidance.
- Trains our local leaders and gives them advice and information so they can make informed decisions.
- They have provided excellent tech/resource help. Where else would these small towns look to find and implement help?
- Training workshops.
- Helped us with grants.
- Successfully updated zoning law.
- Educational programs for community leaders.
- Mapping, guidance.
- Government programs at JCC
- Provided grant writing and assistance in developing and maintenance town zoning law.
- Help with grants.
- Helped us establish our planning board, comprehensive plan and zoning.
- GIS support mainly with the JIMI project.
- Assisted in village's effort to promote the vacant Ethan Allen property.
- Supporting our community with guidance and direction with the rules, regulations and laws that we work with.
- Village master plan

15) Please make any other comments on what should happen to the Tug Hill Commission programs.

- Tug Hill Commission's circuit rider is always a wealth of information and brings a pleasant one on one experience to every board meeting. It is always a great day at the Local Government Conference, because of the information we receive and the chance to compare notes with a wide range of government officials. It would be a very dark day for our region if the Tug Hill Commission were to ever disappear.
- I think it is a very viable help to many people and the local governments. It has been helpful in areas that are not always known by these people that are not on the front line.
- Try and grow when possible.
- Keep up the good work.
- Online classes to meet the mandatory training requirements would be great addition to current programs.
- I feel they do a wonderful job keeping informed of upcoming events that help our municipalities.
- Inform the local public of your mission and structure of the Commission. History accomplishments let the public know what's going on in paper or media most common people have no idea what its goals are or what it really is. Just ask a person in your community.
- State should provide better funding to THC and their programs. Use THC as a model for other areas of the state.
- Since the North Country does not fall under any regional planning council, the Tug Hill Commission has been and will continue to be essential in filling a similar role. The THC has been another arm to the district at times and many programs have benefited from their service. Our towns NEED assistance from the THC as there is no other resource to provide them guidance and advice that keeps them serving within the confines of New York State Law. I sincerely hope that funding is expanded to enhance their programs that help unite North Country Communities.
- I feel they manage their resources extremely well. Our region, I feel, has perhaps more diversity of demands than any in NY state. Our Commission, amazingly, provides support in economic, recreation, environmental and legal aspects of our community. In my community duties I would be less effective without their insight and guidance.
- Continue or expand the March workshops. Offer more regional workshops for small government.
- All Commission programs serve the region well and should be maintained.
- The THC should continue to provide technical and governmental guidance to facilitate local land use planning and protection of the environment. We need your support to evaluate essential system improvements to residential sewerage water supply issues in the hamlet.
- Keep up the great work!!
- Please continue!
- Continue to provide quality service and expertise.
- The THC is a great resource for our financially strapped areas. I would be lost without you!
- Thank you for being a knowledgeable resource to our area! Your assistance has always been helpful and MUCH appreciated! Tug Hill Commission is a much needed resource who has been helpful in creating/encouraging growth and economic development. It is too bad that certain communities don't support such changes or are not organized enough to follow through!
- They should definitely continue.
- The Tug Hill Commission via its circuit riders has always been on top of important issues and passed information to town and village board members.
- With email and Tug Hill newsletters I do not feel that the board meeting attendance is necessary, could help the gas budget too. I feel that we don't utilize your services and we really should more often. Keep up the good work helping communities in the North Country.
- I realize that planning and zoning board members are required to have training but I think the local government conference should provide more sessions that are applicable to clerks and clerk treasurers. The conference is a valuable resource for all members of local government.
- The Tug Hill Commission is a vital part of our towns ability to operate our local government effectively. They have helped us many times with their programs and expertise and we hope they will continue to do so.
- Tug Hill Commission programs are essential to the rural towns in this area. They provide expertise and experience in areas that we would otherwise not have access to them.
- I would hope nothing changes at the Commission, they do such great work. If anything I would think an increase in money to allow for more hires to assist the locals that they serve.
- Continue as you are.
- Each time I complete a survey, I relate the same comment – you all need to blow your horn! Staffing has been limited with budget cuts but I'd love to see you touch community groups (Senior citizens, scouts, and the like) to make them aware of all you have to offer. Should you publish these results, perhaps a blurb in the press release or brief program at meetings could be included.

- All the other small towns/villages across the state deserve this kind of help. It (Tug Hill Commission) saves us time, money and enables us to be so much more effective on so many levels. The money spent on THC by the state has to be more than recouped by taxpayers at local level, they pay state taxes too – so it helps all state tax payers by keeping down costs through economy of scale. A few experts helping many towns/villages.
- I am new attending meetings, you are getting a very narrow snapshot. With more experience this survey would mean more.
- They should continue to provide the essential programs that assist the Tug Hill Region.
- One of the many economic opportunities which exists in the Tug Hill Region aside from the assistance provided to local governments, is the development of recreational opportunities. I feel the Commission is missing a huge opportunity in not taking a dynamic leadership role in development of a first class snowmobile, ATV, mountain bike and hiking infrastructure system throughout the region. The Commission could bridge the gap between governments and private trail groups to expand and improve the current system. Controlled land use, increased tax revenue and a world class Mecca!
- Continue education programs for elected officials and hired employees.
- Funding should be restored to levels of over a decade ago to allow Commission to strengthen programs.
- The Tug Hill Commission is indispensable to the health and vigor of the Tug Hill region communities.
- To lose the source of networking and communication would be a heavy blow to our upstate communities. I believe we get more “bang for the buck” than most funded agency’s can provide.
- Prioritize environmental protection and sustainable development at the top.
- Nothing should happen to it. It’s a great resource for the member towns and villages.
- Planning for replacement of infrastructure.
- They should be continued and fully funded.
- THC provides a valuable resource to local residents and local government agencies, keep up the good work!
- I think the Commission has done a great job. The staff does a great job in helping the Village of Parish when asked.
- Stay the course!
- Keep up the good work and continue on.
- Keep working to facilitate cooperation and understanding among the various agencies, group and municipalities that have a role in improving the quality of life in the Tug Hill area. The way things are now, the more cooperation the better.
- The Tug Hill Commission’s programs are extremely important and should continue and their services are always readily available when called upon.
- Commission programs need to be maintained while focusing on issues related directly to Tug Hill towns and villages. Information and support for local officials is essential.
- I hope they will continue for a long time. I feel there is a strong need for their help and support.
- Thank you for the support, it’s much appreciated.

A p p e n d i x B

**NYS TUG HILL COMMISSIONERS
2014**

TUG HILL COMMISSION MEMBERS – 2014

Jan Bogdanowicz, Chairman

Montague (Lewis County) Term: August 1, 2009 – July 31, 2013
Appointed to Commission on March 23, 2009, by Governor David A. Paterson

Michael G. Yerdon, Sr., Vice ChairmanMember

Redfield (Oswego County) Term: August 1, 2003 – July 31, 2008
Appointed to Commission on May 30, 1997, by Senator Joseph L. Bruno
Served as Vice Chairman from November 19, 2002 to December 3, 2004
Reappointed to Commission by Senator Joseph L. Bruno on Aug. 19, 2003
Elected as Secretary – November 28, 2006 to December 10, 2008
Reappointed to Commission on November 14, 2008 by Senate Majority Leader President Pro Tem Dean G. Skelos
Elected as Chairman on December 10, 2008
Re-elected as Chairman on December 15, 2010

Leona M. Chereshnoski, Vice Chairman

Lorraine (Jefferson County) Term: August 1, 2003 – July 31, 2008
Appointed to Commission on November 3, 1983, by Speaker of Assembly Stanley Fink
Reappointed by Speaker Miller - February 1987
Reappointed by Speaker Sheldon Silver on June 15, 1999
Reappointed by Speaker Sheldon Silver on December 8, 2005
Served as Vice Chairman from June 1988 to November 19, 2002
Elected Vice Chairman on December 10, 2008
Re-elected as Vice Chairman on December 15, 2010
Reappointed by Speaker Sheldon Silver on April 30, 2012

David J. Reader, Secretary

Parish (Oswego County) Term: August 1, 2003 – July 31, 2008
Appointed to Commission on December 8, 2005 by Speaker Sheldon Silver, NYS Assembly
Elected as Secretary on December 10, 2008
Resigned as a member on September 26, 2011

Thomas E. Boxberger, Secretary

Watertown (Jefferson County) Term: August 1, 2008 – July 31, 2013
Appointed to Commission on November 14, 2008 by Senate Majority Leader President Pro Tem Dean G. Skelos
Elected as Secretary on December 15, 2010

Roger W. Maciejko, Member

Turin (Lewis County) Term: August 1, 2003 – July 31, 2008
Appointed to Commission on February 1996 by Senator Joseph L. Bruno
Reappointed to Commission by Senator Joseph L. Bruno on September 5, 2003
Reappointed to Commission on November 25, 2008 by Senate Majority Leader President Pro Tem Dean G. Skelos

Anne C. Schuler, Member

Annsville (Oneida County) Term: August 1, 2003 – July 31, 2008
Appointed to Commission on August 29, 1985, by Speaker of Assembly Stanley Fink
Reappointed by Speaker Miller - February 1987
Reappointed by Speaker Sheldon Silver - August 7, 1996
Reappointed by Speaker Sheldon Silver - June 15, 1999
Reappointed by Speaker Sheldon Silver – December 8, 2005
Elected as Secretary – November 19, 2002
Reelected as Secretary – November 30, 2004
Elected as Vice Chairman – November 28, 2006 to December 2008
Resigned as member on June 24, 2009

Arnold E. Talgo, Member

Steuben (Oneida County) Term: August 1, 2003 – July 31, 2008
Appointed to Commission on October 3, 1996, by Governor George E. Pataki
Reappointed by Governor Pataki on September 25, 1998
Elected as Chairman – November 19, 2002
Reelected as Chairman – November 30, 2004 – November 28, 2006
Reappointed to Commission by Governor Pataki on May 20, 2004

Kenneth W. Vigus, Member

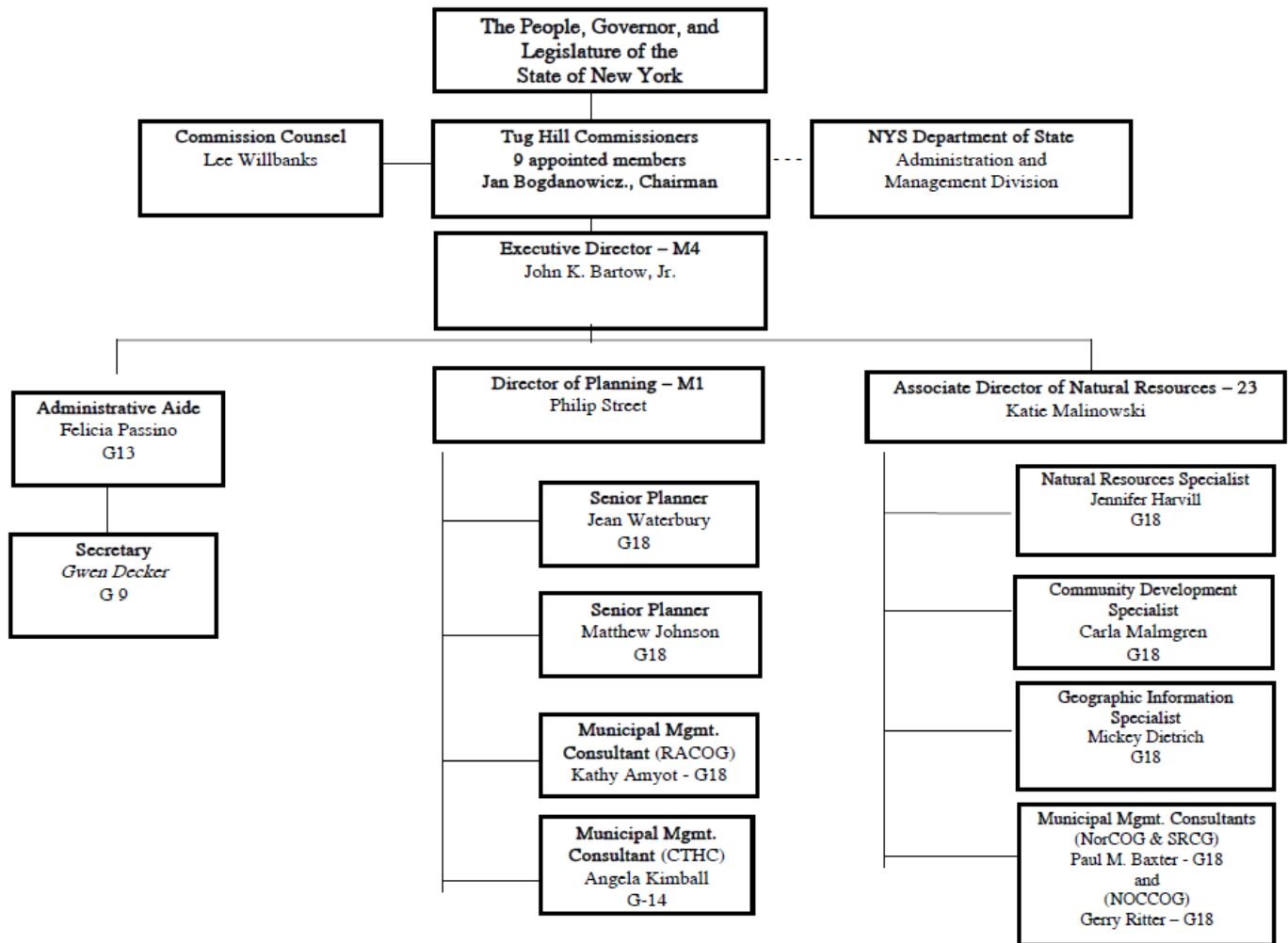
Boonville (Oneida County) Term: August 1, 2003 – July 31, 2008
Appointed to Commission on October 24, 2002, by Governor George E. Pataki
Reappointed to Commission by Governor Pataki on April 26, 2004
Elected as Vice Chairman – December 3, 2004
Elected as Chairman – November 28, 2006 to December 10, 2008

Appendix C

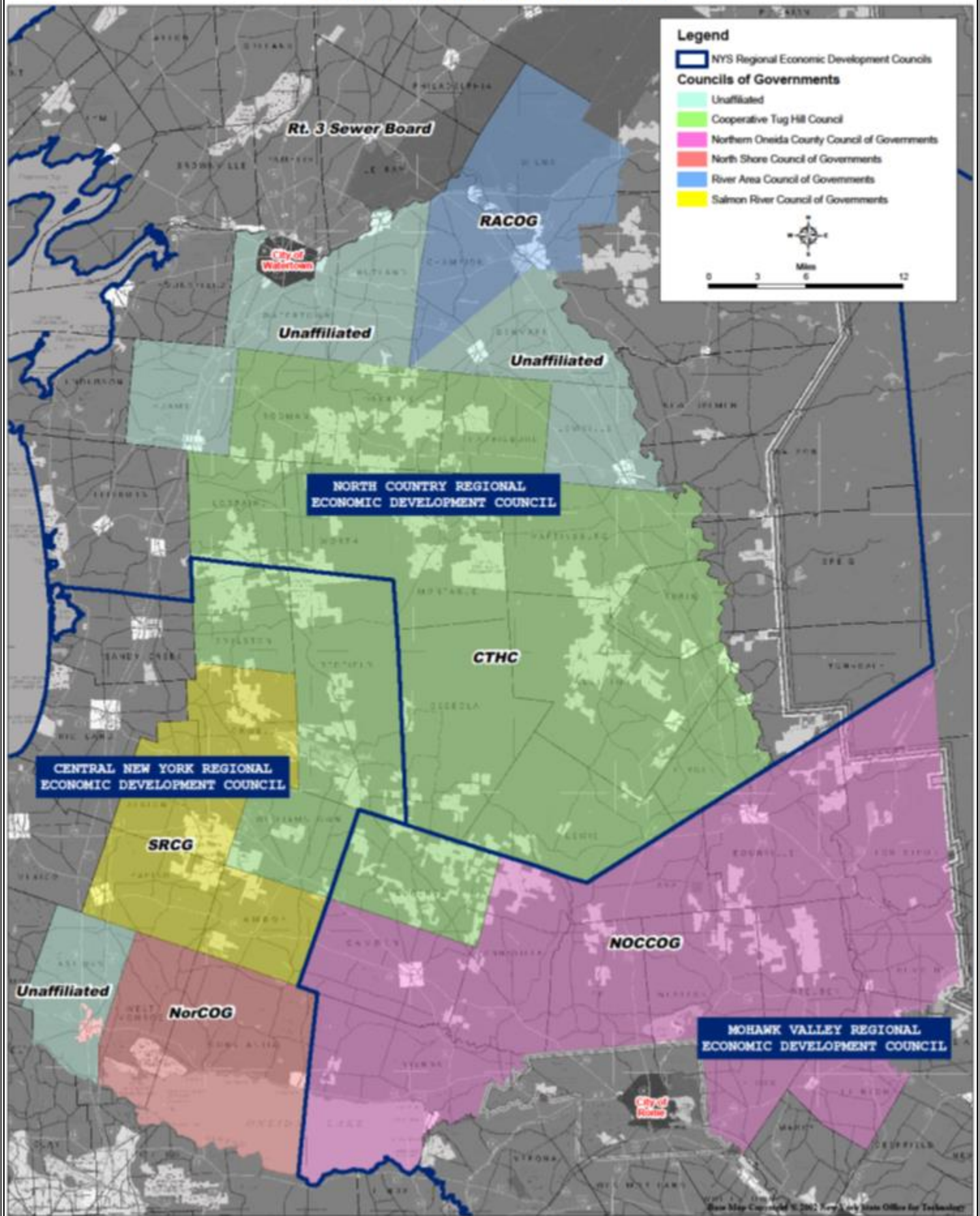
NYS TUG HILL COMMISSION ORGANIZATION CHART

COUNCILS OF GOVERNMENT REGION MAP WITH REDC BOUNDARIES

TUG HILL COMMISSION
 Organization Chart – January, 2014



Tug Hill Region Councils of Governments



A p p e n d i x D

**NYS TUG HILL COMMISSION
PROJECTS LIST**

Projects By Goal

<i>Goal Code</i>	<i>Goal Description</i>	<i>Project Number</i>	<i>Project Title</i>
1.1	<i>Land Use Planning and Zoning</i>		
		2000-051	RACOG Zoning Project
		2005-027	Four-town Plan/Survey
		2007-029	Camden Town Zoning
		2007-030	Lowville Village Zoning/Planning
		2007-034	Annsville Plan/Code Work
		2009-015	Western Plan
		2010-019	Steuben Plan
		2010-052	West Monroe Zoning Amendments
		2010-059	Parish Village Zoning
		2011-017	Camden T/V Comp Plan
		2012-001	Remsen Plan
		2012-025	Town/Village Camden Survey
		2012-027	Town of Watertown Plan
		2013-024	Osceola Zoning
1.3	<i>Training and Capacity Building</i>		
		2010-032	Protected Lands Issue Paper
		2011-018	Lewis County LLI
2.1	<i>Agriculture</i>		
		2008-019	Army Compatible Use Buffer Program (ACUB)
2.2	<i>Community Facilities</i>		
		2006-056	Parish Municipal & Community Building
		2007-044	American Maple Museum
		2007-059	Champion Town Historic District
		2011-021	Herrings Record Management
		2011-023	Cleveland Waterfront Projects
		2012-002	Forestport Records Management
		2012-003	Village of Remsen Records Management
		2012-016	Forestport Food Pantry
		2013-009	Osceola Library & Historical Society Shared Building Improvements
		2013-010	Lewis County Fairgrounds Natural Amphitheater
		2013-025	Hawkinsville Dam

<i>Goal Code</i>	<i>Goal Description</i>	<i>Project Number</i>	<i>Project Title</i>
2.3	<i>Energy</i>	2011-010	Croghan Dam Restoration
		2012-024	OWN Energy Wind
		2013--003	Camden Natural Gas Project
		2013-020	Floyd Solar
		2013-026	Parish Natural Gas
		2013-027	Remsen Natural Gas
		2013-028	Constantia Natural Gas
2.4	<i>Housing</i>	2005-043	Fort Drum Community Housing
2.5	<i>Recreation</i>	1995-026	Sears Pond Dam [reopened 2/99]
		1996-026	Whitaker Falls Town Park
		2005-055	Winona Forest UMP
		2009-017	Upper Salmon River UMP
		2009-025	West Carthage Boat Launch
		2010-045	Forestport Waterfront Projects
		2011-012	Natural Bridge Recreation Park
		2011-024	46 Corners UMP
		2011-025	Tug Hill North UMP
		2013--001	Forestport State Forest
		2013-013	Winona Forest Groomer 2013
		2013-014	Valley Sno Travelers Groomer
		2013-017	Kasoag Groomer
		2013--023	Amboy Girl Scout Camp
		2013-029	Constantia Webb Park
		2013-030	Oswego Co. Tourism Business Retention
		2013-031	Sylvan Beach Tree Grant
		2013-032	Camden Tree Grant 2nd Round
2.6	<i>Sewer & Water</i>	2006-017	Village of Turin Asset Inventory
		2011-027	Constantia Water
		2011-028	Deferiet & Herrings Joint Water System
		2011-029	Denmark Water District
		2012-013	Lyons Falls Wastewater Engineering Report

<i>Goal Code</i>	<i>Goal Description</i>	<i>Project Number</i>	<i>Project Title</i>
		2012-014	Turin Wastewater Engineering Report
		2013-016	Port Leyden Wasterwater Engineering Report
2.8	<i>Transportation</i>		
		2005-022	Low Volume Roads
		2005-060	Black River Trail Scenic Byway
		2005-069	Florence Low-Volume Roads
		2008-037	Rodman Low-Volume Roads
		2009-016	NOCCOG Official Map File
		2012-021	Adirondack Railroad
2.9	<i>Water bodies & Watersheds</i>		
		2006-054	Tug Hill Aquifer Study
		2011-008	Black River Watershed Conference
		2011-035	Herrings EPA Superfund Site
		2013-022	EBFC 2013 Pilot Renegotiation
3.1	<i>Technology Utilization</i>		
		2012-023	DANC GIS LGE Grant
		2013-011	Geospatial Technology Institute
4.1	<i>Support & Assist in the Development of Regional and Sub regional & Cooperative Partnerships & Initiatives That Act to Enhance the Region</i>		
		2005-012	Northern Forest Initiative
		2005-070	CTHC Special Areas
		2006-055	Tug Hill/Adirondack Wildlife Corridor
		2008-045	Consolidated courts - Harrisburg, Montague & Pinckney
		2009-019	Joint Infrastructure Management Initiative (JIMI)
		2010-043	Black River Corridor Marketing
		2010-044	Black River Hazard Removal
		2010-062	Altmar Dissolution Implementation
		2012-022	Tug Hill ISPZ Signs
		2013-002	Watertown Urbanized Area
		2013-018	Tax Incentive Work Group
		2013-021	TAUNY 2014 Meetings
5.1	<i>Community Economic Development</i>		
		2011-002	Lyons Falls BOA
		2011-013	Central NY Regional Economic Development Council
		2011-014	North Country Regional Economic Development Council

<i>Goal Code</i>	<i>Goal Description</i>	<i>Project Number</i>	<i>Project Title</i>
		2011-015	Mohawk Valley Regional Economic Development Council
		2011-030	Boonville BOA
		2013-012	Camden Main Street Grant
		2013-033	Parish Strategic Planning

A p p e n d i x E

**NYS TUG HILL COMISSION
10 YEAR BUDGET
2003-2004 – 2013-2014**

Tug Hill Commission
 Appropriations/FTE Trend
 FY2003-04 to FY2013-14

9/6/13

APPROPRIATION	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Personal Services	849,000	904,000	922,000	958,000	1,026,000
Non-personal Services	101,000	101,100	104,000	110,000	110,000
Total General Fund	950,000	1,005,000	1,026,000	1,068,000	1,136,000
Special Revenue	53,000	53,000	53,000	53,000	53,000
Number of staff	16	16	16	16	16

APPROPRIATION	2008-2009 ¹	2009-2010 ²	2010-2011 ³	2011-2012 ⁴	2011-2012 ⁵
					<i>"Cash Ceiling"</i>
Personal Services	1,106,000	1,103,000	1,084,000	994,000	866,000
Non-personal Services	110,000	110,000	110,000	110,000	83,000
Total General Fund	1,216,000	1,213,000	1,194,000	1,104,000	949,000
Special Revenue	53,000	33,000	33,000	33,000	53,000
Number of staff	17.8	16.6	15	15	15 (12)

APPROPRIATION	2012-2013 ⁶	2012-2013 ⁷	2013-14 ⁸	2013-2014 ⁹	2004-2014
		<i>"Cash Ceiling"</i>	<i>Appropriation</i>	<i>"Cash Ceiling"</i>	<i>"Cash Changes"</i>
Personal Services	969,150	842,000	969,000	842,000	-9.9%
Non-personal Services	107,250	83,000	108,000	83,000	-8.2%
Total General Fund	1,076,400	924,000	1,077,000	924,000	-9.7%
Special Revenue	33,000	33,000	33,000	33,000	-38%
Number of Staff (FTEs)	15 (12)	15 (12)	15	15 (14)	-13%

¹ Reflects Voluntary Reduction in Work Force as requested by Executive.

² Reflects first attrition due to transfer of 1 senior manager w/o ability to backfill.

³ Staffing level reflects RIF of 2 positions effective 12/31/10 w/o ability to backfill until 11/12

⁴ Reflects Appropriation as included in Final Budget with a 10% reduction from 2010-11

⁵ Reflects DOB "Cash Ceiling" of 2010-11 cash levels from Legislative Appropriation. Additional 9% reduction. Necessitates transfer of PS to NPS to support essential program needs. Includes 5 "furlough days" in 2011 on all staff. Includes 3 attritions (2 retirements and 1 transfer) bringing actual staff level to 12 FTEs. "Cash Ceiling" would support 14 FTE's.

⁶ Reflects 2.5% reduction from 2011-12 appropriation as part of Executive directive for recurring agency deficit savings.

⁷ Reflects a 2.5% reduction from 2011-12 "Cash Ceiling" and an overall 14% reduction from Appropriation. Reflects 4 "furlough days" on all staff. "Cash Ceiling" would support 14 FTEs.

⁸ Executive Budget request reflects a General Fund 0.1% increase as requested by Executive.

⁹ Reflects 0% change from 2012-13 level "Cash Ceiling" as being recommended by DOB. Cash Ceiling would support 14 FTE's and but will not support scheduled salary increases. On NPS we will likely exceed "Cash Ceiling" limits.

