
1. Application Cover Page

REDC Region: Mid-Hudson

Application for NY Forward Program



Village of Warwick, New York

Orange County | New York

The Village of Warwick. . . an Essential Gathering Place



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2. Geographic Area and Justification

A Focus on the Downtown

The Smithsonian Institution's Crossroads Project has documented that "economic innovation and a focus on the cultural facets that make small towns unique, comfortable, and desirable have helped many communities create their own renaissance."¹ The Village of Warwick has embodied this approach. It has led numerous revitalization and beautification efforts, including the purchase and redesign of Railroad Green, Municipal Parking lot development, and America and Communities in Bloom initiatives. During the pandemic, it grew as a tourism attraction due to its village charm, raising the possibilities of increasing Village prosperity, as well as extending it to populations previously unable to fully benefit from Village growth.

However, to meet these new opportunities, the Village must make key investments to prepare the Village to:

- **Respond to the continuing rise of e-commerce** precipitated by the pandemic through improvements in the visitor and shopper experience in the downtown
- **Foster a growing workforce and increased economic vitality** by expanding options for housing and actively supporting entrepreneurs from minority communities and other formerly marginalized groups
- **Capture the potential for new economic enterprises** ranging from remote work to food products by providing the requisite infrastructure, such as enhanced broadband access and expanded options for retail space
- **Build resiliency against future pandemics** by adapting/reconfiguring public spaces to serve new civic purposes and economic uses

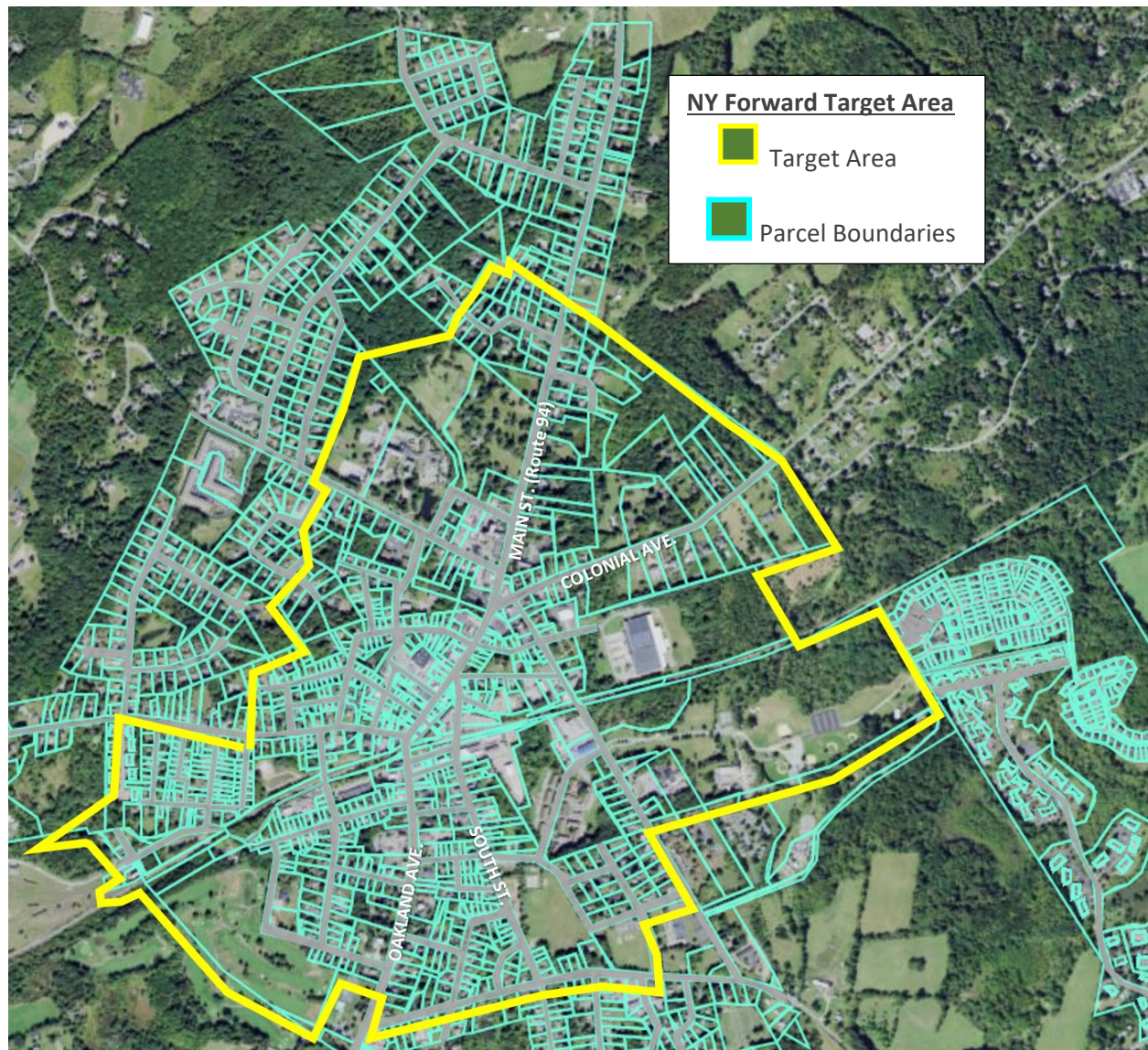
Meeting these challenges will enable the Village to maintain its current success and build a new, more inclusive prosperity tomorrow that can be a model for communities throughout New York State.

Strategically Shaped Boundaries for a Post-Pandemic Economy

Shown below, the target area for this NY Forward project is shaped by these strategic concerns. As pointed out in its recent comprehensive plan, the Village's ultimate source of competitive advantage is its ability to serve as a meeting place that encourages and supports direct human interaction necessary to foster economic innovation, solve pressing problems, and build community.

¹Smithsonian Institution, "Crossroads: Change in Rural America," (<https://www.sites.si.edu/s/topic/0TO36000000aR1sGAE/crossroads-change-in-rural-america>)

This cannot be undertaken in a single-purpose setting, such as a shopping mall or office park. It requires a setting that takes in the full range of human experience, combining a diversity of assets: housing and residential areas with places of work and commerce along with spaces for recreation, cultural expression, and the coming together of community members for shared celebrations. The geographic area included in Warwick's NY Forward project reflects that strategic priority. The program of investments requested will bolster this portfolio of assets to strengthen the Village as a meeting place uniquely able to support economic and community life in the post-pandemic world.



A fly-over video of the target area can be viewed [here](#).

3. Vision Statement

In 2022, the Village of Warwick completed an update of its comprehensive plan with extensive public outreach. Central to the plan was the articulation of a vision for the Village as “an essential gathering place” where people gather face-to-face to participate in and celebrate commerce, culture, and community life. The following vision is intended to guide the growth and development of the Village.

The Village of Warwick will be a 21st Century gathering place by fostering attractive, walkable human-scale development that provides:

- A sense of place ... and a sense of history
- Abundant and diverse economic opportunities
- An inclusive community of economic, ethnic, and social diversity
- Strong residential neighborhoods
- Celebrations of Arts, Culture, and Civic Life
- Sustainability and resilience in the face of climate change
- Physical infrastructure to support and sustain Village life in an effective and affordable manner

4. Past Investment and Future Potential

The Village of Warwick intends to use NY Forward funding to leverage previous private and public investments to revitalize under-utilized spaces in the Village to prepare the Village for the challenges and opportunities of a post-pandemic economy.

Past Investment in the Target Area

Private Sector

As a result of careful planning and stewardship of its quality of life, the Village has seen significant private sector investment in the past few years. This includes:

75 Forester Avenue
(Forester Avenue, LLC)

The project (to be built beginning Fall 2022) consists of a 40-unit apartment building on 2.3+/- acres in the Village. It has been approved for 12 1-bedroom apartments and 28 2-bedroom units.

13 Forester Avenue
(13 Forester, LLC)

The project (construction to Begin Spring 2023) consists of a 15,000+/- square feet mixed use building on approximately 1 acre in the Village, with 4+/- retail units and a restaurant. The second floor will include 6 1-bedroom apartments.

| | |
|--|---|
| 93-95 Main Street (93-95 Main Street, LLC) | Completed in 2015, the project includes 2 buildings on approximately 1 acre in the Village, with one building leased to a Dunkin Donuts franchise and the second building consisting of 3 tenants (Craft Beer Cellar, Taco Hombre, and Warwick Thai). |
| 30 Main Street | The former Chase Bank has been revitalized to house the Fed, a new restaurant which will open shortly. |
| 37 Main Street (Newhard Family LLC) | Newhard's store and the adjacent Akins lot are in the early stages of a redevelopment plan. |
| 28 Church Street | Convergent Energy Systems has received approval to construct an electrical energy storage facility on the Church Street Extension, with the project straddling the Village/Town border. |
| 15 Maple Avenue (St. Anthony Community Hospital) | St. Anthony Community Hospital is undergoing a \$10-million upgrade of its Radiology Department to provide faster and more accurate diagnoses. |
| Expanded Broadband Service (Warwick Valley Telephone) | Warwick Valley Telephone is providing fiber to the premises in their area, with up to 1,000 Mbps download and upload speeds, currently available to subscribers on Main Street, Oakland Avenue, Railroad Avenue, First Street, and Maple Avenue, other areas of the Village are soon to follow. |

Public Sector

The Village has undertaken the following strategic investments in infrastructure, redevelopment, and/or walkability enhancements:

| | |
|---|--|
| Railroad Green purchase and restoration | The Village restored public use to a neglected area adjacent to the former railroad station in the Village. New paving, curbing, and landscaping has restored this area to a hub of local activity, hosting concerts and other community events. |
| South Street Parking Lot revitalization | Just northeast of Railroad Green, this lot was redeveloped to provide needed parking, as well as serving as a multi-use space for activities such as the Farmers' Market. |
| Iron Pedestrian Bridge construction | This bridge was constructed to connect the South Street parking lot to Main Street, tying that lot and Railroad Green more tightly to the Main Street business district. |
| Bank Street Bridge renovation | This overpass of the Wawayanda Creek was recently renovated to ensure safe vehicular access from Main Street to the South Street lot/Railroad Green area. |
| South Street sidewalk improvements | The walkway on South Street leading to Stanley Deming Park has been improved to provide greater access to it from the downtown area. |
| Stanley Deming Park Master Plan development | This recently completed plan provides a framework for future programs and improvements to the Stanley Deming Park, including bathrooms to make the park an even more significant accessible and inclusive playground. |
| Crosswalk definition and ADA compliance | The Village has an ongoing program to improve walkability and accessibility throughout the Village. |

In addition to “bricks and mortar” investments, the Village has partnered with local organizations to enhance the vitality of the target area. The Village’s partnerships include engagement with Wickham Works for mural projects, theater, and dance, assisting the Hudson Valley Jazz Fest to stage performances in the downtown, and actively partnering with the Warwick Historical Society and its 12 properties in the heart of the downtown. The Village also supports the Warwick Valley Chamber of Commerce in staging a variety of activities that bring thousands of visitors to the downtown every year. In each of these partnerships, the Village provides facilities and logistical support to bring increased activity and business downtown, while also providing sources of revenue to these important civic organizations.

Future Potential: Activating Under-utilized Spaces in the Downtown

To strengthen the Village’s role as a gathering space that fuels economic growth, NY Forward will foster revitalization of under-utilized spaces in the downtown, such as:

28 Church Street

Former Georgia Pacific building, now home to the Warwick Center for Performing Arts with 10 acres of vacant land with substantial redevelopment potential



17 Smith Street

Former Cablevision property once used for storage and now largely vacant



47 Main Street

A Warwick Valley Telephone Company building that is largely vacant



West Street corridor from Main to Spring Street

Vacant and underutilized commercial spaces within a few steps of the Village’s commercial center



12 Spring Street

A garage building that could become a coworking space or business incubator



The Catalyst | Leveraging NYSDOT Investments

The Village has been working with NYSDOT on a \$5 million program of improvements to the Route 94/Main Street corridor to enhance traffic flow while improving walkability and pedestrian ambience in this critical roadway. NYSDOT is currently reviewing the Draft Design Report for this work, and it is expected to include the following:

- Forester Square NYSDOT realignment and repaving
- NYS Route 94, Main St, Oakland Ave NYSDOT repaving
- Pedestrian bump outs at various locations

These investments by NYSDOT can serve as the headwaters for a stream of public and private investments that will refresh and revitalize the Village's role as an essential gathering place for the 21st Century economy. Section 9 details the ways in which this Forward NY proposal will leverage these existing commitments to further strengthen the Village's economic vitality and competitive advantage.

5. Recent & Impending Job Growth

The Village of Warwick has seen economic development projects take place in Orange County that will generate hundreds of jobs and provide new demand for which the Village can compete. As recently reported by *Chronogram* magazine:

In 2013, the town flexed its preservation chops in acquiring the 733 acres of former Mid-Orange Correctional Facility land ... [A portion] of the property has been purchased from the town by a multitude of commercial operations, including Hudson Sports Complex; Citiva and Green Thumb cannabis industries [expected to generate 200 new jobs]; a CBD extraction facility and testing lab; the Drowned Lands brewery; and a whiskey maker. The 1841 Manor House on the property has been renovated into a business-incubator space run by the Orange County Industrial Development Agency.²

At the same time, the Orange County Industrial Development Agency assisted other nearby projects, including the recently opened LegoLand in Goshen, expected to produce 500 full-time, 300 part-time, and 500 seasonal workers, while attracting many new tourists into the area. The Village of Warwick is pursuing NY Forward funding to prepare itself to gain the full benefit of such growth.

² Jane Anderson, "Warwick: Where Village Charm Meets Responsible Development," *Chronogram*, July 1, 2022. (<https://www.chronogram.com/hudsonvalley/warwick-where-village-charm-meets-responsible-development/Content?oid=15777992>)

6. Quality of Life

As the vision for this application says, the Village of Warwick is an essential gathering place. The many assets in the Village contributing to this include the following.

Housing Diversity

The Village housing stock is distinguished by its diversity of options. As shown in Table 1, the Village of Warwick has a lower percentage of single detached units relative to the Town. Only 47.35% of units in the Village of Warwick are categorized as 1 Detached Unit in Structure compared to 73.32% in the Town of Warwick.

| Table 1: Housing Type Overview Village of Warwick vs. Other Villages & Town (2019) | | |
|--|---------------------------|------------------------|
| Units in Structure | Village of Warwick | Town of Warwick |
| 1 Detached Unit in Structure | 47.35% | 73.32% |
| 1 Attached Unit in Structure | 8.22% | 6.82% |
| 2 Units in Structure | 7.20% | 3.83% |
| 3 or 4 Units in Structure | 10.15% | 3.43% |
| 5 or more Units in Structure | 18.51% | 8.70% |
| Mobile Homes | 8.58% | 0.72% |
| Boat/RV/Van/etc. | 0.00% | 0.00% |

Source: American Community Survey via ESRI Business Analyst

The Village of Warwick has much more multi-family housing than the Town, particularly in structures containing more than 5 units, making up almost 20 percent of the housing stock in the Village.

| Table 2: Summary of Owner-Occupied Housing Affordability 2021 | | |
|--|---------------------------|------------------------|
| Variable | Village of Warwick | Town of Warwick |
| Median Household Income | \$ 91,067 | \$100,675 |
| Median Home Value | \$384,041 | \$376,701 |
| ESRI Housing Affordability Index (Lower score is less affordable) | 105 | 112 |

Source: ESRI Business Analyst

Housing affordability is an issue for the Village as affirmed in the final row of Table 2, showing the ESRI Housing Affordability Index (HAI). The higher the index, the more affordable housing is in that community. The HAI of 105 for the Village indicates its housing is less affordable for its residents compared to the Town.

Note, however, that the current comprehensive plan recommends that

the Village pursue policies to rebuild the “missing middle” of the housing market to ensure the Village remains affordable for its residents.

Commercial and Retail Main Street Businesses

According to ESRI Business Analyst, as of 2022, there are 414 businesses in the Village, including 51 retailers, with the remaining businesses in such categories as service businesses and finance or real estate. According to ESRI, the Village generates over \$53 million in retail sales annually, reflecting the strong array of merchants in the downtown.

An Assortment of Food Choices

Village residents and visitors have a variety of food choices, with 9 food and beverage retailers in the Village and 40 establishments serving food and drinks. The mix of ethnic and “farm to table” offerings are supplemented by the weekly Farmers’ Market that is held in the Village



Walkability and Bikeability

The Village is noted for a vital, walkable downtown and neighborhoods. The Village continuously pursues walkability and “bikeability” improvements as described in the public investments in Section 4 of this narrative, “Past Investment and Future Potential.” In addition, the current comprehensive plan has a separate section analyzing walkability and bikeability in the Village, with detailed recommendations for even more improvements.

Accessible Recreational Amenities

The Village is blessed with a variety of easily accessible recreational amenities, with five parks located within Village limits: Stanley Demming Park, Lewis Park, Lewis Woodlands, Memorial Park, and Railroad Green. They provide opportunities for sports and athletics along with concerts, gatherings, and other events. Demming Park features a community-built playground accessible to diversely-abled children. The Wawayanda Creek will soon be accessed through a kayak launch in the middle of the Village. The South Street Parking Lot, adjacent to Railroad Green, is host to the Farmers’ Market, Maker Market, and other community events. The Albert Wisner Library, just south of Memorial Park, provides year-round community programming and has space available for community meetings and gatherings.

Health Care

For a village of its size, Warwick is fortunate to host St. Anthony Community Hospital. According to the hospital’s website, “The 60-bed hospital is a primary resource for emergency, medical, surgical, obstetrical/gynecological and acute-care services. The comprehensive surgery program includes joint-

replacement, vascular, gynecological, urological, pulmonary, ophthalmic, plastic surgery, hand, foot, same-day, and general surgery.”³

Community Spaces

The Village of Warwick has been developing and stewarding its community spaces for decades. During the 1960s, the Historical Society led the effort to create Lewis Park (the Village’s Town Green) out of a derelict used car lot. The Village partners with the Society to provide access to the 12 historical buildings found in the downtown area. In addition, the Albert Wisner Library (designated best small library in America in 2016 by *Library Journal*) is an important source of community meeting space. Events in the Village reflect the ethnic, cultural, and religious diversity of the Village. Applefest has long been an important community-wide celebration. In recent years, the Village has added a Juneteenth celebration to mark the African American contribution to Warwick and annual celebration of Hispanic Culture held each September.

Broadband Accessibility

As indicated in section 4, Warwick Valley Telephone is rolling out a program bringing fiber to the premises in their area and has already completed that work for subscribers on Main Street, Oakland Avenue, Railroad Avenue, First Street, and Maple Avenue, with other areas of the Village to follow.

A Culture of Partnership

Village residents and businesses have worked long and hard to maintain and foster the quality of life in the Village. An active cadre of volunteers participate in the municipal boards and committees. Village government actively partners with a wide array of organizations ranging from the Historical Society to the Library to the Chamber of Commerce to the Town of Warwick and many others to keep improving life in the Village.

Potential Threats to Quality of Life

Despite its strengths, the Village is still vulnerable to threats of stagnation and decline. A quick review of its demographics provides an illustration.

Table 3 provides a brief comparison of the Village to the Town of Warwick and Orange County. According to the Census Bureau, the Village had a population of 6,652 in 2020 and, like the Town and County, was virtually unchanged from 2010.⁴ Reflecting its role as an important crossroads, the Village

³ <https://www.stanthonycommunityhosp.org/about-us>

⁴ Note: these are official counts from the decennial census and do not reflect any population changes resulting from the Covid-19 pandemic. Anecdotally, the Village, Town and County all were reported to receive an influx of new residence due to the pandemic.

has a much higher population density than either the Town or County. Also note that, unlike the Town or County, the Village's population does not drop during the day, reflecting the fact that shoppers, workers, and visitors come into the Village to replace the population that commutes.

As indicated in the table, the Village substantially trails the Town in household income. That, coupled with the population's age and relative lack of diversity, indicate why the investments being sought through the NY Forward program are so essential to foster younger, more diverse households to strengthen its role as a gathering place. The Village seeks to put in place the infrastructure it needs to attract and retain the population and businesses needed to fulfill this role.

| Table 3: Comparative Demographic Overview of the Village of Warwick | | | |
|--|---------------------------|------------------------|----------------------|
| Variable | Village of Warwick | Town of Warwick | Orange County |
| 2020 Total Population | 6,652 | 32,027 | 401,310 |
| Compound Annual Growth Rate 2010-20 | -0.17% | -0.01% | 0.74% |
| 2022 Population Density per Square Mile | 2,662.4 | 313.8 | 496.7 |
| 2022 Daytime Population as % of Total | 100.8% | 83.8% | 94.0% |
| 2022 Median Age | 48.3 | 46.1 | 37.5 |
| 2022 Median Household Income | \$98,744 | \$107,560 | \$91,334 |
| 2020 Diversity Index | 44.5 | 51.2 | 72.4 |
| % of Population Reported as White Only | 83.70% | 79.26% | 61.82% |

Source: 2020 data: US Census Bureau 2022 data: ESRI Business Analyst

7. Supportive Local Policies

The Village of Warwick has a long history of creating and implementing local policies and other initiatives that increase livability and quality of life for all residents, including:

Planning and implementation documents

The Village of Warwick is continually seeking new ways to create local policies to support smart growth, environmental sustainability, and protection of its community character. Such efforts include:

- Village Comprehensive Plan - 2022
- Master Plan, Stanley Demming Park - 2021
- Master Plan, Memorial Park - expected 2023
- Community Visioning Project (with Community2gether) - 2018
- Village Central Place Strategy - 2004

Use of modern zoning codes and development standards that promote smart growth principles

The Village Architectural and Historic District Review Board (AHDRB) works closely with both the Planning Board and Applicants to ensure new development in the Historic District in the heart of the Village embodies both historic character and smart growth principles. Current zoning includes provisions for a Traditional Neighborhood Design Overlay District and Annexation District to ensure new developments annexed into the Village reflect the historic character of the Village, along with Residential Cluster Development provisions for that district.

The Village Annexation Policy enables the Village to bring new acreage into the Village. This will allow an influx of new development into a largely built-out environment, which will maintain an adequate and diverse housing stock in a manner that reinforces community character in a fiscally sustainable manner.

Adaptive reuse policies, programs, incentives, or laws

The Village is completing its application to become a Certified Local Government so that it can better manage issues of adaptive reuse and historic preservation in the Village. The Village is also in the process of adopting a Landmarks Preservation Local Law to create a Historic Preservation Commission. This will enable the Village to make its own designation of structures for historic preservation purposes and, thereby, encourage appropriate adaptive reuse of historic structures in the Village.

Strategies and actions that cut energy use, reduce emissions, and adapt to climate change such as those required for certification as a Climate Smart Community

The Village of Warwick is an active participant in the Climate Smart Communities program, with a Climate Smart Communities Task Force overseeing the Village's effort to achieve Bronze Certification. For example, the update of the Village's comprehensive plan is informed by principles and best practices from the Climate Smart Communities program and will become part of the certification documentation process.

Existence of a management structure, such as a downtown manager or downtown business improvement district

The Village has developed a strong project management capacity both through development of its own staff and via partnerships with local civic groups, particularly the Merchant's Guild and Historical Society. The Guild works with the Village on downtown events and promotions, such as the Village's regular sidewalk sales, Applefest, etc. The Historical Society is an active partner in the stewardship of the Village's historic core.

Application of Complete Streets principles that add to the enjoyment of amenities by all abilities and ages

The Village of Warwick has actively sought the creation of Complete Streets. It regularly maintains existing sidewalks to ensure pedestrian accessibility and, over the past decade, has pursued the installation of appropriate lighting and street furniture to provide for pedestrian and vehicular use of rights of way. Its Neighborhood Design Overlay District incorporates many of the Complete Street principles.

Presence of expansive non-discrimination laws and/or other protections of diverse populations

The Village has worked to foster and protect community diversity. For example, the Village worked with the organization No One Left Behind, Hudson Valley to create a local, municipal picture ID program that documented residents for all. The Village actively sponsors many cultural events that take place yearly: the Martin Luther King, Jr. celebration, Juneteenth, the Latin Night Concert, and the Hispanic Culture parade and celebration, for example. The Village has been a supportive sponsor of the yearly Pride Parade and related events. The Village has adopted resolutions against housing discrimination, as well as in support of the cause of Black Lives Matter.

In response to community input during the comprehensive planning process, the plan calls for the creation of a liaison committee that would enable Village government to maintain awareness of issues facing the underserved. This, in turn, will make members of those communities aware of opportunities to serve on Village committees and boards.

Eligibility for Age-Friendly Community Certification from AARP/WHO

The Village of Warwick supports policies that would make the community eligible for Age-Friendly Community Certification from AARP/WHO. The Village is home to Warwick Grove, an adult community built using strict new urbanism principals, sited to be within easy walking distance of Memorial Park, the Wisner Library, and downtown. The Village has maintained a Planned Adult Community Floating Zone to accommodate future developments of this type.

8. Public Support

The Village of Warwick has an extensive history of public engagement, including partnering frequently with local community-based organizations and leaders to reach people who live, work, and play in the Village. The actions proposed in this funding application are aligned with feedback the Village has received regarding downtown, quality of life, and economic development needs. Engagement the Village conducted specifically for this NY Forward application also reaffirmed these initiatives.

Below is a summary of recent engagement relevant to downtown’s needs and development, as well as specific to the NY Forward funding application. [Engagement Appendix 1](#) provides more detail on engagement efforts completed, and [Engagement Appendix 2](#) summarizes feedback in more detail.

| Recent engagement that helped develop draft vision, goals, and initiatives | | |
|--|--|--|
| Activity | Description | Contribution |
| Comprehensive planning committee (has met monthly since January 2021) | The committee, includes 13 representatives from a cross-section of organizations, interests, and demographics across the Village. | Guides the plan development process and ensures equitable and inclusive engagement throughout. Initial review of vision, goals, and initiatives. |
| Meetings and focus groups (over 2021 and early 2022) | Open public meeting on Transportation/Parking Posters Displayed for public comment over a 2-month period in the Wisner Library and at the Village Sidewalk Sale and Farmers’ Market Presentations & Discussion at the Chamber Mixer, the Historical Society, Power of Words Exposing Racism (POWER) Focus Groups for Downtown Merchants, Civic Groups (Rotary, Lions, Knights of Columbus, POWER, Artists, Hispanic Community Memorial Park listening session | Provided feedback that guided the development of the vision statement, goals, and initiatives included in the draft comprehensive plan and the NY Forward application. The results of the focus group conducted by Alta Design can be viewed in the appendices or downloaded as a PDF here . A summary of the focus group outreach efforts can be accessed here . This webpage provides a summary of the Memorial Park listening session feedback. |
| Community survey (2021) | The Village distributed this survey link via a postcard to every household in the Village. Committee members also shared the survey at Farmers’ Markets and Maker Markets and distributed the survey online via local social media groups. | Helped to help identify long-term vision, goals, and initiatives for the Village comprehensive plan and NY Forward application. Survey results can be found here . |
| Virtual and live suggestion box | In order to make it easier for people who live, work, and play in the Village to provide anytime feedback to the Village Board, as well as inform Village planning processes, the Village enacted an in-person and virtual suggestion box in early 2022. | This resource is actively used by residents to provide feedback on downtown and other parts of the Village and has contributed input to the NY Forward application initiatives. |
| Draft comprehensive plan commenting opportunities | Following initial engagement efforts, the Village began drafting the comprehensive plan section by section. Each draft section has been published to the Village website for feedback. | Confirms that the Village “got it right” before providing a final draft for public review, and helps confirm the vision statement, draft goals, and initiatives. |

Recent engagement that affirmed and refined NY Forward vision, goals, and initiatives

The Village has conducted additional engagement to confirm and refine this vision statement, as well as prioritize and identify new possible initiatives for the NY Forward application. The efforts included a public survey and prioritization exercises conducted at well-attended events downtown to ensure participation from a cross-section of residents. These events included the Village of Warwick Summer Concert Series, the Downtown Book Sale, and the Village of Warwick's downtown Farmers' Market, as well as a Warwick Valley Chamber of Commerce meeting. Feedback results are summarized [here](#).

| Feedback area | How it shaped the vision & priorities |
|------------------|--|
| Vision statement | The feedback affirmed the vision statement and added that the Downtown should be bikeable, as well as walkable, and affirmed that part of sustaining village life means that basic needs (groceries, clothing, etc.) should be able to be met within walking distance of downtown. |
| Goals | The feedback confirmed the draft goals but expanded concerns about affordability beyond housing. Residents expressed concerns about affordability for businesses, rents, as well as the role that plays in increasing costs of restaurants and goods downtown. Feedback also indicated that integral to all goals above is promotion of diversity and inclusion. Some participants expressed concern about the need to revitalize downtown, with one participant describing downtown as "beautiful, but stressed." |
| Initiatives | Feedback emphasized the need for a welcome center, specific improvements to walkability and bikeability, connectivity to parks and neighborhoods, aesthetic improvements, small business support, and management of parking. Engagement Appendix 2 has a more detailed summary. |

9. Transformative Project Opportunities

The five transformative projects put forward in this proposal represent a commitment to a shared vision to maintain and strengthen the Village as a gathering place. The total costs of these projects are \$10.2 million, with \$3.67 requested from NY Forward. These projects will be launched within two years of the NY Forward award. As described below, they are designed to strengthen the physical fabric of the Village, while inducing the private investment essential to the Village's ongoing success. Note that the Village has made direct funding commitments totaling \$1,550,000 for these projects.

PROJECT 1

Improving the overall pedestrian experience of the Village's historic downtown through a series of investments that leverage the planned NYSDOT improvements to Route 94.

Total Cost: \$5.8 million

NY Forward Participation: \$300,000

(Detailed estimates available upon request)



POTENTIAL FUNDING SOURCES:

Village Commitment: \$500,000 to move waterpump at intersection of Colonial Avenue and Main Street.

NYSDOT Commitment: \$5 million for improving ADA Compliancy, ramps at crossings, etc., as well as sidewalk improvements along Oakland Avenue.

Other Potential Sources: NYSDOT Transportation Enhancements Program (TEP) enables funding for transportation projects of cultural, aesthetic, historic, and environmental significance.

This work will further strengthen the Village's capacity to serve as a crossroads/meeting place. An additional investment of \$300,000 will enable:

- Benches along the right of way to improve the ability of pedestrians to congregate and interact whether on regular shopping days or during the many festivals and events held in the Village.
- Historic Lighting along the rights of way to reinforce Warwick's exceptional community character and enhance the nighttime experience for residents and visitors.
- Improved Signage and Wayfinding Signage is essential as the Village seeks to enhance its role as a gathering place and crossroads. Visitors and residents alike must be able to easily move from either residential areas or parking spaces to the businesses, cultural sites, or recreational areas they seek.
- Bike Racks fabricated locally that will provide spaces for the increasing number of bicyclists in the Village while incorporating local motifs into their design. Fabrication will provide work for local artisans.
- Sidewalk Improvements, Church Street and Church Street Extension: Church Street provides a major east/west link from Main Street to the mixed use and residential projects on Forester described in the "past investments" section above. Moving past Forester, Church Street ends at the former Georgia Pacific Property, now home to the Warwick Center for Performing Arts, with 10 acres of vacant land with substantial redevelopment potential.

PROJECT 2

Developing 75 Main Street as a Visitors Welcome Center and local business resource center.

Total Cost: \$2,774,000

NY Forward Participation: \$2,274,000

(Detailed estimates available upon request)



POTENTIAL FUNDING SOURCES:

Village Commitment: \$500,000 to acquire 75 Main Street.

Other Potential Sources: NYS Council on the Arts Capital Project Fund to enable Chamber to renovate the structure for public use.

The existing structure will be renovated at the cost of \$2.274 million to house the following facilities:

- Warwick Area Visitors Center enabling visitors to the Village to experience all that the Village offers more effectively, thereby strengthening local businesses and adding to community vitality.
- Offices for the Warwick Valley Chamber of Commerce and Merchants Guild, providing an administrative presence and meeting place for local businesses in the heart of the downtown.
- Public Restrooms to improve the quality of the visitor experience in the downtown.
- Workshop Space to hold in-person and online technical assistance/training sessions for entrepreneurs and merchants, with particular focus on BIPOC community members and other historically marginalized groups.

PROJECT 3

Constructing 2 Public Market Sheds to expand the possibilities for events and gatherings.

Total Cost: \$1,300,000

NY Forward Participation: \$800,000

(Detailed estimates available upon request)



A Market Shed in Bethel Woods

POTENTIAL FUNDING SOURCES:

Village Commitment: \$500,000 to acquire parking lot on which sheds will be constructed.

USDA Rural Development: Community Facilities Direct Loan & Grant Program.

These two structures (costing \$400,000 each) would consist of a large gazebo-like structure with the capacity for at least partial enclosure from the weather. They would dramatically enhance the potential for the Village to accommodate public gatherings across all four seasons including the Farmers' Market, Maker Markets, etc., with special focus on recruiting BIPOC businesses as participants. Moreover, shade structures in public spaces provide opportunities for social networking and public gatherings. This is a key missing ingredient in the Village's infrastructure to support its role as a gathering place.

In addition to the economic impetus the shed would provide, large public shade structures will serve as places where people can escape extreme heat events in the face of climate change. The Climate Smart Communities (CSC) program encourages municipalities to have a "Shade Structures Policy" that requires large public shade structures to provide relief for residents and pets during extreme heat events. According to the CSC description of this High Impact Action, "the presence of shade structures is particularly important for individuals that do not have access to air conditioning."

PROJECT 4

Improving events-related infrastructure in Village Parks.

Total Cost: \$320,000

NY Forward Participation: \$270,000

(Detailed estimates available upon request)



POTENTIAL FUNDING SOURCES:

Village Commitment: \$50,000 toward the purchase of historically themed street lighting.

Other Potential Sources: National Park Service Land & Water Conservation Fund.

As the Village has emerged as an important gathering place for residents and visitors, there is increased demand to use its parks for festivals and events. This project would ensure that the Village parks would have adequate utilities (e.g., electric, water and sewer) as well as facilities to host performances, community events, and recreational activities. Stanley Demming Park would receive \$220,000 in improvements, including a new, expanded stage for events (\$40,000), a second pedestrian bridge leading to the performance space (\$60,000 for engineering, \$60,000 for construction, and an additional \$60,000 for lighting, lampposts and lighting in the stage area (most of these last costs would be borne by the Village.)

There would be an additional \$100,000 in park infrastructure improvements, including new electrical services, new site lighting, a few EV charging stations, and some electrical convenience receptacles, broken down by location as: the Chase lot \$40,000; the South Street \$30,000; and the Spring Street lot \$30,000.

PROJECT 5

Creating a revolving loan fund to support façade improvements for underutilized properties.

Total Cost: \$25,000

NY Forward Participation: \$25,000

(Detailed estimates available upon request)



POTENTIAL FUNDING SOURCES:

EDA Revolving Loan Fund Grant Program; Orange County IDA.

As these efforts bring increased activity and income into the Village, owners of currently underutilized properties will have an opportunity to participate in this growth, if they have the capacity to make the improvements necessary to compete for this new business. A Downtown Revolving Loan Fund will be created to enable property owners to access financing for storefront facades, signage, and other physical improvements to their buildings. The Fund will be managed through partnership of the Village, the Chamber of Commerce and the Historical Society.

The fund will be structured to provide routine loans for local businesses. However, a program of forgivable loans may also be created, whereby owners of a particularly derelict property or properties in important strategic locations may be given a loan for improvements and, if those improvements are carried out in a manner acceptable to the Village, the balance of the loan would be forgiven.

10. Administrative Capacity

The Village of Warwick has demonstrated substantial administrative capacity to develop and implement complex projects. It regularly manages complex, multi-million-dollar projects funded through grants from the Community Development Block Grant program, the Dormitory Authority, and the Environmental Facilities Corporation.

The Village is also adept at participating in public/private partnerships. For example, several years ago, Georgia Pacific (GP) closed a plant and printing operation on a 10-acre parcel at 28 Church Street in the Village. The site was then purchased by a multinational holding company as a real estate investment. There was concern that, as a minor investment for a large company, the property would languish empty for years. The Village, in cooperation with the Town, Warwick Valley Telephone, a local attorney, and the Chamber of Commerce formed an LLC to address this issue, meeting weekly to strategize and to promote the value of the property. Through these efforts, a buyer was found who has turned the former GP facility into the home of the Warwick Center for Performing Arts and a potential hub of business, service, and culture. It has been a quiet, but powerful, transformation. The sidewalk improvements slated for Church Street are intended to further catalyze this important community asset.

Clearly, the Village of Warwick has the administrative capacity to handle complex projects and looks forward to the potential of working with Empire State Development and the Village's local partners in implementing this NY Forward proposal.

11. Letters of Support

In the following pages are found letters of support for this project by many of the Village of Warwick's key public and private partners in its efforts to build and sustain the economic, social, and cultural vitality of the Village.



**ALBERT WISNER
PUBLIC LIBRARY**

September 13, 2022

Empire State Development
Mid-Hudson Regional Office
33 Airport Center Drive, Suite 201
New Windsor, NY 12553
Attn: Thomas Scaglione, Regional Director

Dear Mr. Scaglione,

Albert Wisner Public Library offers its full support to the Village of Warwick's application for NY Forward funding. The Village collaborates closely with the Library, enhancing its ability to create innovative programs and services for its patrons. The projects proposed in the NY Forward proposal will enhance the Village's ability to support not only the Library's work, but also that of other local civic groups.

We look forward to continuing our productive partnership with the Village, as it seeks these funds to best prepare the community for new challenges and opportunities in the years ahead. Thank you very much for your consideration of this worthy proposal.

Sincerely,

Lisa Laico
Library Director



KARL A. BRABENEC

**DEPUTY MINORITY WHIP
NEW YORK STATE ASSEMBLYMAN - 98TH DISTRICT**

September 14, 2022

Mr. Thomas Scaglione, Regional Director
Empire State Development
Mid-Hudson Regional Office
33 Airport Center Drive, Suite 201
New Windsor, New York 12553

Dear Mr. Scaglione,

As a New York State Assemblyman representing the 98th district, I'm writing to express my strong support for the Village of Warwick's application to the NY Forward Program.

The Village of Warwick is a valuable resource to the Mid-Hudson region. The Village boasts an array of cultural activities and has steadily grown into a major tourism attraction. The NY Forward Program would provide the Village of Warwick the opportunity to continue its growth and invigorate the community. Enhancing the Village's vitality would be a significant contribution to the economic health and quality of life in my district.

It is my hope that you strongly and favorably consider the Village of Warwick's application for the NY Forward Program.

Sincerely,

A handwritten signature in cursive script, reading "Karl A. Brabeneck".

KARL A. BRABENEC
Deputy Minority whip
Member, New York State Assembly
98th Assembly

District Office:
28 NORTH MAIN STREET, SUITE 2
FLORIDA, NEW YORK 10921
PHONE - 845-544-7551
FAX - 845-544-7553

Albany Office:
329 LEGISLATIVE OFFICE BUILDING
ALBANY, NEW YORK 12248
PHONE - 518-455-5991
FAX - 518-455-5929

E-MAIL - brabeneck@nyassembly.gov

Committees: Aging, Rules, Election Law, Ways and Means
Ranking Member of Labor



STEVEN M. NEUHAUS

COUNTY EXECUTIVE

September 23, 2022

Mayor Michael Newhard
P.O. Box 369
77 Main Street
Warwick, N.Y. 10990

Dear Mayor Newhard:

I am writing to express my support for the Village of Warwick's application for a NY Forward grant.

As you know, Governor Hochul announced the creation of the NY Forward program to invigorate and enliven downtowns in New York's smaller and rural communities. I think Warwick, a beautiful and historic Village, is certainly worthy of this funding and will benefit from it greatly.

Warwick faces several challenges in part due to aging infrastructure and the post-Covid-19 boom of visitors. Over the past year and a half, Warwick has diligently been engaged in tremendous community outreach as part of our Comprehensive Master Plan revision. This information gives Mayor Newhard and his team the foundation of needs in the community that will help define the vision and projects that this grant will enable us to achieve.

I thank you for your consideration and urge you to contact me directly with any questions about the Village of Warwick's application.

Sincerely,

Steven M. Neuhaus
County Executive

Ranking Minority Member
Commerce, Economic Development
and Small Business
Disabilities

Committees
Children and Families
Cities I
Corporations, Authorities and
Commissions
Housing, Construction and
Community Development

**THE SENATE
STATE OF NEW YORK**



**MIKE MARTUCCI
SENATOR, 42ND DISTRICT**

Albany Office:
Room 415
Legislative Office Building
Albany, NY 12247
(518) 455-2400 Office
(518) 426-6780 Fax

District Office:
90 North St., Ste. 205
Middletown, NY 10940
(845) 344-3311 Office
(845) 344-3328 Fax

Email: martucci@nysenate.gov

September 19, 2022

Thomas Scaglione, Regional Director
Empire State Development
Mid-Hudson Regional Office
33 Airport Center Drive, Suite 201
New Windsor, NY 12553

Re: NY Forward Program

Dear Director Scaglione,

I write in support of the Village of Warwick's application to the NY Forward program. The Village of Warwick's rich history, coupled with its natural beauty and vibrant business community, has helped to define the village as an important crossroads for the Town of Warwick and much of Orange County. NY Forward funding will enable the Village to continue to sustainably grow as it serves an increased population of visitors and area residents.

The Village of Warwick is an important gathering place for a growing and diverse community, and its continued growth and development is an essential contribution to Orange County's ability to sustain its tourism sector, attract and retain skilled workers for employers in the Warwick area, and provide a high quality of life for its residents.

If our office can provide additional information that will assist you, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Martucci", with a stylized flourish at the end.

Mike Martucci
Senator, 42nd District

CHAIR
INVESTIGATIONS & GOVERNMENT OPERATIONS

COMMITTEES
CORPORATIONS, AUTHORITIES & COMMISSIONS
FINANCE
JUDICIARY
LABOR
TRANSPORTATION



SENATOR
JAMES SKOUFIS
39TH SENATORIAL DISTRICT
STATE OF NEW YORK

ALBANY OFFICE:
ROOM 815
LEGISLATIVE OFFICE BUILDING
ALBANY, NY 12247
OFFICE: 518-455-3290

DISTRICT OFFICE:
47 GRAND STREET
NEWBURGH, NY 12550
OFFICE: 845-567-1270

ROCKLAND OFFICE:
55 WEST RAILROAD AVENUE
SUITE 24A2
GARNERVILLE, NY 10923
OFFICE: 845-786-6710

e-mail:
skoufis@nysenate.gov

September 19, 2022

Thomas Scaglione
Regional Director
Empire State Development Mid-Hudson Regional Office
33 Airport Center Drive, Suite 201
New Windsor, NY 12553

Dear Mr. Scaglione:

I am writing in support of the Village of Warwick's application to the NY Forward program. The Village's plan to revitalize their downtown in a post-COVID era will propel Orange County's quality of life and economic vitality.

The Village of Warwick has always boasted a vibrant downtown, creating great economic value for the broader area. With the dangers of the Covid-19 pandemic now waning, the Village has seen a significant increase in its visitors. Unfortunately, the Village's aging infrastructure has created various challenges in its ability to support the influx of tourism, ultimately limiting the prosperity of their downtown.

As a major crossroads for Western Orange County, the Village of Warwick's application to the NY Forward program must be prioritized. The Village has been a leader in promoting smart growth and their Comprehensive Master Plan properly addresses community needs and defines their vision for their downtown which will further anchor them as a leader in terms of agritourism, specialty retail, and cultural life. I encourage you to look favorably upon this initiative.

Sincerely,

A handwritten signature in blue ink, appearing to read "James Skoufis".

James Skoufis
Senator, 39th District



Westchester Medical Center Health Network

September 13, 2022

Attn: Thomas Scaglione, Regional Director
Empire State Development
Mid-Hudson Regional Office
33 Airport Center Drive, Suite 201
New Windsor, NY 12553

Dear Mr. Scaglione,

As CEO of St. Anthony Community Hospital, I strongly support the NY Forward Grant Program application submitted by The Village of Warwick through Empire State Development.

As a major employer in the Village of Warwick, St. Anthony Community Hospital is fully supportive of the Village's application to the NY Forward program. The exceptional quality of life found in the Village is an important part of our ability to provide high quality care to our patients. Thanks to the Village's exceptional cultural offerings, vibrant downtown businesses and attractive environment, St. Anthony's is better able to attract and retain the skilled staff that enables us to meet the health care needs of our patients. A stronger, more vital Village will position us to continue our tradition of excellent care in a community setting. NY Forward funding for the Village will be a key contribution toward realizing that goal.

NY Forward funding will positively impact the local and regional economies. New healthcare employment opportunities will emerge via a stable and vibrant hospital in Warwick. The hospital's growth will have a ripple effect throughout the area with employees and healthcare consumers supporting a broad range of local businesses in their day-to-day interactions within the Village of Warwick.

For these reasons, my colleagues and I at St. Anthony Community Hospital stand in strong support of the Village of Warwick application. Thank you for your consideration of their proposal.

Sincerely,

A handwritten signature in blue ink that reads "Mary Leahy".

Mary Leahy, MD, MHA
CEO Bon Secours Charity Health System



sustainable
warwick

*Making residents more aware of the impact
of today's decisions on tomorrow*

*Sustainable Warwick
A Member Organization of Community2Gether
P.O. Box 1270, Warwick, NY 10990
www.sustainablewarwick.org
steeringcommittee@sustainablewarwick.org*

September 14, 2022

Attn: Thomas Scaglione, Regional Director
Empire State Development
Mid-Hudson Regional Office
33 Airport Center Drive, Suite 201
New Windsor, NY 1255

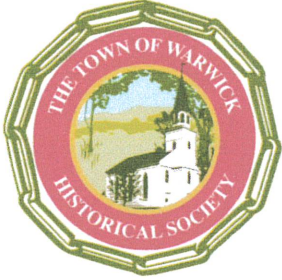
Dear Mr. Scaglione,

Recognizing the mutual dependence between Warwick and the rest of the world, the mission of Sustainable Warwick is to increase public understanding of sustainability by providing information and encouraging individuals, community organizations, businesses, schools, and government to cooperate in protecting environmental quality and reducing carbon emissions.

Sustainable Warwick fully supports the Village of Warwick in its application to the NY Forward program. In many ways, the Village has been a model of sustainable development and smart growth. By leveraging existing and potential investments in in-fill development and pedestrian-oriented transportation infrastructure, the Village's NY Forward funding will serve as a model for promoting economic vitality in a manner that enhances environmental sustainability and can contribute to reducing the Village's carbon footprint. We look forward to working with the Village as it pursues this opportunity.

Kind regards,

Michael Helme on behalf of
the SW Steering Committee
SteeringCommittee@sustainablewarwick.org



The Historical Society of the Town of Warwick

2 Colonial Ave., PO Box 353, Warwick, NY 10990
845-986-3236~admin@whsny.org~www.whsny.org

Mr. Thomas Scaglione, Regional Director
Empire State Development Mid-Hudson Regional Office
33 Airport Center Drive, Suite 201
New Windsor, NY 12553

Dear Mr. Scaglione,

The Historical Society of the Town of Warwick has been an active community partner with the Village of Warwick since our inception in 1906. As a long-term community-centered organization, the Warwick Historical Society enthusiastically supports the Village of Warwick's NY Forward application.

The Warwick Historical Society has painstakingly worked to preserve twelve historic sites located throughout the Village of Warwick, with all but one located in the heart of the Village. This would not have been possible without a close working relationship with the Village. Through combined efforts, the Village of Warwick and the Warwick Historical Society preserve the integrity of the community, and the unique history of the area, while understanding the importance of growth and development within the community.

Support from NY Forward will take the partnership between the Village and the Warwick Historical Society to a new level, improving the economic vitality of the Village while also strengthening its historic character. The improvement of the Village streetscape and the creation of a visitor's center will enhance the visitor's experience of the Village, while providing the Warwick Historical Society with a more attractive and authentic context through which we can interpret and share Warwick's historic legacy.

It is because of the dedication of government officials and residents of this area that the Village of Warwick is equally a destination for tourism, and also provides a place of belonging for residents of this thriving community. Support from NY Forward will enable the Village to continue prioritizing the people who live and work in this special community, and will benefit the entire Town of Warwick. The Warwick Historical Society looks forward to building upon our longstanding partnership with the Village, and continuing our responsibilities for this community.

Thank you for your time and attention to my letter of support. If I can be of further assistance or if you need more information, please do not hesitate to contact me at the Warwick Historical Society.

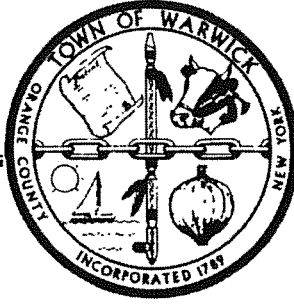
Sincerely,

A handwritten signature in blue ink that reads "Mrs. Nora Gurvich".

Mrs. Nora Gurvich
Executive Director

TOWN OF WARWICK

132 KINGS HIGHWAY
WARWICK, NEW YORK 10990



TOWN HALL TELEPHONE (845) 986-1124
POLICE DEPT. TELEPHONE (845) 986-3423
PUBLIC WORKS TELEPHONE (845) 986-3358
TOWN HALL FAX (845) 986-9908
SUPERVISOR msweeton@townofwarwick.org
TOWN CLERK clerk@townofwarwick.org

September 15, 2022

Attn: Mr. Thomas Scaglione, Regional Director
Empire State Development
Mid-Hudson Regional Office
33 Airport Center Drive, suite 201
New Windsor, NY 12553

Dear Mr. Scaglione,

I am writing to wholeheartedly support the Village of Warwick's NY Forward application. The Town and the Village have a close working relationship and this grant would enable us to realize important mutual goals. The Town's comprehensive plan recognizes the vital role the Village plays to the health of our community. The Village provides residents and visitors a central gathering place providing civic, cultural and economic opportunities surrounded by the scenic beauty of our working farms, greenspaces and recreational activities. The town and the village have a symbiotic relationship both gaining strength from each other's unique attributes. It is our hope that the NY Forward program will grant this award to the Village of Warwick which would allow it to expand and enhance its role in promoting economic activity for both itself and our Town.

Michael P. Sweeton
Town supervisor



WARWICK VALLEY CHAMBER OF COMMERCE INC.

25 SOUTH STREET • WARWICK, NY 10990

PHONE: 845-986-2720 • FAX: 845-986-6982

WEB ADDRESS: www.warwickcc.org • E-mail: info@warwickcc.org

September 15th, 2022

Attn: Thomas Scaglione, Regional Director
Empire State Development
Mid-Hudson Regional Office
33 Airport Center Drive, Suite 201
New Windsor, NY 12553

Dear Regional Director Scaglione,

I write on behalf of the Warwick Valley Chamber of Commerce, Inc., whose purpose is to support and promote local businesses in the Warwick Valley of which the Village of Warwick is a part.

We are writing in support of the Village of Warwick's application for the NY Forward program. The Village is a key partner for the Chamber in its efforts to enhance and grow local businesses. By leveraging existing and planned investments in the downtown area, funding from NY Forward will enable the Village to better fulfill its role as an essential gathering place for residents, visitors and businesses. We look forward to working closely with the Village as part of this important initiative.

Funding from the NY forward program would be incredible for our community, our businesses, and our future. For these reasons, my colleagues and I at the Warwick Valley Chamber of Commerce stand in strong support of SACH's application. Thank you for your consideration of their proposal.

Very Truly Yours,

Stefanie Keegan

Stefanie Keegan

Executive Director

Warwick Valley Chamber of Commerce



WARWICK VALLEY CENTRAL SCHOOL DISTRICT

Office of the Superintendent: **David Leach, Ed.D.**

September 21, 2022

Mr. Thomas Scaglione, Regional Director
Empire State Development
Mid-Hudson Regional Office
33 Airport Center Drive - Suite 201
New Windsor, NY 12553

Dear Mr. Scaglione,

On behalf of the Warwick Valley Central School District, I am writing to support the Village of Warwick in the NY Forward program. While it has become somewhat of a cliché, the idea that it takes a village to raise a child has never been more true or important to our society. Maintaining and enhancing the vitality of the village helps our students in important ways.

First, having access to a vital, culturally rich community center as part of their daily life is a tremendous complement to the learning opportunities our students have in each of our four schools. The stronger the cultural life and economy of a community, the greater chances students have to reach their full potential. Second, the presence of an attractive village helps us recruit, hire, and retain the types of outstanding educators we have here in Warwick – teachers who deliver the engaging and rigorous education our students need and deserve.

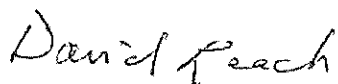
Warwick relies on all community members, whether district parents or not, to help us identify opportunities for improvement, weigh in on important processes, and share input that informs our decisions. A great example of this collaboration is our #TheirFuture initiative, a series of surveys, discussions, and meetings involving Warwick students, parents, teachers, and community members. The interactions helped us define and design a modern educational program that meets the needs of today's students, and ensures that each student receives a strong foundation to learn, lead, and find success. The exploration culminated in creating our district's Portrait of a Graduate, the seven qualities students should possess to thrive in the modern world after graduation.

Additionally, the Warwick community supports our students' growth by providing myriad opportunities for community service. From our elected local officials, to our civic organizations and small business owners, there is never a shortage of occasions for Warwick students to dive

headfirst into civic engagement. Great communities and great schools are rarely exclusive of one another, and we are fortunate to receive the support we do from a village as dynamic and education-forward as Warwick.

We recognize NY Forward as a fantastic opportunity to enhance the educational experience in this community.

Sincerely,

A handwritten signature in black ink that reads "David Leach". The script is cursive and fluid, with the first name "David" and last name "Leach" clearly distinguishable.

David Leach, Ed.D.

Superintendent of Schools