



**Michael P. Hein**  
**Ulster County Executive**  
**2013 State of the County Address**



I never forget who I work for....

...the 183,000 people of Ulster County.





Embrace innovation and change...





Ulster County has emerged as a reform leader in  
New York State...

ULSTER







The state of the County is **STRONG**

ULSTER





Working Together





- 
- ✓ Saved Golden Hill Health Care Center
  - ✓ Safety Net Solution
  - ✓ Eliminated the RRA Net Service Fee
  - ✓ Created the Office of Business Services
  - ✓ Launched the S.T.R.I.V.E. Project.





# Our Work Is Far From Done



We delivered \$1.7 million dollars in  
taxpayer relief...





...We must now identify the next \$1.7 million





We designed a practical solution to the  
\$23 million of RRA debt...



... We must now design a serious long term policy to address solid waste issues



**Economic Development has been overhauled  
with the Office of Business Services...**





# HUDSON VALLEY PATTERN FOR PROGRESS



**\$5 million economic development fund...**



# Fighting For Our Environment





# Golden Hill Local Development Corporation

The compassionate alternative to closure...





## EDITORIAL BOARD

Mary Rothfeld, publisher

Stuart Shinske, executive editor

John Panney, community conversation editor

Molly Salisbury, community conversation assistant

## TO SUBMIT LETTERS

Include name, hometown and phone number. Keep letter to 250 words or fewer. Submissions will be published in print, electronic or online. Send letters to letterstoeditor@poughkeepsiejournal.com. Mail typed or printed letters to Poughkeepsie, NY 12602 or fax to 845-437-4100.

EDITORIAL STAFF ■ 845-437-4806 ■ jpanney@poughkeepsiejournal.com

4A

➤ S = Shared

Editorial ➤ T = Taxpayer

# Ulster STRIVE plan is ambitious, provocative

Consider the fact that yet another elementary school building is closing.

Realize that your community college should be easier to access by large segments of your community.

Size up the necessity to have all your county health and human services in place.

Add in the desire to get surplus buildings back on the tax rolls.

Throw in the notion that you ultimately can save taxpayers money.

And what you have are the ingredients to a fascinating plan recently announced by Ulster County Executive Mike Hein, who should get high marks for thinking outside the normal practices of government.

The plan is called STRIVE — Strategic Taxpayer Relief through Innovative Visions in Education.

Hein and others believe it is worth the effort to take courses up to its billing, and clearly, it is.

Even this idea considerable thought.

He outlined the plan to the Poughkeepsie Journal in a recent Editorial Board meeting.

It would work this way:

The Ulster County Community College's satellite campus will vacate its current location at the Business Resource Center and move to what is now the Sophie Finn Elementary School in Kingston. That elementary school, like many others around the region, is scheduled for closure. Moving the college satellite campus there means it will be next door to Kingston High School, a great fit to create what Hein calls an "educational corridor in the center of Kingston."

Hein projects that by bringing the college campus into the city center, more people would have access to take courses and further their education.

After this conversion occurs, Hein plans to move a battery of county departments to the Business Resource Center site, clustering key health and human services, including the Office for the Aging, the Health Department, the Youth Bureau and the Veterans Service Agency.

This consolidation will then allow the county to sell two properties, returning them to the tax rolls.

Of course, there are upstart costs to this multifaceted plan, especially renovating the elementary school to accommodate college programs. SUNY is expected to cover half of the approximate \$4.4 million project, and Hein says the Governor's Office has committed other state monies to complete it.

The nonprofit group the Dyson Foundation, based in Dutchess County, also has provided \$500,000, a critical component in helping

jump-start the STRIVE idea.

Through the sale of surplus buildings, the reuse of the elementary and other strategies employed in the plan, Hein believes the initiative will save more than \$21.6 million in the next decade.

This is the type of "out-of-the-box" thinking needed by government and education leaders to move forward. A recent report by Hudson Valley Pattern for Progress, a nonprofit planning and research organization, showed that school-building closures have become a fact of life during the recession. And governments on all levels are under pressure to do more with less.

How this particular plan shapes out still remains to be seen. But Hein and those supporting this plan deserve credit for a strategic vision — and for putting aside old ways of thinking and daring to do something new and provocative.



**SUNY Ulster**

**KINGSTON CAMPUS**





# S.T.R.I.V.E.

- ✓ Statewide model
- ✓ Improves access to higher education
- ✓ Improves health and human services
- ✓ Puts County property back on the tax rolls
- ✓ Creates an economic engine
- ✓ Creates an educational corridor
- ✓ Saves taxpayers millions

**SUNY ULSTER**  
KINGSTON CAMPUS





## 2013 ULSTER COUNTY REAL PROPERTY TAX FACT SHEET

The 2013 Ulster County Budget requires a real property tax levy of \$76,730,408. This is a reduction of 5.4% compared to 2012.

Estimated Expenditures



### LARGEST AREAS OF APPROPRIATION

Social Services	\$ 24,512,287
Public Health	12,235,000
Education	10,244,000
Department of Public Works	15,462,000
Medical Health	11,620,178
State Services	10,270,500
Information Services	9,752,000
Community College	9,280,800
Fire	9,047,700
Public Health	8,794,000
Probation	6,186,210
Other	20,115,140
<b>Total</b>	<b>\$ 146,210,000</b>

Expenditure totals include additions

Estimated Revenues

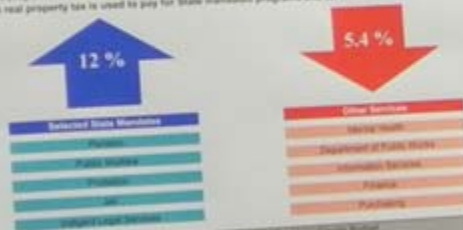


### ALL REVENUES

Real Property Tax	\$ 76,730,408
State Tax	15,347,400
State Aid	17,719,200
Other Revenues & Sources	10,000,000
Appropriated Revenues	2,470,000
Appropriated Fund Balance	12,200,000
<b>Total</b>	<b>\$ 134,466,008</b>

### STATE MANDATES

State mandates are laws or regulations that require the County to provide specific programs and services with little or no State financial support. State mandates are the largest services included in the County budget and have a direct impact on the total real property taxes that are levied each year. Approximately 70% of total County spending is State mandated. In 2013, spending on State mandated programs in Ulster County increased by 12%, while other services increased by 5.4%. In Ulster County, 98% of every dollar in real property tax is used to pay for State mandated programs and services.



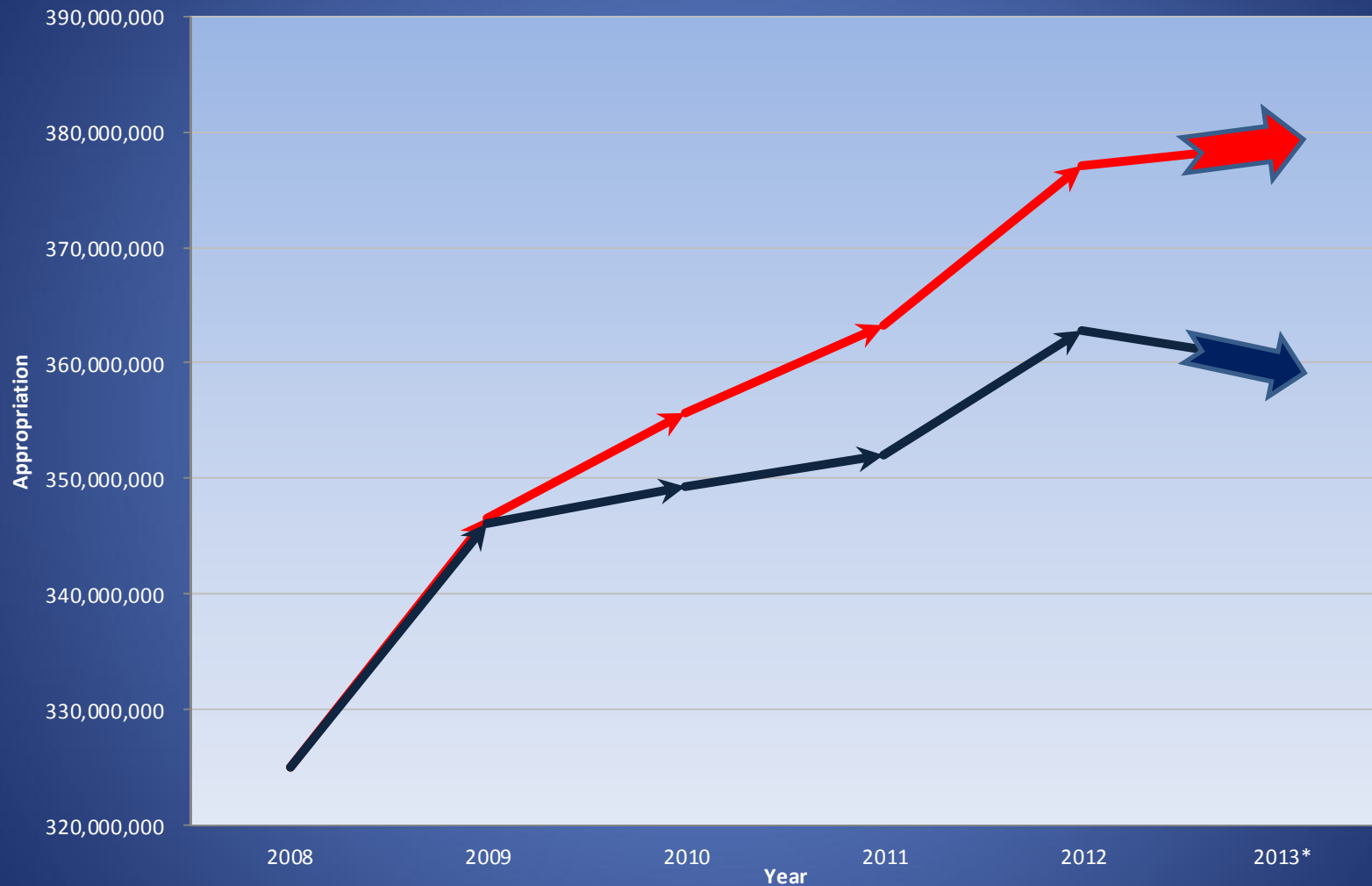
Impact of Largest State Mandates on the Ulster County Budget			
	2012 Adopted Budget	2013 Adopted Budget	Percent Change
Medical	\$ 16,512,000	\$ 17,000,000	3.0%
Public Health/Community Care	1,471,000	2,200,000	50.3%
Department of Public Works	1,000,000	1,200,000	20.0%
Fire	900,000	900,000	0.0%
Information Services	900,000	900,000	0.0%
Early Intervention	2,100,000	2,200,000	4.8%
Child Welfare	1,400,000	1,400,000	0.0%
Probation	1,100,000	1,100,000	0.0%
Health Services	1,100,000	1,100,000	0.0%
Education	1,100,000	1,100,000	0.0%
Other	1,100,000	1,100,000	0.0%

For complete details of the 2013 Ulster County Budget, go to [www.ulstercountyny.gov/budget](http://www.ulstercountyny.gov/budget).

DRAFT TEMPLATE



# Government Transparency



# 66% Tax Increase Avoided!



First County property  
tax decrease in over a  
decade...





**Some of the most important issues facing our County  
also fall under the heading of policy decisions that can  
and should be addressed by the Ulster County  
Legislature...**



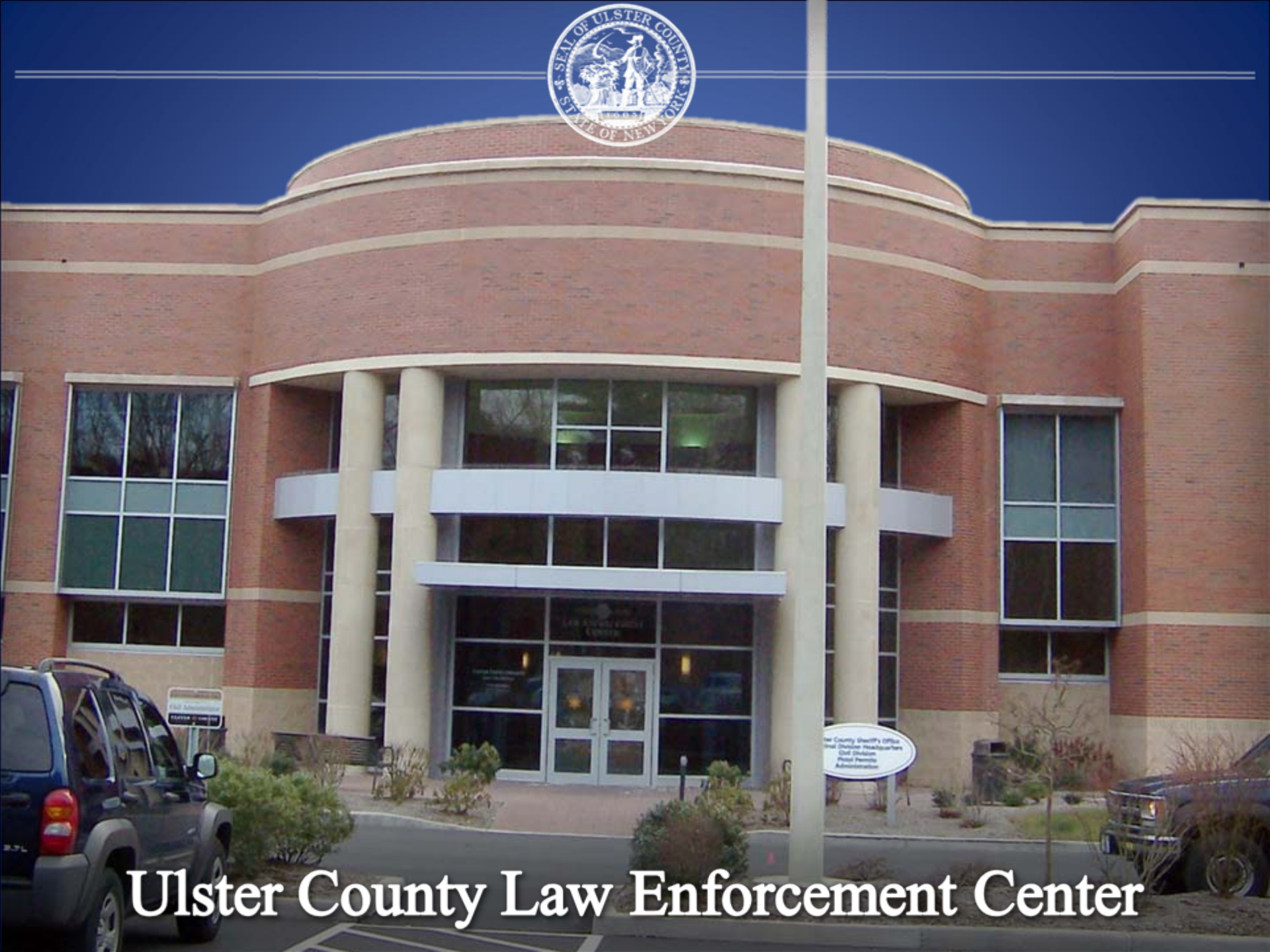
There comes a time for  
action...







The time has come for the Ulster County Legislature  
to adopt a serious long-term fiscally responsible  
policy surrounding solid waste issues in our County...

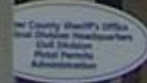


**Ulster County Law Enforcement Center**





Ulster County now spends over \$32 million  
on critical law enforcement efforts...





Form a “Special Law Enforcement Sustainability Commission” to examine the best way to ensure sustainable police protection for our community...

# Public Safety



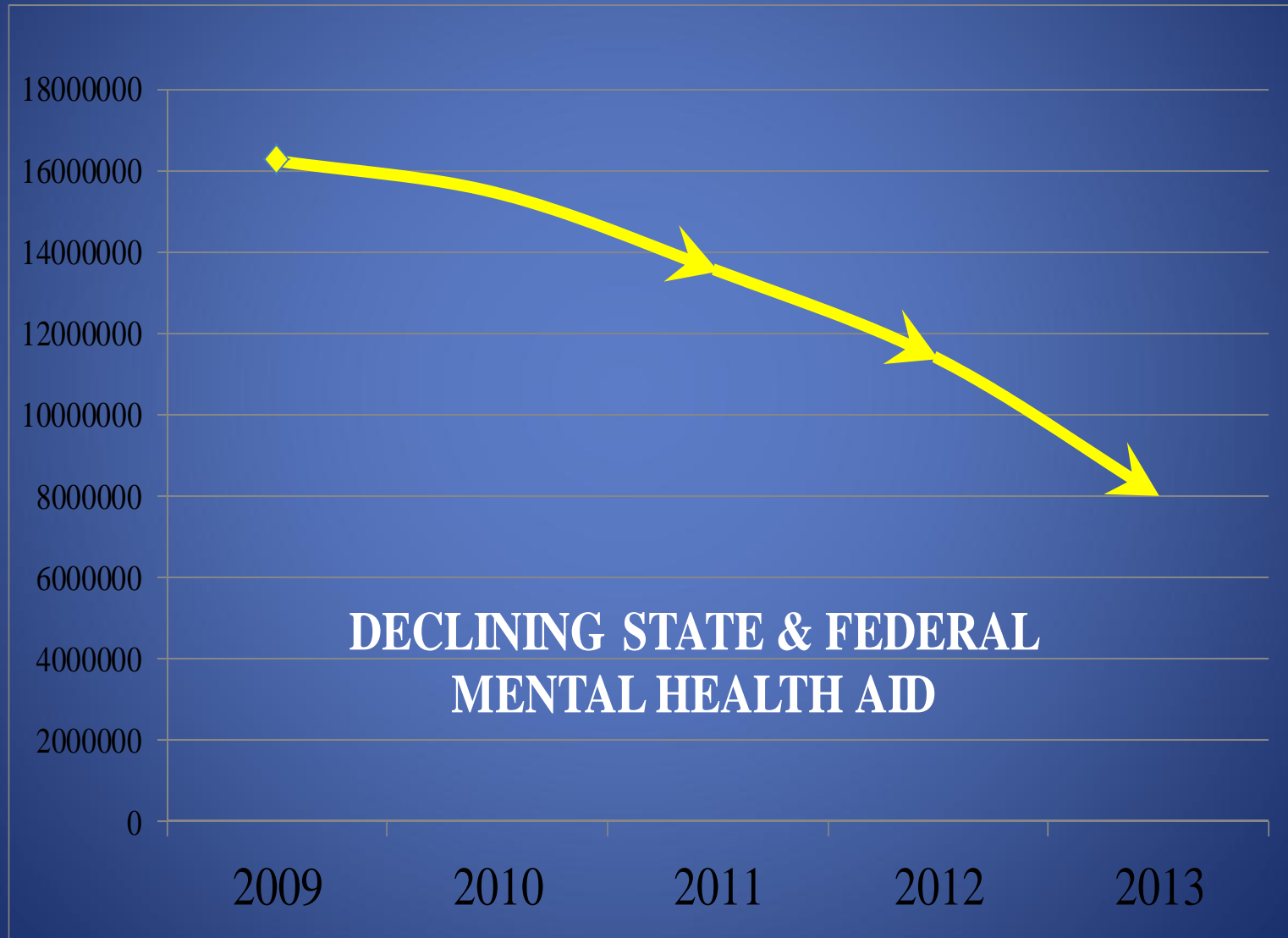






# Increase State and Federal funding levels for Mental Health services







**Astor**  
SERVICES FOR CHILDREN & FAMILIES

Since 1953





WALKWAY

OVER THE HUDSON

OVER THE HUDSON

OVER THE HUDSON

OVER THE HUDSON

OVER THE HUDSON

WALKWAY

WALKWAY

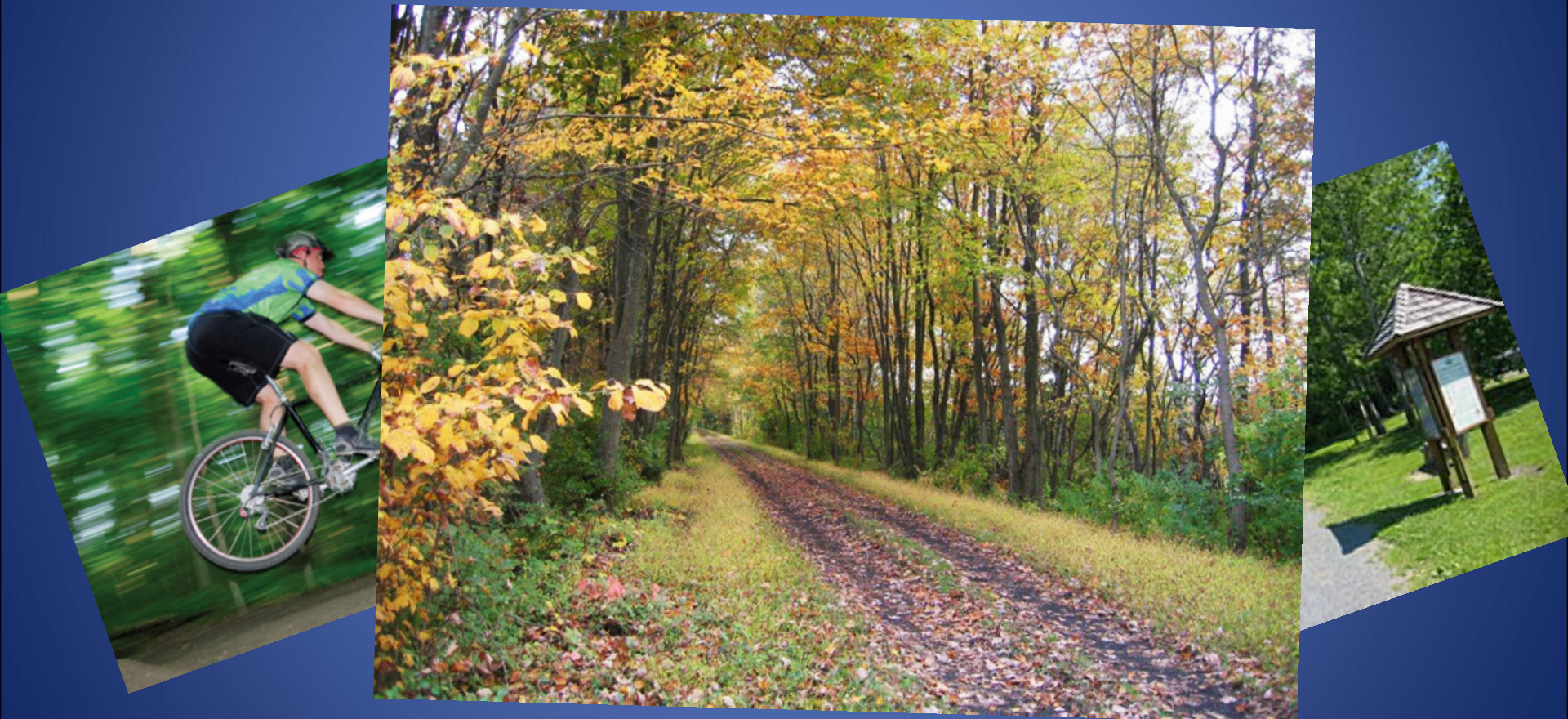
WALKWAY







There is an opportunity to create...



...a World Class tourism destination

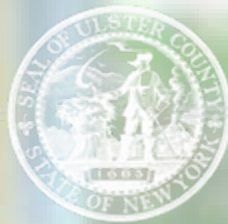








**\$2 Million New York State Investment**



Being an American means caring for  
your neighbor...





# No Tolerance For Fraud Waste & Abuse



- Zero tolerance education program
- Increase in welfare fraud prosecutions
- Adding specialized forensic accountants



# Fiscal Responsibility for a purpose...





# Domestic Violence Prevention





# in Ulster County

*There's No Room for Domestic Violence in Ulster County*

Michael P. Hein, County Executive



MHNN.COM

MONDAY - FRIDAY  
9:00 AM - 5:00 PM  
WE ARE A SMOKE-FREE FACILITY

ULSTER COUNTY DEPT. OF MOTOR VEHICLES  
HOURS  
MONDAY - FRIDAY  
8:00 AM - 4:45 PM



**NO STICKS. NO STONES.**

**WORDS**

**CAN HURT**

**NO NAME-CALLING WEEK**





- ✓ School Officials
- ✓ Law Enforcement
- ✓ Mental Health Professionals
- ✓ Faith Based Community
- ✓ LGBTQ/GLSEN
- ✓ Community Members













As a Country, we cannot, should not  
and must not ask them to do this  
alone...



1 out of 4 Homeless  
MEN Have Served  
our Country  
in the military





High Quality Transitional Housing





I believe we must be a strong voice for  
those most in need...



Family and Child

Advocacy Center

Ulster





Results of DEP leaking aqueduct  
system...





- Basements flooded
- Wells ruined
- Lives turned upside down...

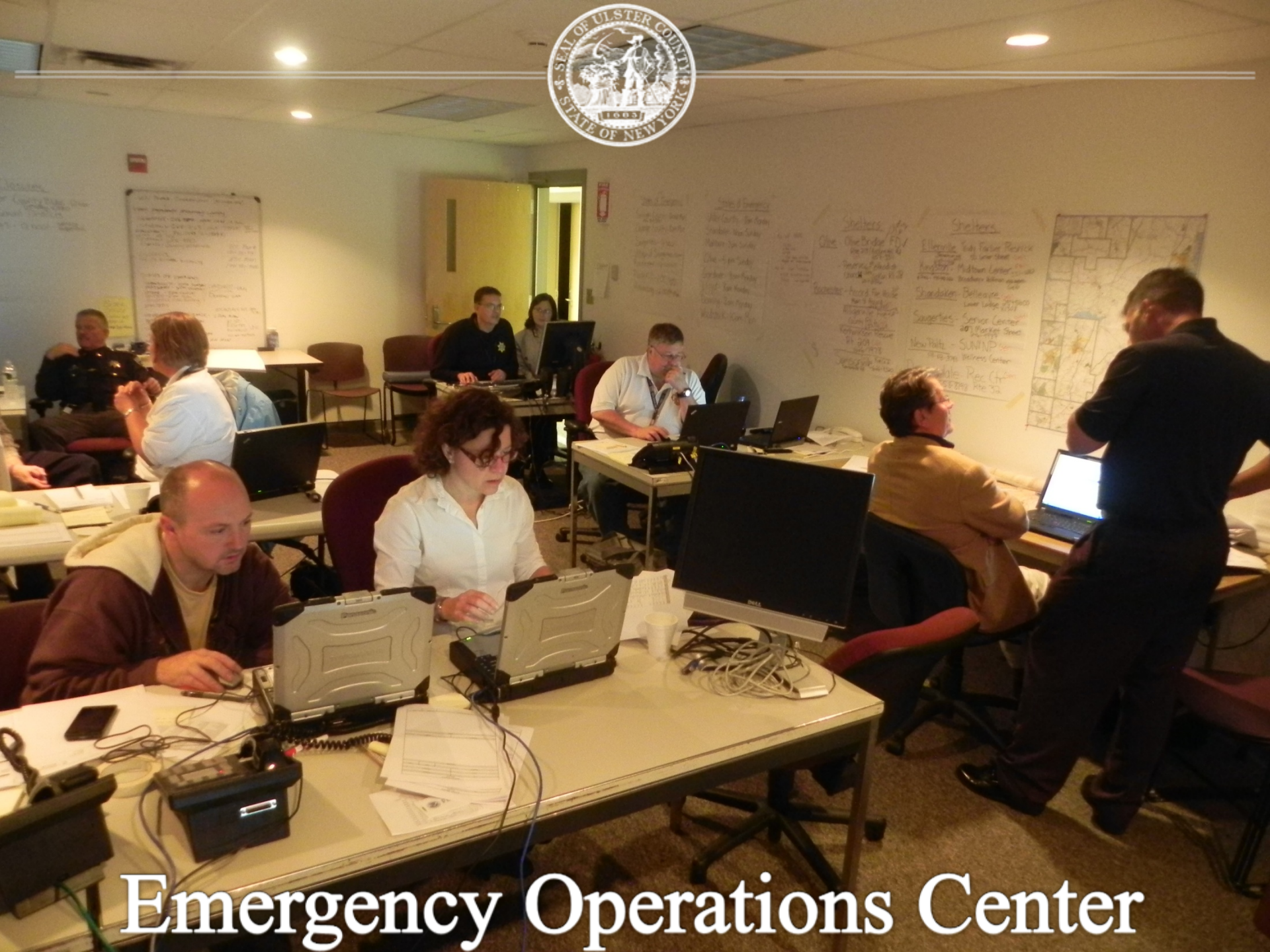






As County Executive I believe we  
have a moral obligation...





# Emergency Operations Center





Helping get people out of harms way...







DENICIA  
WELL, REBU  
FOR BUSIN

Ahead of schedule and under  
budget...

















**STEVEN F. FISCHER  
MEMORIAL**

**CASCADE BROOK BRIDGE**













- ✓ Transition a County Nursing Home
- ✓ Deliver a Tax Cut
- ✓ Solve Safety Net
- ✓ Improve Access to Higher Education
- ✓ Rebuild after Hurricane Irene





The place where the impossible is possible...





The state of Ulster County is **STRONG** and getting **STRONGER** and built on a foundation of progress...