



City of Newburgh Measurements for Success

A White Paper from
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Promoting regional, balanced and sustainable solutions
that enhance the growth and vitality of the Hudson Valley

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Introduction:

Each year Pattern Fellows undertake projects to assist research efforts of project sponsors as well as to break down artificial barriers between Fellows so that they may engage in problem solving on a regional basis. Among the three projects undertaken by the Class of 2012-2013 was to gather data sets about the City of Newburgh and the organizations that track them with the goal to aid various groups in their grant writing efforts to improve the City.

As part of the 2013 Hudson Valley Pattern Fellows Program, one group of Fellows engaged in a project that was part of a series of interconnected efforts, all under the supervision of Pattern for Progress, that were undertaken to assist the City of Newburgh in trying to aid in its revitalization by both determining how best to spend their limited resources and provide a source book for aiding in the writing of grants.

In addition to the Fellows project, there were two additional efforts. One was a CAPSTONE project undertaken by four NYU graduate students from the Wagner School of Public Administration (see Pattern's [website](#)) seeking to design a system for small cities to engage in performance management with the goal towards making informed decisions on how best to spend limited resources. The Fellows project and the CAPSTONE were sponsored by Mount St. Mary's College. A third project, which is currently underway, is undertaking a visual conditions survey of structures surrounding the three principal not for profits - Mount Saint Mary's, SUNY Orange and St. Luke's Cornwall Hospital.

Together the three projects are for the benefit of any organization seeking to assist the city in its revitalization effort.

The Pattern Fellows project principally focused upon the areas of economic development, education, financial matters, housing, tourism and transportation. These areas were chosen to complement those under review by the CAPSTONE project - police, fire and buildings. We, the Pattern Fellows, sincerely hope that this compendium can assist the many organizations and individuals who seek everyday to improve the quality of life for the residents of the City of Newburgh.

Community Profile:

The City of Newburgh is 3.8 square miles surrounded by the Town of Newburgh, west and north, the Hudson River on the east and Town of New Windsor on the south.

Demographics

- Total population is 28,999 (2012 Census Estimate).
 - 29.1% is African American, 21.0% is Caucasian, 8.1%, and the remaining 3.7% of the population is either mixed races or other races (2007-2011 ACS).
- The median household income is \$37,671, which is only 53.6% of Orange County's median income of \$70,294(2007-2011 ACS).



- The estimated per capita income in the past 12 months (2011 dollars) was \$16,502 (2007-2011 ACS).
- Unemployment Rates (April 2013) in the City of Newburgh was 9.70% compared to 7.1% in Orange County (Bureau of Labor Statistics).

Health Care

- 17.2% (4,965) of the city's residents reported a disability. 57% of these residents over the age of 65 years and over reported having a disability (2008-2010 ACS).
- 26.3% of the population was below the poverty level (2007-2011 ACS).
- According to the [Orange County Community Health Assessment](#) "The City of Newburgh tends to carry a disproportionate number of the Orange County's disabled population."
- **Greater Hudson Valley Family Health Center** provides comprehensive health care to more than 13,000 adults and children. In 2012, they had over 62,000 patient visits.
- **St. Luke's Cornwall Hospital** has over 200 physicians on staff and provided care for more than 200,000 Hudson Valley residents. It has a 242-bed Newburgh campus and a 125-bed Cornwall campus.

Resources

- City of Newburgh, Community Profile: www.cityofnewburgh-ny.gov/community-profile
- Community Foundation County Profiles: www.mhvcommunityprofiles.org/orange-county
- US Census Bureau Quick Facts: <http://quickfacts.census.gov/qfd/states/36/3650034.html>

Housing

Overview

- The cost of living index for the 12550 zip code, which includes the City of Newburgh, was 136.4 in March 2012, well above the national average of 100 according to [City-Data.com](#). The index compares the relative cost of living among regions.
- The average family size is 3.76. There are 4,122 households with children under 18.(2007-2011 ACS)
- Out of 9,162 occupied housing units, 35.17% are owner occupied, 64.9% were renter occupied. 16.1% of the housing is vacant. (2007-2011 ACS)
- 48.6 % of Newburgh residents spend more than 30% of their income on housing (2007-2011 ACS). The Federal Department of Housing and Urban Development state that a household should not spend more than 30% of the household's income on housing. 59.3% of renters pay more than 30% of their income on rent (2007-2011 ACS).
- 26.3% of Newburgh residents and 36.5% of those under 18 are below the poverty level (2007-2011 ACS).

Organizations

- **City of Newburgh Department of Planning and Development** (845) 569-9400
www.cityofnewburgh-ny.gov/planning-development
- **Greater Newburgh Partnership** is bringing together leaders from the private, public and not-for-profit sectors to promote the revitalization of the greater Newburgh community

through joint public/private ventures. (845) 568-2558

www.greaternewburghpartnership.org/contact.php

- **Habitat for Humanity of Greater Newburgh (Habitat)** is dedicated to providing safe, decent, affordable housing in partnership with hardworking families in need. (845) 568-6035 www.habitatnewburgh.org
- **Independent Living** is a consumer-directed, cross-disability advocacy and service organization dedicated to enhancing the quality of life for persons with disabilities. (845) 565-1162 www.myindependentliving.org/
- **Newburgh Community Land Bank** is a not-for-profit corporation created to take control and redevelop vacant or abandoned properties to where they can better serve the public interest. (845) 569-7350 www.newburghcommunitylandbank.org
- **Orange County Planning** (845) 615-3840 www.orangecountygov.com/content/124/1362/default.aspx
- **Orange County Rural Development Advisory Corporation (OCRDAC)** encourages vital, healthy and stable communities by providing and preserving a broad array of attainable and sustainable housing opportunities for people within a wide income range. They collect data on housing counseling. (845) 713-4568 www.ocrdac.org
- **Pathstone Community Improvement of Newburgh** is a not-for-profit community development and human service organization providing services to low-income families and economically depressed communities. (845) 569-9334 www.pathstone.org/
- **Project life** is a 501(c) (3) dedicated to solving the problem of sheltering the homeless in Orange County, New York. They collect data on Sheltered Homeless Persons, Total Extrapolated Counts of Sheltered Homeless Persons, Demographic of Sheltered Homeless Persons, Prior Living Situations of Sheltered Homeless Persons, Length of Stay of Sheltered Homeless Persons, and Demographics of Long-term Stayers in Emergency Shelter. (845) 569-9334 www.newburghinterfaithprojectlife.org
- **RECAP Mission** is to mobilize and coordinate public and private resources to address the basic needs of low-income people. (845) 566-1224 www.recap.org/
- **Safe Harbors of the Hudson** is a nonprofit organization that is committed to transforming lives and building communities through housing and the arts in the City of Newburgh. (845)562-6940 www.safe-harbors.org/
- **Safe Homes of Orange County** works to eliminate all forms of domestic violence through education, outreach and provision of services to individuals and families affected by domestic abuse. (845) 503-4673 www.safehomesorangecounty.org/

Resources

- [***Analysis of Impediments to Fair Housing Choice***](#) (2012) The study contains jurisdictional background data, an evaluation of jurisdiction's current fair housing legal status, identification of impediments to fair housing choice, and an assessment of the current public and private fair housing programs and activities in the jurisdiction.
- [***Annual Homeless Assessment Reports \(AHAR\)***](#) This report on sheltered homeless persons is based on local data submitted to the Department of Housing and Urban Development (HUD). It provides nationwide estimates of homelessness, including

information about the demographic characteristics of homeless persons, service use patterns, and the capacity to house homeless persons.

- [City of Newburgh Community Development Block Grant Application](#)
- **Community and Impact study** using a data collection system from Neighborworks, Habitat is beginning to collect data for selected indicators include affordable housing, economic development, resident financial capability, community stabilization and community building & organizing. Currently the area is targeted (census tracts 4&5) but their intent is to expand their focus in the coming years. www.habitatnewburgh.org
- **Three-county regional housing needs assessment (2009)** Areas of focus for the study include housing affordability, U.S. economic outlook, housing market trends, economic and demographic forecasts 2006-2020, housing units needed and affordable housing targets.
- [Who Needs Affordable Housing?](#)



Economic Development

Organizations

- **City of Newburgh**
 - **Industrial Development Agency** advances the job opportunities, health, general prosperity and economic welfare of the people of the City of Newburgh (845) 569-7369 www.cityofnewburgh-ny.gov/industrial-development-agency
- **Hudson Valley EDC** is the one-stop marketing shop for companies considering relocating or expanding in the seven counties it serves (845) 220-2244 www.hvedc.com
- **Orange County**
 - **Department of Planning and Development** is the center for a variety of services and programs to assist the City in land use development, economic growth and neighborhood revitalization aimed at sustainable living. (845)569-9400 www.cityofnewburgh-ny.gov/planning-development
 - **Office of Economic Development** is the economic development tool for doing business in Orange County. (845) 291-2700 www.orangecountygov.com/content/124/1352/default.aspx
- **Orange County Partnership** provides existing Orange County companies a resource to obtain information for expanding their current operations as well as the attraction of new businesses. (845) 294-2323 ocpartnership.org/webpages/Demographics.asp
- **Orange County Chamber of Commerce** is dedicated to creating and vigorously supporting an environment in which business can succeed and the quality of life is enhanced. (845) 457-9700 www.orangeny.com/Economic_Development/default.aspx

Resources

- [Plan-IT Newburgh sustainable Master Plan](#)

- [City of Newburgh Business Services Manual](#)

Education

Overview

New York State has ranked the City of Newburgh the fifth highest stressed city in the state based on the number of single mothers, poverty, abandoned buildings, unemployment and level of education. One third of adults over age 25 lack a high school diploma.

The City of Newburgh is served publically by the Newburgh Enlarged City School District. The district is made up of six elementary schools, three K-8 schools, two middle schools and one high school with over 12,000 students enrolled. The City of Newburgh itself is home to one public K-8 school, one middle school, and the one high school in the district, Newburgh Free Academy. The City of Newburgh is served by several private and parochial schools and will house the mid-Hudson's first and only public charter school, Newburgh Preparatory Charter School, scheduled to open in the Fall of 2013. Mount Saint Mary College, a four-year private liberal arts college, is based in the City of Newburgh while both SUNY Orange Community College and SUNY Empire State College each maintain a branch within the city.

Organizations

- Mount Saint Mary College: www.msmc.edu
- New York State Education Department: www.nysed.gov
- Newburgh Enlarged City School District: www.newburghschools.org
- Orange County Citizens Foundation: www.occf-ny.org/
- SUNY Empire State College: www.esc.edu
- SUNY Orange Community College: www.sunyorange.edu

Resources

When analyzing the state of education in the City of Newburgh, there are many measures that may be considered to determine performance. Some examples include: Public/ Private School Enrollment, Attendance/Graduation/Drop-Out Rates, Student Demographics and College Enrollment Statistics. This and other related data may be obtained from the following resources:

- NYSED
 - [Accountability Report](#): Measures Performance Indices (PIs) and makes Adequate Yearly Progress (AYP) determinations which, in turn, are used to assist in identifying districts and schools as Reward, Focus, and Priority.
 - [District Report Card](#): Provides enrollment, demographic, attendance, suspension, dropout, teacher, assessment, accountability, graduation rate, post-graduate plan, and fiscal data for public and charter schools, districts, and the State.



- [Orange County Citizens Foundation- Quality of Life Report](#): A private, non-profit corporation providing quality research data to stimulate innovative thinking and planning among citizens, community officials, and business leaders.

Financial

Organizations

- **Federal Audit Clearinghouse** its primary purposes are to disseminate audit information to Federal agencies and the public, to support OMB oversight and assessment of Federal award audit requirements, and to assist Federal cognizant and oversight agencies in obtaining OMB Circular A-133 data and reporting packages. harvester.census.gov/sac/
- **New York State Office of the State Comptroller (NYSOSC)** is responsible for conducting audits of State agencies, public benefit corporations and local governments, and overseeing the financial affairs of local governments. (518) 474-4044 www.osc.state.ny.us/
- **NYSOSC Division of Local Government and School Accountability (LGSA)** examiners conduct performance audits of local government entities. Performance audits provide findings or conclusions based on an evaluation of evidence against criteria. Local officials use audit findings to improve program performance and operations, reduce costs, and contribute to public accountability. (518) 408-4934
www.osc.state.ny.us/localgov/index.htm

Resources

- **City of Newburgh, New York**
 - [City of Newburgh Financial Plan covering 2011 through 2013](#)
 - [2013 Adopted Budget](#)
 - [2011 Audited Financial Statements](#)
- **Federal Audit Clearinghouse**
 - [2011 Audit Submission](#)
- **NYSOSC/LGSA Local Government Audit Reports -**
 - [2012 Newburgh Budget Review](#)
 - [2012 Newburgh Council Oversight and Revenue Enhancement Opportunities](#)

Tourism

Overview

There are a variety of sites, attractions and organizations that foster the Tourism industry and the visitors it brings to the City. Below are some of the sites.

- **Historical Museums**
 - **Crawford House Museum** Built as the home of sloop and steamboat shipper David Crawford in 1830, the neo-classical mansion boasts period furnishings and art collections, an archive of local historical documents and exhibits on Hudson River maritime history. (845) 561-2585 www.newburghhistoricalsociety.com
 - **Karpeles Manuscript Library Museum** World's largest private collection of original manuscripts and documents. Founded in 1983 by California real estate

magnates David and Marsha Karpeles with the goal of stimulating interest in learning. The fully restored ornately detailed Newburgh Savings Bank building from 1923 houses the rotating exhibits. (845) 569-4997 www.karpeles.com

- **Motorcyclopedia Museum** The largest collection of Indian motorcycles (one from every year of manufacture) plus over 450 rare motorcycles along with photographs, posters, memorabilia, machinery and other things related to historic and famous bikes. (845) 569-9065 www.motorcyclopediamuseum.org
- **Washington's Headquarters State Historic Site** America's first historic house museum opened by the State of NY in 1850. The Hasbrouck House served as George Washington's Headquarters where he refused the crown, created and awarded the Purple Heart, wrote the Circular Letter to the Governors, and issued the cease-fire ending the Revolutionary War in 1783. An adjoining museum boasts a collection of military items from all US wars plus artifacts and documents related to the founding fathers. A new permanent collection exhibit displays over 1300+ objects and an e-catalog for further research. (845) 562-1195 www.nysparks.com

Attractions

- **Ann Street Gallery** Exhibits of work by contemporary emerging and established artists. (845) -784-1146 www.annstreetgalley.org
- **Bannerman Castle Trust** Passenger boat trips to the historic ruins of Bannerman Castle depart from Newburgh Landing. (845) -234-3204 www.bannermancastle.org
- **Downing Film Center** World-quality films and community relevant programming with specialization in foreign, independent and classic cinema. (845) -561-3689 www.downingfilmcenter.com
- **Downing Park, Shelter House & Visitor's Center** A 35-acre park in the center of the City of Newburgh filled with hills, valleys, streams and a pond, rich in vegetation, with serpentine paths and a picturesque vista. Designed by famed landscape architects Calvert Vaux and Frederick Law Olmstead in honor of their mentor Andrew Jackson Downing. (845) -565-5559 www.downingpark.org
- **Dutch Reformed Church** Built in 1834 the church is a monumental example of Greek revival showcasing the artistic vision of A.J. Davis. It is designated as a National Historic Landmark, a Save America's Treasures awardee and a recipient of a Preserve New York grant. It is also in great need of repair and remains today awaiting restoration. www.preservenewburgh.org
- **Goldsmith-Denniston House Bed & Breakfast** A Bed & Breakfast in an 1820 Federal style historic district mansion once owned by a local attorney and State Legislator. (845) -562-8076 www.dennistonbb.com
- **Greater Newburgh Symphony Orchestra** A professional symphony orchestra offering performances through the city and region. (845) -913-7157 www.newburghsymphony.org



- **Hudson River Adventures** Public and private river cruises on the Pride of the Hudson departing from Newburgh Landing. (845) -220-2120
www.prideofthehudson.com
- **Newburgh Art Supply & Palatine Shop** The only small-business art supply store in Orange County. They host the annual city-wide Artist Open Studio tour each September. The Palatine Shop sells local souvenirs and collectables and serves as a Newburgh Visitor/Information Center. (845) -561-5552
www.newburghartsupply.com
- **Newburgh Chamber Music** Presents rich classical and contemporary repertoire in the heart of historic Newburgh featuring professional chamber ensembles.
www.newburghchambermusic.org
- **Old Town Cemetery & Calvary Presbyterian Church** Historic burials dating back to 1709 which includes headstones and mausoleums, walking tours and programs offered at various times, contains (now in disrepair) the historic Weygant's Tavern which was used by George Washington and the local committees of Safety during the Revolutionary War for meetings. The adjoining church was built in 1858 by Frederick Clarke Withers (the first church commission given to the architect who would later become renowned for that genre) and was wired personally by Thomas Edison in 1884. (845) -562-8730 www.oldtowncemetery.org
- **Pickerel Rush House Bed & Breakfast** A Bed & Breakfast in an 1860's Italianate mansion designed by Andrew Jackson Downing. (845) -565-0973
www.pickerelrush.net
- **Railroad Playhouse** Theatre operated by Just Off Broadway Productions performs public plays and hosts youth acting workshops. Housed in the historic Newburgh Train Station. (845) -875-4325 www.justoffbwy.com
- **River Rose Cruises** Public and private river cruises in a historic paddle wheeler departs from Newburgh Landing. (845) -562-1067
www.riverrosecruises.com
- **Stockbridge-Ramsdell House Bed & Breakfast** A Bed & Breakfast in an 1870 Queen Anne Victorian historic district mansion once owned by the 19th century President of Erie Railroad. (845) -562-9310 www.stockbridgeramsdell.com
- **Van Duzer House Bed & Breakfast** A Bed & Breakfast in an early 1850's historic district home next to Washington's HQ. (845) -561-5552 www.airbnb.com
- **Waterfront** Stroll along the Hudson River, take a river cruise on Pride of the Hudson or the River Rose, have a picnic in Unico Park, or have meal at any of a half-dozen restaurants.

Transportation

Organizations

- **City of Newburgh (Department of Public Works)** - Responsible for physical infrastructure (streets, sidewalks, bridges) (845) 565-3297 www.cityofnewburgh-ny.gov/public-works



- **NYSDOT** - Responsible for state highway facilities: (845) 431-5779
www.dot.ny.gov/regional-offices/region8/general-info
- **Orange County Transportation Council (OCTC)** is the “Metropolitan Planning Organization” or MPO for Orange County. They are responsible for determine the long range transportation needs of the County and allocating Federal Funding. (845) 615-3840
www.orangecountygov.com/content/124/9893/default.aspx

Resources

- [National Transit Database](#): General data and operating statistics
- [Newburgh Area Transportation and Land Use Study](#) (2012) identified key priorities for creating integrated solutions for transportation and land use within the northeastern portion of Orange County.
- [OCTC Long Range Transportation Plan](#) (2011) inventories transportation systems in the county, describes travel patterns, discusses transportation issues, outlines agency planning and funding outlooks (especially for Federal funding), and states goals, objectives and recommendations.
- [Transit Orange](#): General Transit Information: including information on local and regional bus transit, connecting service(rail and ferry) and other services (air)

Conclusion - Suggested Performance Measures/Metrics

As a compliment to the Capstone project, using the above resources, there are several potential measures that could be used by the City to help further their self assessment and assist them in determining how best to spend their limited resources and aid in the writing of grants. We, the Pattern Fellows, hope that City will find this useful and further the revitalization of the City of Newburgh.

Community Design

- **Complete Streets** Ratio of miles of sidewalks and bike paths to miles of roads
- **Mixed Use** Average land-use mix factor
- **Urban Density** Residents per acre of developed land

Education

- **3rd Grade Reading Proficiency** Percent of 3rd grade students who meet or exceed proficiency standards

Housing

- **Housing and Transportation Index** - A family’s ability to afford a house or apartment is most often measured by calculating the percentage of household income devoted to housing costs, the single biggest expense for most households. However, transportation costs are the second-biggest draw on households’ income, and housing and transportation costs combined claim about half of the average household’s budget. Because transportation costs aren’t easily discernible like monthly rent or mortgage payments, though, households may not fully account for those costs when making decisions about where to live and work.
htaindex.cnt.org

Mobility

- **Vehicle Miles Traveled** Average annual Vehicle Miles Traveled (VMT) per capita
- **Walkable Neighborhoods** “Walk Score” derived from the Street Smart Walk Score index - www.walkscore.com/
- **Public Transit Ridership** Number of public transit passenger trips per 1,000 residents

Tourism

- **Historic Preservation** Number of buildings and structures on the National Register of Historic Places

These measures were taken from the Sustainability Progress report for the City of Dubuque, Iowa. Their sustainability reports has a one page summary for each of their measures and then detailed steps on the collection and creation of the data used within the report. It can be found at: bloximages.newyork1.vip.townnews.com/sustainablecitynetwork.com/content/tncms/assets/v3/editorial/9/bd/9bd3ca88-ba3b-11e1-88c5-001a4bcf6878/4fe0c591a1ace.pdf.pdf