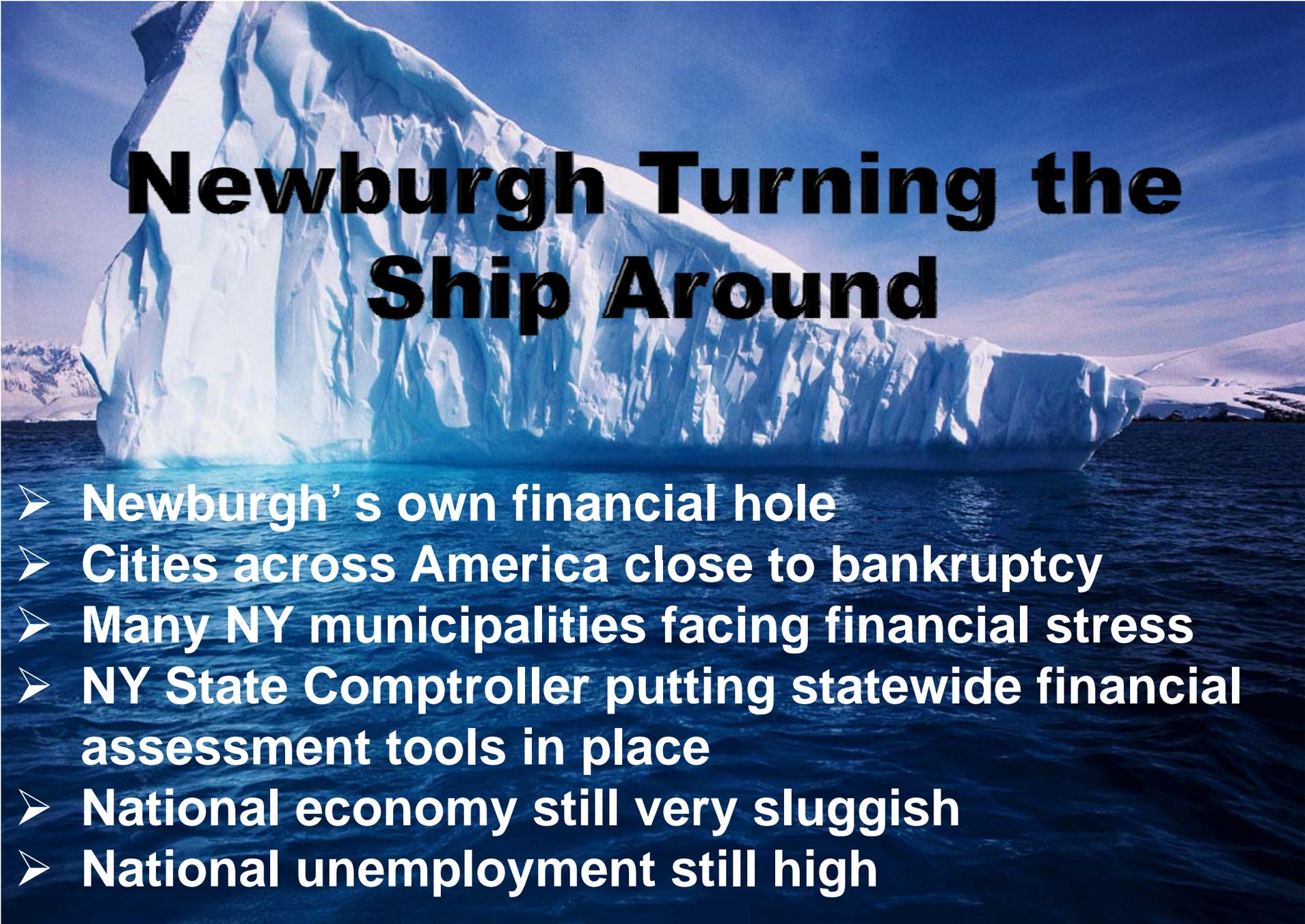


**STATE OF THE CITY**

**SEE NEWBURGH IN A  
NEW LIGHT**

**February 26, 2013**



# **Newburgh Turning the Ship Around**

- **Newburgh's own financial hole**
- **Cities across America close to bankruptcy**
- **Many NY municipalities facing financial stress**
- **NY State Comptroller putting statewide financial assessment tools in place**
- **National economy still very sluggish**
- **National unemployment still high**

# City Council – Bringing Diverse Skills to Add Value

## ▣ **Regina Angelo**

- Organizing City-wide Celebrations
- Promotes beautification and historical preservation

## ▣ **Cedric Brown**

- Bringing financial expertise to budget planning
- Scrutinizing proposed contracts

## ▣ **Curlie Dillard**

- Sponsoring the Gun Buy-back program
- Advocated development of Mid-Broadway Lot

# City Council – Bringing Diverse Skills to Add Value

## ▣ **Gay Lee**

- Worked to bring Congressman Maloney to the City
- Increasing social awareness with events and in council meetings

## ▣ **Judy Kennedy**

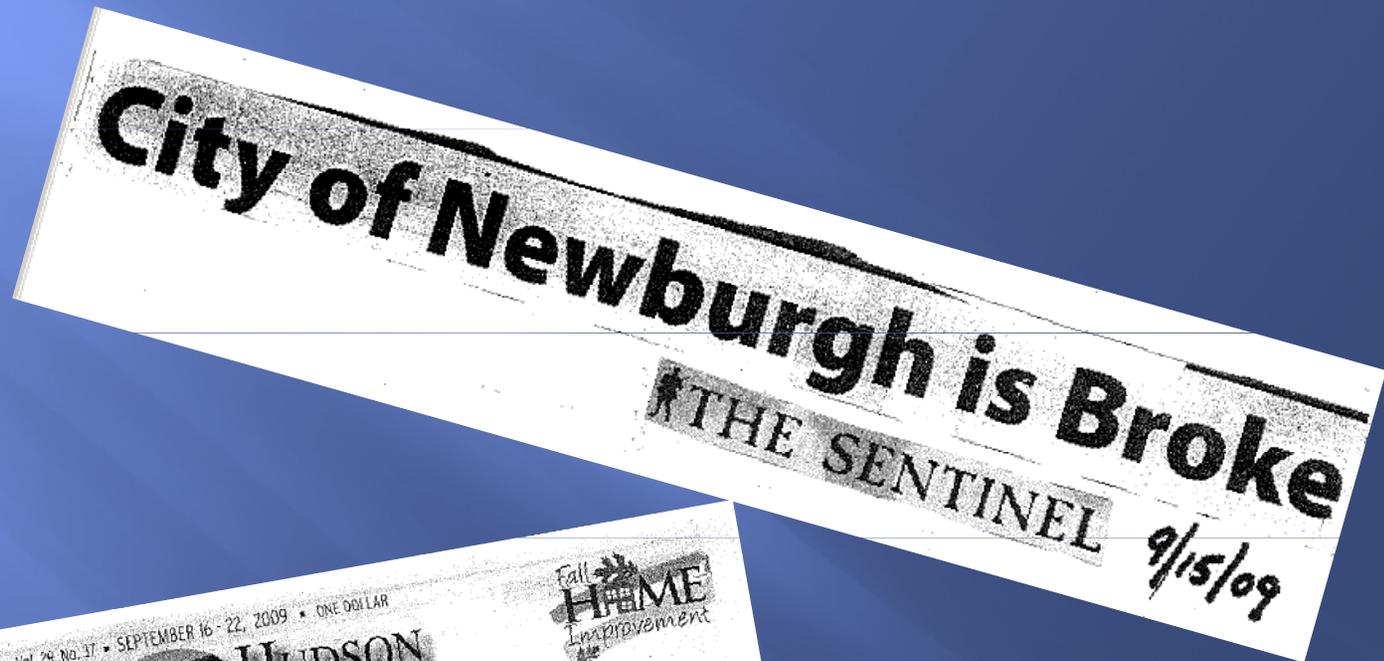
- Promoting economic development and marketing the City
- Focusing on creating successful partnerships

# Volunteers Help Make it Happen

- ▣ Planning Board
- ▣ Zoning Board
- ▣ Architectural Review Board
- ▣ Waterfront
- ▣ IDA
- ▣ Ethics Board
- ▣ Citizen's Advisory Committee
- ▣ Shade Tree Commission
- ▣ Human Rights Comm.
- ▣ Charter Review Comm.
- ▣ Redistricting Comm.
- ▣ Police Community Relations Advisory Board
- ▣ Community Action Teams
- ▣ CDBG Advisory Committee

**The Challenge of our Time is  
to Re-Shape Government  
to be Lean & Efficient**

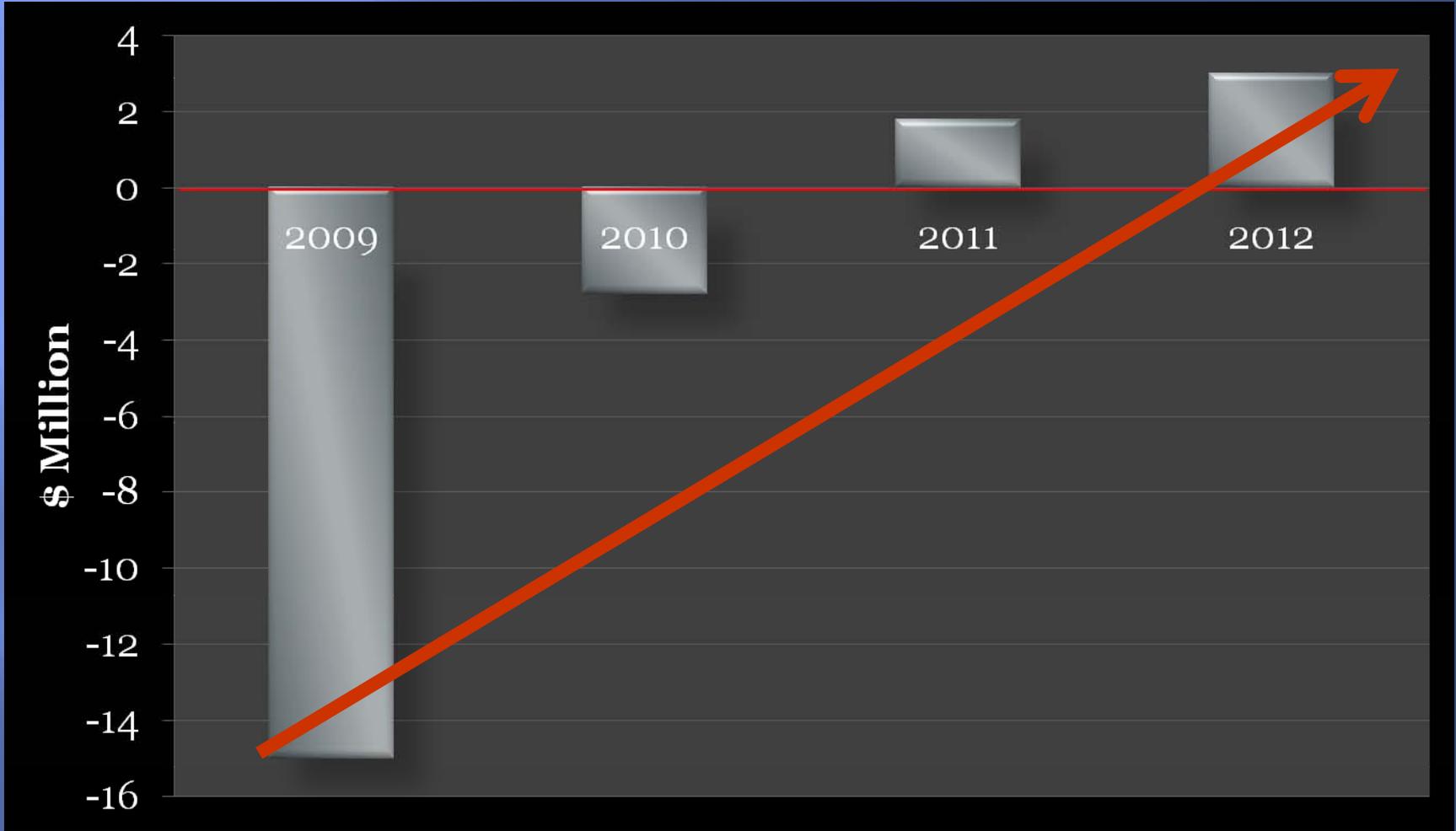
# September 2009



# Creating Fiscal Stability

- ▣ Positive fund balances for 2011 & 2012
- ▣ Quarterly reporting to NYS Comptroller's Office
- ▣ Improved internal controls for accounts receivable
- ▣ Full implementation of purchase orders within KVS accounting program
- ▣ Developed a 5-year Capital Improvement Plan

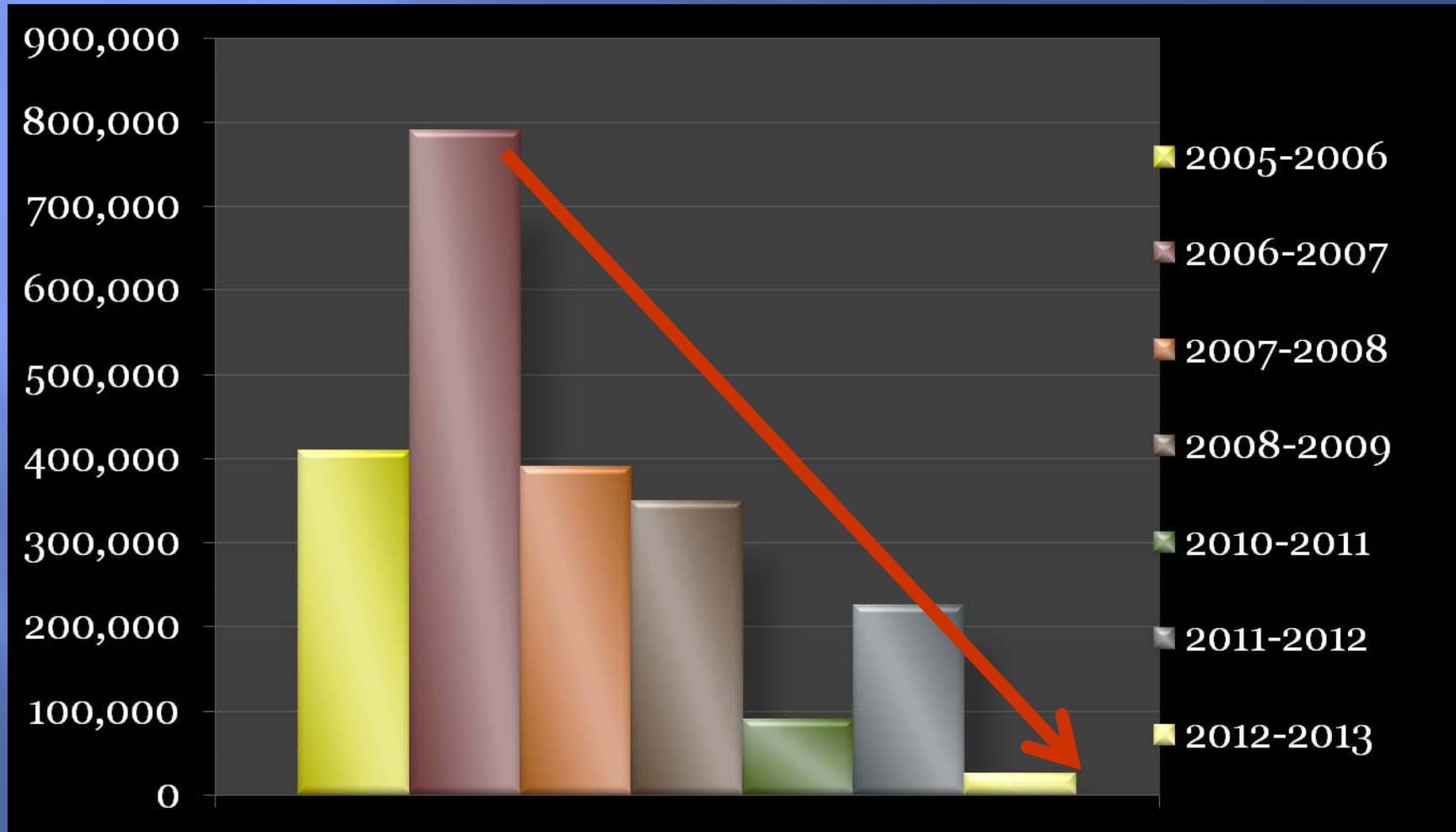
# FUND BALANCE



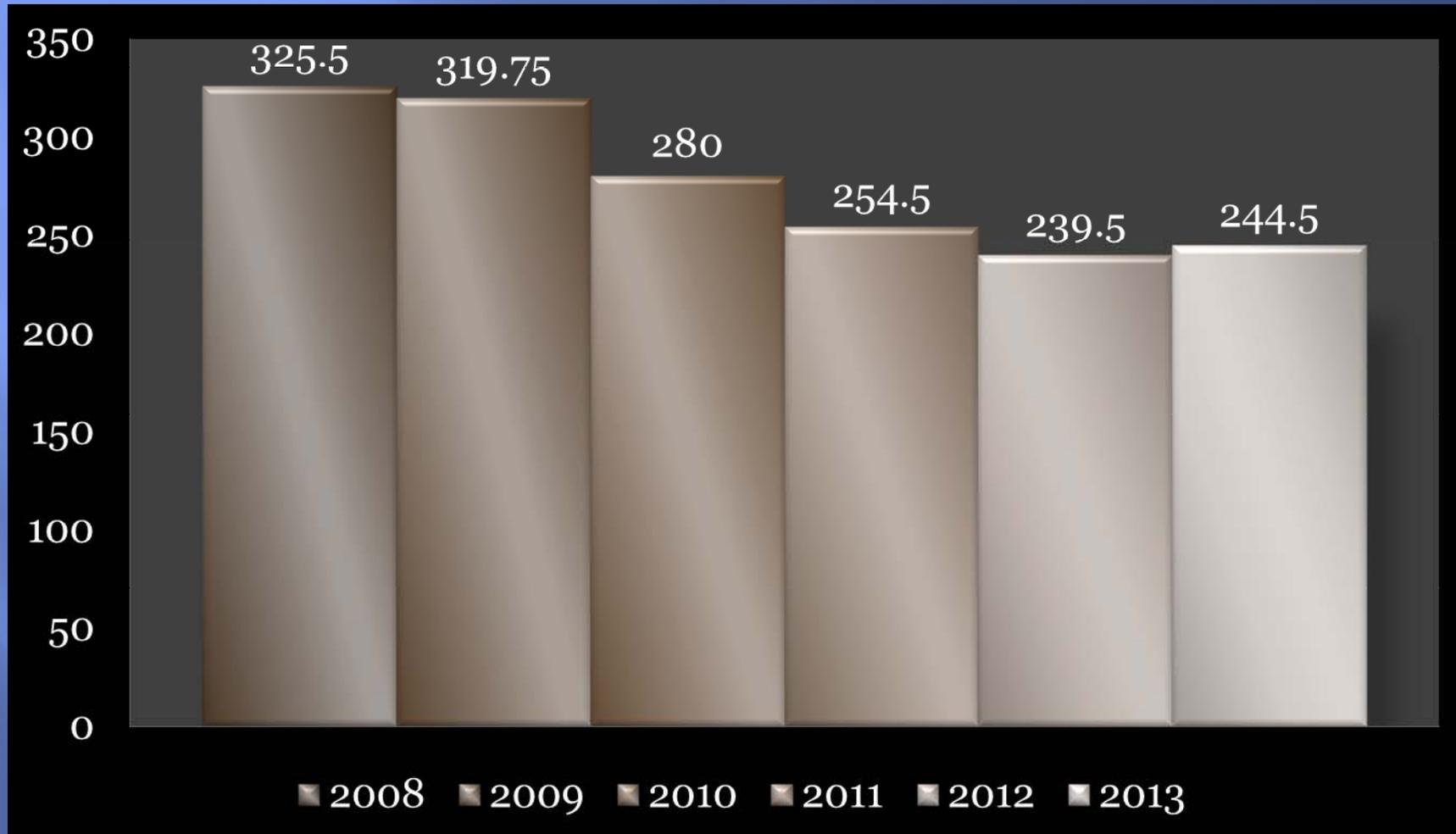
# Workers Compensation Newburgh Loss History



# Loss & Claim Experience



# Doing More with Less City Staffing Levels



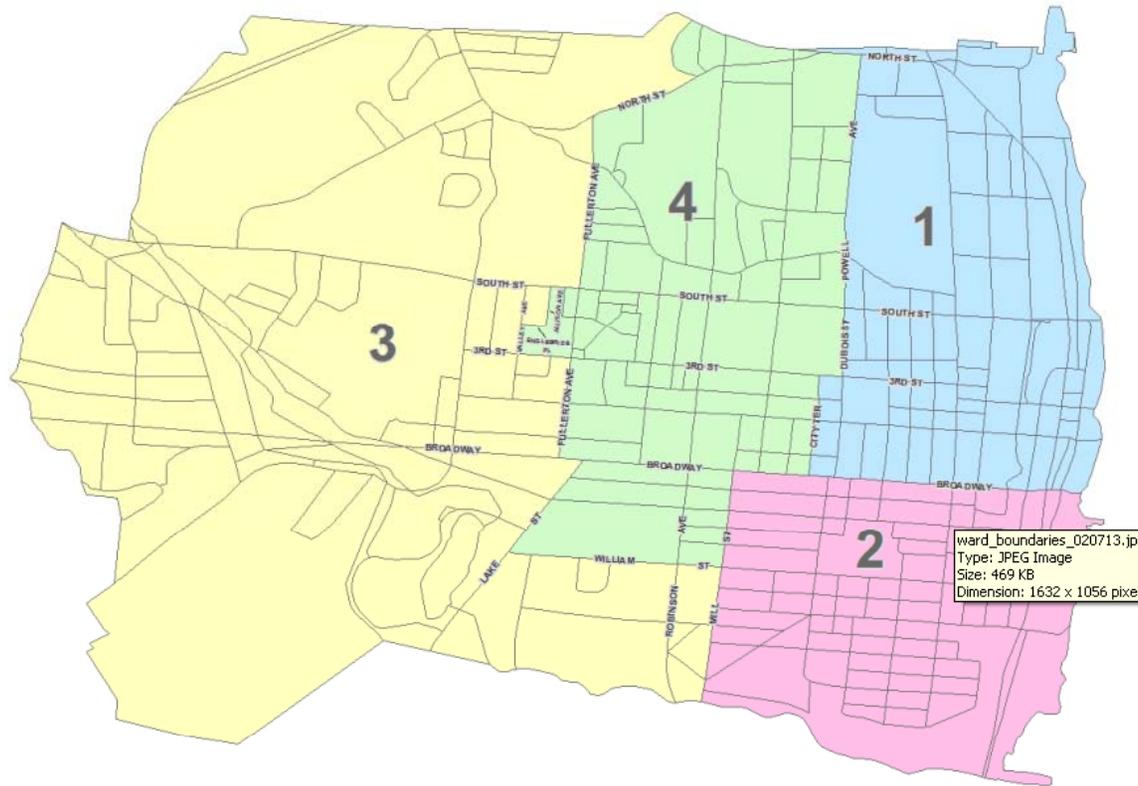
# Civil Service

- ▣ Created New Hiring Practices Policy
- ▣ Extensive training programs instituted for all employees
- ▣ Focus on recruiting City of Newburgh residents to apply for open positions
- ▣ Substantial reduction in Worker's Compensation claims

# Reshaping Government through Charter

## The City of Newburgh Ward Boundaries

Boundaries Drafted by the 2012  
Districting Committee of  
The City of Newburgh  
Adopted on February 6, 2013



Prepared by GIS Analyst  
Lauren A. Fleischer for the  
2012 City of Newburgh  
Districting Committee

# Reshaping Government through Performance Improvement

- ▣ Partnership with NYU Wagner & Mid-Hudson  
Pattern for Progress
  - Develop process for data-driven decision making about resources and management
  - Provide data analysis in four areas: Police, Fire, Codes, and Finance
  - Create a blueprint for future data collection and analysis

# Reshaping Government with Technology

- E-Alert notifications system
- Feedback and complaint forms
- Minutes and Agenda Management
- Multiple language support
- Twitter support



# Public Safety

- ▣ Accredited by New York State
- ▣ Focused Strategy on Crime Analysis to address crime patterns and trends to quickly implement best practices
- ▣ EXAMPLE: Burglary shot up 30% in the summer of 2012.
- ▣ Once the trend was identified a crime reduction strategy was put in place and by the end of 2012, Burglaries were down 13%

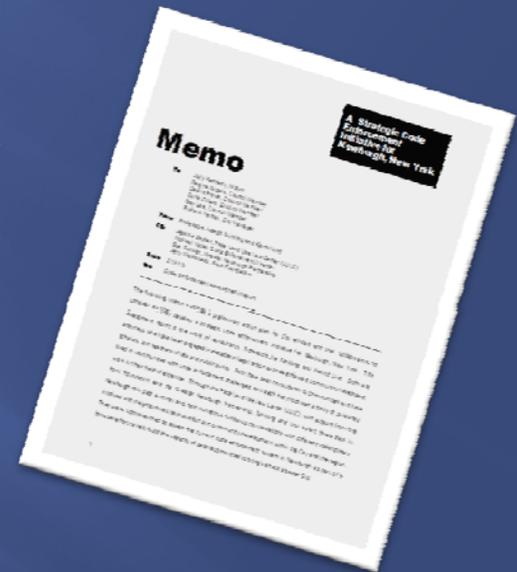
# Public Safety



- ▣ 14% decrease in Robbery
- ▣ 13% reduction in Burglary
- ▣ 19% decrease in motor vehicle theft
- ▣ 4 New Officers on the Street
- ▣ Gun Buyback program with more than 100 guns collected to date

# Code Enforcement

- Analysis & Recommendation Report Submitted by National Experts
- Development of real property data system
- Creation of a technology and communications strategy to streamline code enforcement
- Engagement of landlords and tenants to discuss problems associated with rental housing



# Fire & Code Compliance

- ▣ Enhanced Neighborhood Code Compliance Efforts
- ▣ Dramatic increase in Code Compliance Revenue



# Fire & Code Compliance

- ▣ Cross training staff to qualify as code enforcement officers.
- ▣ Improved all hazard emergency preparedness through technical rescue training and emergency management operations.



# Public Works



- ▣ Reinstated Paving Program
  - South Lander St.
  - Gedney Way
- ▣ Saved more than \$200,000 by doing repair projects in house.
- ▣ Launched summer program to hire residents to complete projects

# Public Works

- ▣ Completed new sidewalks in front of the activity center as training project with Local 17
- ▣ Increased parking enforcement productivity 60%.



# Engineering

- ▣ \$9 Million West Trunk Line Emergency Repairs
- ▣ North Interceptor Sewer Cleaning
- ▣ Long Term Control Plan (LTCP) – Completion & Submission to DEC
- ▣ Belt Filter Press – Electrical Generator Projects Sewage Treatment Plant (STP)

# Water Department

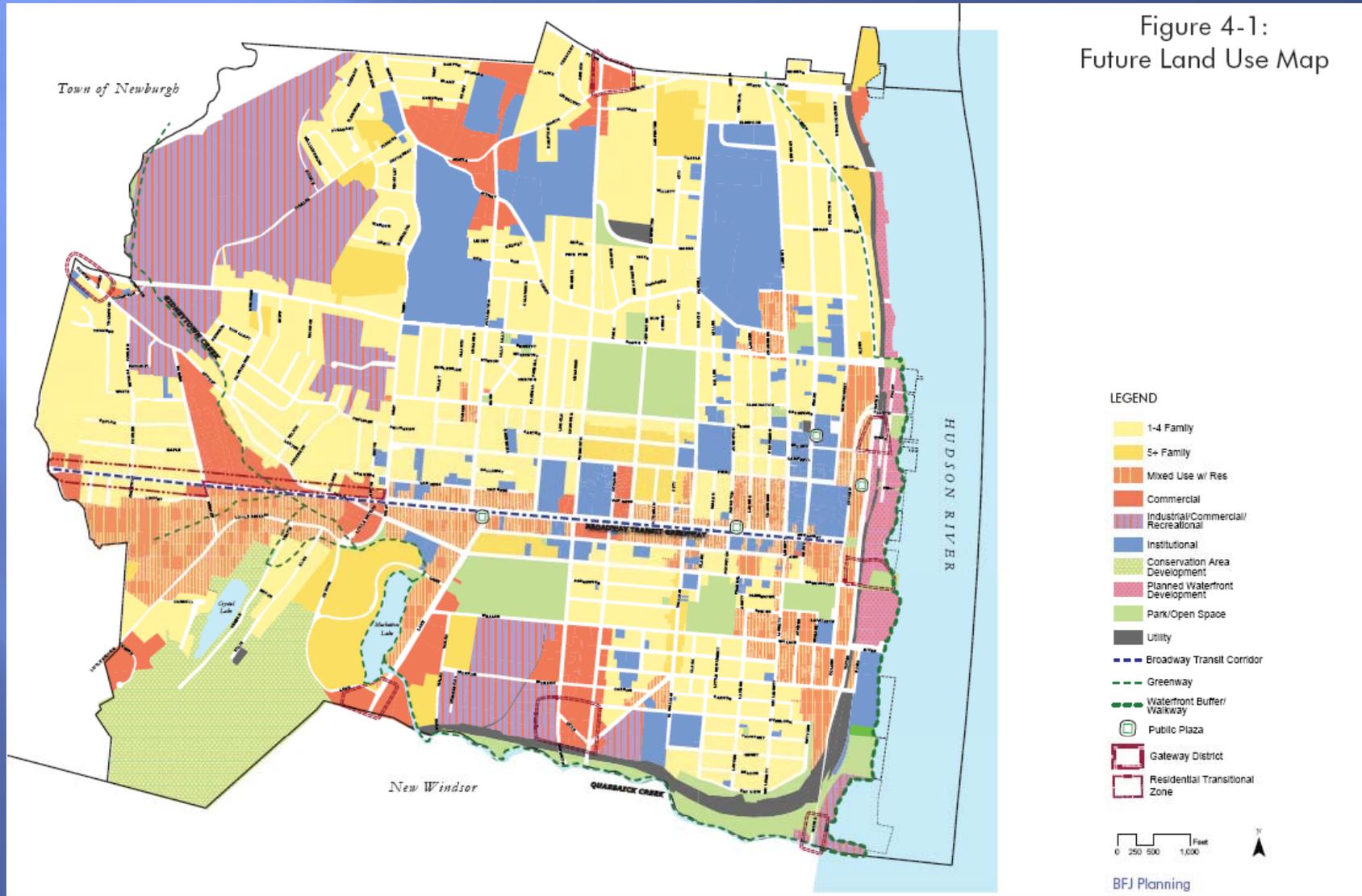
- ▣ Improving water infrastructure and services
- ▣ City -wide leak detection survey completed and corrective action plan begun.
- ▣ Conducted fire flow testing in conjunction with the annual flushing program.

# Youth Services

- ▣ Anti-Bullying campaign
- ▣ Summer Playground Camp
- ▣ Recognized by NYS for an outstanding After School program sponsored by 21<sup>st</sup> Century Community Learning Program.



# Planning & Development Rezoning



# Planning & Development

- ▣ Hudson Valley Lighting is pursuing the clean-up of City and IDA land for the construction of a 300,000 sq ft. manufacturing facility.
- ▣ Demolition of 45-47 Chambers St.
- ▣ Zoning Ordinance Revision (Land Use Plan)



# Sharing Municipal Service

- ▣ Completed Orange County Analysis and Strategy to share water between Town of Newburgh, & Town of New Windsor.
- ▣ The next step is to complete inter-municipal agreements

# Newburgh Industrial Development Agency

- ▣ IDA was certified to do business, offer eligible projects sales tax benefits to expand and create jobs.
- ▣ The City, IDA, Orange County Partnership formed a One-Stop team to meet with existing and new companies interested in local and state benefits available to companies that are growing and creating jobs.
- ▣ The City and IDA compiled and published a Small Business Resource Catalog detailing local, state, and federal programs available to businesses in the city.

# 2013 Goals & Initiatives



# 2013 Goals & Initiatives

- ▣ Repave Dubois Street from Broadway to South Street and Powell Avenue
- ▣ Implement repairs to Public Safety Building
- ▣ Purchase new vehicles for Police, Fire & DPW including Fire Pumper and Sanitation Truck
- ▣ Update computer & camera equipment for IT

# 2013 Goals & Initiatives

- ▣ Complete Police Department Study
- ▣ Install Emergency Generator for City Hall
- ▣ Implement strong vacant property management
- ▣ Create marketing tools for City properties
- ▣ Implement online Code tracking database

# 2013 Goals & Initiatives

- Create more than 50 summer jobs for Newburgh residents
- Initiate the Youth Bureau's Fatherhood Initiative
- Expand Afterschool Programs to two new schools
- Downing Park Greenhouse
- Tyrone Crabb Park

# Partnerships are Key

It's when we start working together that the real healing takes place... it's when we start spilling our sweat, and not our blood.

*David Hume*

If we are together nothing is impossible. If we are divided all will fail. *Winston Churchill*

Partnering is the process of two or more entities creating synergistic solutions to their challenges.

*Anonymous*

# Working Together to Improve the Quality of Life

- ▣ City of Newburgh
- ▣ Mid-Hudson Pattern for Progress
- ▣ NYU Student Interns
- ▣ Pace University
- ▣ Greater Newburgh Partnership
- ▣ Habitat for Humanity
- ▣ Newburgh Armory Unity Center
- ▣ The Solar Energy Consortium

# Streamlining the Approval Process

- Partner with Pace University & The Center for Community Progress & The Ford Foundation
  - Environmental boards consolidated into new Conservation Advisory Committee
  - Refinement of ARC process
  - Consolidated application forms
  - Helpful pre-application process

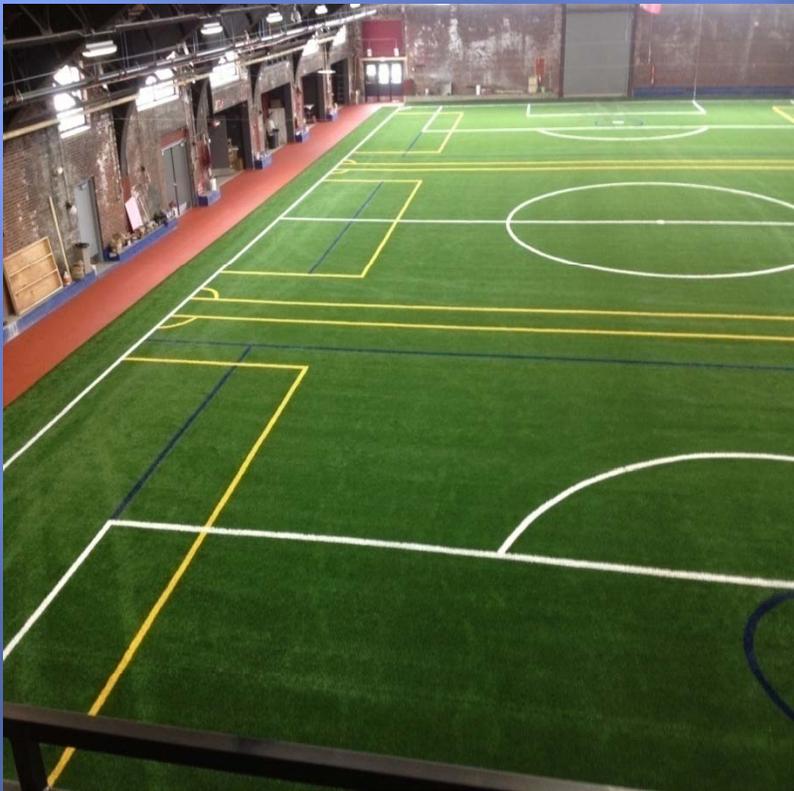


# Newburgh Community Land Bank

- Newburgh Community Land Bank will be the first NYS Land Bank to acquire property
- Council approved first transfer of 21 properties
  - ▣ Actions will focus on:
    - Stabilizing the neighborhood and blight reversal.
    - Bringing properties back on the tax roll.
    - Improving housing and economic opportunities for residents
    - Attracting new private and public investment

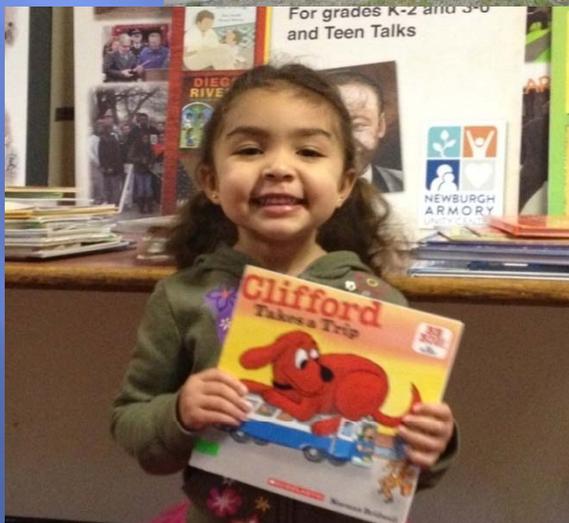
# Newburgh Armory Unity Center

Drill Hall with newly laid turf



Gym that is in constant use

# Newburgh Armory Unity Center



# Habitat for Humanity

**50** IN **5**  
Houses Years



Completed **11** Houses

Began taking applications for home ownership program on a rolling basis



Launched



Home Builders  
Blitz 2012



**2** Houses  
**5** Days



Launched

**Habitat for Humanity**<sup>®</sup>  
of Greater Newburgh

Neighborhood Revitalization Initiative

Led CORE pilot project in Newburgh for NYS Department of Public Safety

Homeowners returning **\$300,000** annually to city and school taxes

# Habitat for Humanity

## E. Parmenter Neighborhood Development

- Complete **Phase III** (5 Homes)



- Complete **Phase IV** (3 Homes)

- House of Service (30 E. Parmenter)



10 Lutheran St



### Neighbor Revitalization Initiative

- Community & Impact Study
- 7 A Brush With Kindess Projeccts

### By the End of Year

- 70 Houses
- Homeowners returning **\$350,000** annually to the city and school taxes

# Greater Newburgh Partnership

## GNP Major accomplishments

- Assisting with Revenue Streams
- Improving Quality of Life
- Changing Perception

# Greater Newburgh Partnership

- ▣ GNP 2013 Focus
  - Clean and Green
  - Celebrating Community
  - Transforming Our City
  - Together We're Better

# Hollywood on the Hudson

- ▣ Partnering with Orange County Film office
- ▣ Partnering with Motorcyclepedia Museum and Umbra Studios
- ▣ Partnering with Newburgh Actors Studio, Directors, Producers and other film industry representatives

**To Build the Newburgh Film Industry  
“Hollywood on the Hudson”**

# Foster & Welcome New Businesses

- ▣ Newburgh Brewery
- ▣ Unico Granite Company
- ▣ Atlas Industries  
Furniture Manufacturing
- ▣ El Solar Café
- ▣ Don Fernando Café
- ▣ Healing Arts Studio



# Building the Industrial Base

- ▣ Partner with The Solar Energy Consortium to market industrial buildings to identify and recruit potential businesses.
- ▣ Created an inventory and database of all industrial, commercial and residential properties in the City of Newburgh.
- ▣ We have defined the target market of five boroughs of NYC and New Jersey. Focus on light manufacturing companies, especially those that are involved in “green” energy.

# Join the “Love Newburgh” Campaign



Revitalizing and Energizing Newburgh in Every Way

**(845) 568-2558**

PO Box 1151  
Newburgh, NY 12551



**LOVE  
NEWBURGH**  
Greater Newburgh Partnership



Love Newburgh

## Win a new iPad