



ACROSS THE VALLEY  
CHANGES & TRENDS

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{A 2022 PROJECT REPORT}



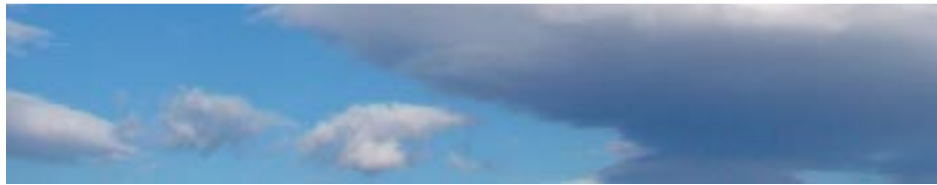
Mid-Hudson Library System | July 2003





# A C R O S S T H E V A L L E Y C H A N G E S & T R E N D S

{ A 2 0 2 2 P R O J E C T R E P O R T }



**Mid - H u d s o n L i b r a r y S y s t e m | J u l y 2 0 0 3**

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{ P H A S E I }

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E X E C U T I V E S U M M A R Y

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OUR CHANGING  
COMMUNITIES

OUR CHANGING  
REGION

THE WAY PEOPLE  
WORK

THE WAY PEOPLE  
LIVE

**A**cross the Valley is a project of the Mid-Hudson Library System, designed to examine changes and trends in the mid-Hudson Valley and to determine their implications for library services over the next two decades. **Phase I** involved data collection through regional focus groups and phone interviews. The focus groups included 219 representatives of 34 organizations in the following service sectors: arts and culture, business, community services, economic development and planning, education, environment, healthcare, government, media, professional, and real estate. Phone interviews were conducted with 37 business executives in five industry sectors in the mid-Hudson region: [1] Banking, [2] Education, [3] Healthcare, [4] Manufacturing, and [5] Utilities. Participants were asked three questions:

1. What are the current issues facing your company/organization?
2. What is your company/organization doing to address these issues?
3. What changes do you foresee that will have an impact on your company/organization in 10–20 years and why?

The key findings of Phase I are represented by the following four areas:

- ◆ Our Changing Communities
- ◆ Our Changing Region
- ◆ The Way People Work
- ◆ The Way People Live

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OUR CHANGING  
COMMUNITIES

- ◇ People are feeling the character and quality of their communities change and are beginning to take action.
- ◇ Town leadership has become more complex and a focal point of many local issues.
- ◇ Infrastructure problems related to telecommunications, transportation, utilities, and water/sewer systems are troubling many Hudson Valley communities. These limitations must be addressed in order to manage growth and foster economic development.

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OUR CHANGING  
REGION

- ◇ There are three significant demographic changes affecting the mid-Hudson Valley: (1) influx of residents and businesses from New York City and Westchester; (2) immigration; and (3) an aging population.
- ◇ Each change gives rise to expectations that local communities must try to fulfill.
- ◇ Major needs resulting from key demographic changes include: language resources; transportation alternatives; healthcare availability; recreation programs; affordable housing; employment opportunities.

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THE WAY PEOPLE  
WORK

- ◇ Businesses and organizations in today's world face growing competition. They also face depressed demand as a result of the poor economy over the past several years, as well as rising energy costs and taxes. While money for technology and capital improvements is shrinking, the need to keep pace with technological advancements is increasing.
- ◇ For organizations, both public and private, the high cost of operations in a highly competitive environment has spawned growth in the number of mergers and partnerships and the formation of umbrella groups to facilitate cost sharing.
- ◇ Area employers are consistently challenged as they try to hire and retain qualified workers. Many are employing creative strategies to address this critical concern.
- ◇ Small business owners are increasingly challenged in the marketplace by larger store chains, malls, and the Internet.
- ◇ More people are working from home than ever before due to layoffs, 9/11, and advances in technology that have reduced the costs of starting a business and telecommuting.

- ◇ Increased numbers of self-employed workers may lead to greater flexibility in work schedules and environments, but may also lead to greater social isolation.

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THE WAY PEOPLE  
LIVE

- ◇ Commuting has become a way of life in the Hudson Valley and has had noticeable impacts on Hudson Valley communities.
- ◇ Changes in family structure: smaller families, fewer traditional families, and more dual-income households are influencing the daily living patterns of area residents.
- ◇ Technology usage is having a significant influence on social and business interactions and expectations.

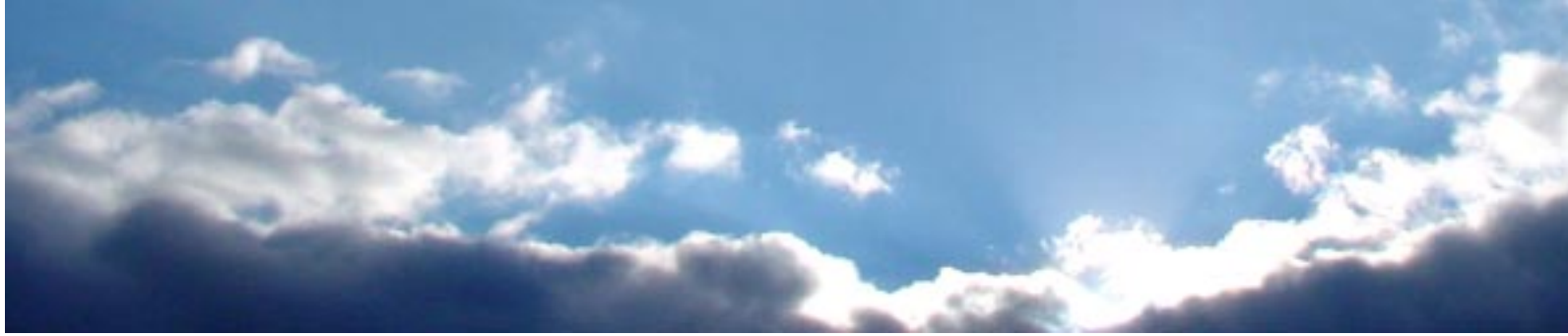
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CONCLUSION

Despite so many challenges, project respondents generated a sense of commitment to make necessary changes and showed enthusiasm to be part of the process. The future calls for greater innovation and commitment to change. The ways in which area public libraries can participate in this change are the subject of **Phase II** of this study, available in the Fall 2003.







{ FINDINGS & IMPLICATIONS }

## OUR CHANGING COMMUNITIES

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### CITIZENS TAKE ACTION

As growth and development spread throughout the Hudson Valley, residents are seeing and feeling their communities change and are motivated to take action. They are no longer leaving planning up to their elected officials; they are joining boards, creating community awareness campaigns, and urging others to get involved. Observing threats to the character and quality of life in their area, citizens are taking the initiative to do something about it.

A heightened awareness of the importance of planning and the impact of poor planning is evidenced in the willingness of local towns to work more closely with groups such as the **Governor's Office for Small Cities, Hudson River Valley Greenway**, and **Scenic Hudson**. Town leadership has become progressively more complex, with more residents to serve and the additional matters arising from population growth. Greater awareness of environmental and health issues has led to the creation of more laws and regulations in these areas.

Current planning concerns include: improving water and sewer systems; balancing development with open space preservation; establishing working relationships between town, county, and state governments; maintaining communications among town, planning, and zoning boards; and handling frequent legal issues. In many ways town governments have become the focal point for local matters.

### IMPLICATIONS

1. Town government has become more complicated in terms of issues and staffing.
2. Local citizens expect more from their town governments.
3. Citizens desire convenient access to planning resources, land-use zoning laws and regulations, and building code information.
4. Loss of open space is an issue for many Hudson Valley communities.
5. There is a struggle between land preservation and development interests.
6. Routine interdependence among town, county, and state governments is needed.

## INFRASTRUCTURE PROBLEMS

Many areas within the Hudson Valley are troubled by infrastructure problems such as telecommunications, transportation, utilities, and water/sewer systems. These difficulties have intensified in recent years—the result of marked population growth. In today’s technology-driven society, immediate access to information is crucial. Many locations in the Hudson Valley are lagging behind due to lack of high-speed access or limited access in general. New business ventures require the latest technology in order to remain competitive, and are sometimes lost when available communications are not up to their specifications. Utility companies have become cash-starved as a result of deregulation. With the requirement to sell off their generating plants, companies that deliver energy via telephone wires and poles no longer have generating-plant depreciation available to them for infrastructure improvements. Towns, counties, and area businesses are working to resolve these issues, which are expensive and very complex. In order to manage growth and foster economic development, it is essential that these limitations be addressed.

## *IMPLICATIONS*

1. Need to improve transportation systems as roads were not designed to handle the level of traffic they are experiencing.
2. Increase in traffic accidents as roadways have become crowded.
3. New developments placing more demand on current water and sewer systems. Towns cannot afford to replace these extremely expensive systems.
4. Potential businesses desiring ready-to-build sites, enabling them to move in quickly, avoiding hassles.
5. Loss of possible business ventures due to inadequate transportation or communications services.
6. Limitations on the delivery of health and emergency services in some areas due to insufficient telecommunications, preventing immediate transmission of vital information.
7. Increased water contamination from the close proximity of many water and septic systems in cluster development, causing pollution.
8. Electricity service may decline as a result of aging infrastructure.

**TOURISM AS A  
BENEFIT TO  
COMMUNITIES**

**T**here is increased emphasis on tourism across the Hudson Valley. Local towns and the region as a whole are beginning to recognize the economic benefits of attracting tourists. Primary examples include the Dia Center in Beacon and the Fisher Center for Performing Arts at Bard College. Efforts to brand the Hudson River Valley, much like Napa Valley, California, are underway. A more regional approach to tourism is being taken than in the past, as towns and counties coordinate packaged programs and services to visitors. There is increased use of and activity on the Hudson River, with planned usage of riverfront properties for restaurants, marinas, parks, and ferries. While these efforts will expand tourism across the Hudson River Valley in the years ahead, the following are needed:

***IMPLICATIONS***

1. Greater integration of tourism activities with economic development initiatives.
2. More public transportation to enable visitors without cars to travel to multiple destinations.
3. An increased number of information centers within the Valley to welcome visitors and provide directions, information, and travel planning.
4. A comprehensive tourism website to offer tourists convenient access to travel ideas and information.
5. Greater collaboration and cooperation between communities and businesses in order to integrate tourism into community life.



{ FINDINGS & IMPLICATIONS }

OUR CHANGING REGION

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INFLUX FROM  
NEW YORK CITY &  
WESTCHESTER

Three related sets of demographic changes are affecting the mid-Hudson Valley: (1) the influx of residents and businesses from the New York City and Westchester region; (2) immigration; and (3) an aging population.

The Hudson Valley is experiencing unprecedented growth and development. Rising costs in southern locales, post 9/11 syndrome, commuter travel options, telecommuting alternatives, and the rural character of the Hudson Valley have attracted new residents. The region is becoming a bedroom community for the New York metropolitan region, with an increasing number of residents commuting to work in Westchester County and New York City.

*IMPLICATIONS*

1. Increased housing costs due to rapid growth.
2. Increased taxes due to rapid growth.

*(The rapid entry of new residents carries with it many profound implications for the Hudson Valley. These implications apply to several areas addressed in this report and are identified throughout.)*

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IMMIGRATION

In recent years the Hudson Valley has experienced notable increases in persons from diverse backgrounds. While the primary increase has been among Hispanics, who now comprise the largest minority group in the United States, immigrants from the Middle East, Asia, and Europe are also making the Hudson Valley their home at increased rates. These immigrant groups generally relocate to the Hudson Valley because wages and the prevailing economy are superior to those in their homelands. The Hudson Valley offers a more affordable standard of living and a better quality of life than big cities or expensive suburbs. Newcomers create versatility and dynamism. They also present challenges to area service providers and community leaders. Despite challenges, many residents recognize the value of increased diversity, viewing it as an opportunity to learn about other cultures and to offer immigrants a chance to achieve the American dream.

*IMPLICATIONS*

1. Hudson Valley likely to become more dynamic because of increased immigrant diversity.

**IMPLICATIONS  
CONTINUED**

2. Population diversity will bring more variety to the Hudson Valley in the form of special events, restaurants, and festivals.
3. Healthcare facilities are challenged by lack of insurance, language barriers, and cultural awareness issues.
4. Area business owners are troubled by limited workplace literacy and lack of transportation.
5. Law enforcement officials are confronted with difficulties when communicating with witnesses and resolving conflicts.
6. Area literacy training providers struggle to offer English as a Second Language (ESL) education on very limited budgets to a continually growing immigrant population.
7. Hudson Valley businesses and service organizations must consider making information and resources available in languages other than English.

**AGING**

The population is aging—nationally, statewide, and in the Hudson Valley. And this will continue, according to the New York State Office for the Aging, because the aging Baby Boom generation will accelerate the growth of the entire older population. According to the U. S. Department of Health and Human Services, *one in eight* Americans was at least 65 in 1999, while *one in every five* people will be at least 65 by 2030 as the Baby Boom generation ages. Baby Boomers tend to be well educated; technologically sophisticated; mobile; attentive to nutrition, fitness, and preventative care; likely to delay retirement; connected to the community; and diverse. In general, many older persons continue to lead active, vigorous lives, exemplifying aging at its most positive. (*Project 2015, NYS Office for the Aging*) The Hudson Valley is experiencing an aging life-style characterized by two distinct groups: [1] the young-old and middle-old, and [2] the oldest-old.

{Young-Old &  
Middle-Old}

■ The young-old (ages 60–75) and middle-old (ages 75–85) remain fairly healthy and active. These individuals often work part-time, engage in volunteer activities, travel, or pursue hobbies. They usually still have their cars, spouses, and pension plans. In addition, they typically continue living in their homes or seek out housing options that offer less maintenance. This group tends to be fairly independent and self-sufficient.

**IMPLICATIONS**

1. Need for worthwhile recreation programs and employment opportunities for young seniors.
2. Need for education and information on long-term financial planning.
3. Need for programs to assist with home maintenance and repair.

{Oldest-Old}

■ The oldest-old (85 and older) are the fastest-growing group among the elderly and experience levels of chronic illness, disability, and social isolation far above that of other age groups. They tend to require more support services and assistance in daily living. The Hudson Valley is no exception to this trend—the result of miracle drugs and other technologies that have increased life-span. A variety of challenges and opportunities have appeared with this growing population.

### *IMPLICATIONS*

1. Need for affordable housing for seniors living on fixed incomes.
2. Need for transportation to doctor visits and surgeries.
3. Need for group housing options to provide seniors with lower cost housing, independence, social interaction, and a range of household and health services.
4. Need to remodel area buildings to accommodate growing number of elderly people.
5. Increased demand for nurses and health aides to assist seniors.
6. Need for additional daycare facilities for elderly individuals, since most adults work full-time and are not available to care for their aging parents.
7. Need for training and support for family caregivers.
8. Need for support systems for aging to combat loneliness.
9. Increased demand on Medicare (federal insurance program for individuals 65 and older) and Medicaid (state-run insurance system for low-income residents, with federal funds comprising two-thirds of its budget), as elderly individuals require expensive and more frequent health care.
10. Financial concerns for hospital and eldercare facilities resulting from inadequate Medicare and Medicaid reimbursements.
11. Financial difficulties for seniors with inadequate income and high medical bills.
12. Inferior housing conditions presenting threats to the health and safety of some elderly residents.
13. Greater demands being placed on healthcare providers and family members, because elderly individuals are much more educated than in the past.





## { FINDINGS &amp; IMPLICATIONS }

## THE WAY PEOPLE WORK

BUSINESS  
RESTRUCTURING

Many Hudson Valley organizations in both the public and private sectors are considering mergers, partnerships, and the formation of umbrella organizations to continue programs and services as well as to improve and share expensive management and infrastructure costs. In addition, conflicts between chain stores/malls and small businesses are growing. Small business owners are forced to compete against chains and malls that offer additional convenience and parking, as well as longer hours. The Internet also poses fierce competition for small businesses because products can be offered significantly cheaper over the Web.

Many small business owners report that they have had to concentrate their energy on service delivery and establishment of strong relationships with customers in order to survive. Consolidation in the banking industry will continue, with the emergence of a larger number of *mega banks*. In the healthcare field, reimbursement rates will continue to be problematic which will increase hospital mergers. It is inevitable that there will be continued consolidation among utility companies. Respondents indicated that new strategic thinking is paramount in order to address these issues.

*IMPLICATIONS*

1. Increased standardization and control in service delivery.
2. Institution of stricter policies, processes, and procedures in an effort to merge or combine the activities of organizations that were once separate.
3. Challenges to organizational cultures caused by the differing levels of autonomy expected by partnering or merging organizations.
4. Difficulties integrating departments and systems, such as Human Resources and Information Technology, when organizations merge, which may reduce productivity and performance.
5. Partnering enables organizations to focus on core businesses or services while leveraging the strengths of partner organizations, resulting in a mutually beneficial relationship.
6. Greater use of outside vendors (outsourcing) for administrative or program services in order to lower costs.
7. Issue of whether economic developers and communities support chains, superstores, or local small businesses.
8. Businesses and organizations are challenged to keep up with new technologies that will impact their competitiveness and revenues.

**IMPLICATIONS  
CONTINUED**

9. Businesses need superior customer service and more personalization to remain viable.
10. Healthcare organizations must find alternate sources of income to offset the reduction in public funding.

**INCREASE IN SMALL  
BUSINESSES/  
INDEPENDENT  
WORKERS**

Increased layoffs, impacts from 9/11, and advances in technology have encouraged more people in the Hudson Valley to start their own businesses. Information technology specialties, artisan endeavors and other creative industries have seen increases within recent years. As self-employment opportunities in the mid-Hudson Valley have become more varied and abundant, women-owned and minority-owned businesses have become more commonplace. Information technology has been a driving force behind this trend, enabling individuals and small businesses to compete globally among much larger corporations and to work adequately outside of traditional office settings. Unlike the commuters highlighted in the following section, independent workers tend to have more flexibility.

**IMPLICATIONS**

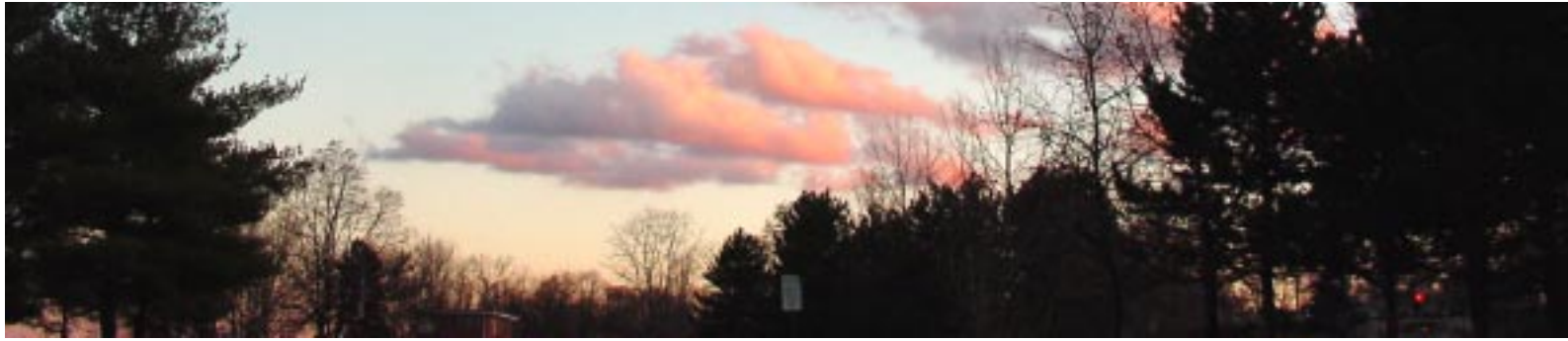
1. Increased numbers of people working from home; greater isolation as individuals experience less socialization from their work environments.
2. Increased flexibility in work schedules and environments.
3. Need for special organizations, such as guilds, to provide independent workers with benefits of traditional jobholders: *economic security, career leads, and a sense of community.*

**RECRUITING &  
RETAINING  
QUALIFIED  
WORKERS**

A consistent theme for nearly every business within the Valley is the challenge of recruiting and retaining qualified workers. In the health-care arena, obtaining and retaining trained professionals—especially nurses and radiologists—is a challenge. For banks, attracting and retaining experienced loan officers is difficult, and for utility companies skilled linemen are hard to find. In this arena, creative solutions are essential. Human resource offices are becoming more employee-friendly, firms are looking to establish new organizational structures that use people more effectively, and businesses are working with local workforce agencies to identify qualified applicants. In many organizations, the interview process has been revamped, putting a greater emphasis on staff training.

***IMPLICATIONS***

1. Cost of personnel will increase as businesses and organizations seek to hire experienced or competent workers.
2. Organizations or industry associations will need to take on the role of training in skill areas.
3. Creative methods of recruitment will be needed continually .
4. Highly effective personnel practices and communications are needed to retain workers.
5. Organizations will need to find ways to improve the competence of entry-level employees by providing English as a Second Language training, basic English and math classes, et cetera.



{ FINDINGS & IMPLICATIONS }

## THE WAY PEOPLE LIVE

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### MORE COMMUTERS

Notable changes in daily living patterns have occurred in the Hudson Valley during the last decade. Commuting is now a way of life as the Valley becomes increasingly suburbanized with the rapid entry of new residents from Westchester County and New York City. Geographic disconnects between wages and housing costs have imposed commutes on the Hudson Valley at large. The commuter life-style leaves little time for outside activities, since most of an individual's time is consumed by work and travel.

### *IMPLICATIONS*

1. Many longtime residents feel the commuter life-style has had the following impacts on their communities:
  - fewer volunteers to support local programs,
  - a decreased sense of community, and
  - difficulty integrating new members into the community, because commuters spend most of their work time in a different location.
2. Loss of small-town identity in many communities as they experience rapid growth.
3. Higher levels of services expected by new residents originally from more affluent locales.
4. Increased need for people to perform service jobs (gardening, lawns, housecleaning, et cetera) because commuters have less time for home-maintenance chores.

### CHANGES IN FAMILY STRUCTURE & LIVING PATTERNS

The Hudson Valley has also witnessed changes in family size and structure. Families are getting smaller—the result of people marrying later and choosing to have fewer children; society is aging; the number of people living alone has increased; and the number of women working outside the home has grown. Traditional families are becoming less prevalent, with blended families, single-parent households, grandparents raising children, and children cared for by aunts/uncles becoming common. The average household income in the region has also increased, a result of dual-income families and commuters working in Westchester County and New York City, where jobs pay 25 percent to 60 percent more. In addition, families have become less active because large amounts of time are spent watching

television, using the computer, and playing video games. This sedentary life-style has resulted in high levels of obesity among Hudson Valley residents—a concern for area healthcare providers.

### **IMPLICATIONS**

1. Need for additional schools as younger families with children move into the area.
2. Lack of affordable housing for typical working families, because the market is driven by newcomers with much higher salaries.
3. Dual-income households have led to increased stress within families; adults tend to have less time to devote to their children, aging parents, or the community.
4. Dual-income households tend to have more disposable income for vacationing, eating out, and other forms of recreation.
5. Schools and community groups report that it is increasingly difficult to get parents involved in programs, most likely the result of changes in family structure (increase in single-parent households and dual-income families with little time to spare).
6. Need for education about the negative impacts of sedentary living and the importance of making healthy life-style changes.

### **TRENDS IN TECHNOLOGY**

Following national trends, technology is having a significant impact on the life-style of Hudson Valley residents. Cell phone usage has become the backbone of communication, enabling individuals to be in constant contact and to send and receive text messages. Kids are the fastest-growing mobile demographic, with half of all teenagers between 12 and 17 carrying cell phones in 2002. (*American Demographics/March 2003*) Some believe the cell phone has become a rite of passage for teenagers much like the driver's license. Email and instant messaging are the most widely used applications for both personal and professional exchanges. 24/7 access to information and services is expected as online technology enables immediate results. Greater numbers of individuals and businesses are using broadband technology, which gives them faster service and access to a greater number of online resources. Businesses are challenged to stay current with new technologies and to keep their employees' skills up-to-date. Schools are compelled to focus on developing students' technology skills as the key to success in the 9-to-5 world. Area government leaders believe that technology can be an important vehicle in increasing civic participation by facilitating communication

through email and online discussions, thus allowing citizens a convenient means to exchange ideas and viewpoints.

***IMPLICATIONS***

1. The cell phone phenomenon is making society more flexible and spontaneous. This immediate communication enables individuals to change plans or reschedule activities at a moment's notice. Social protocol is becoming less stringent, with increased numbers of people arriving late to meetings and sharing their personal lives in public.
2. There is a need for school/business partnerships to provide continual skill upgrades for Hudson Valley employees.
3. The use of technology for online meetings and discussions conveniently facilitates participation.





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## METHODOLOGY

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### METHODS OF IDENTIFYING CHANGES & TRENDS

This study was conducted by the Mid-Hudson Library System and the SUNY New Paltz School of Business's Business Institute. In fulfilling the objective of identifying changes and trends within the mid-Hudson region, two methods of research were used: **[1] focus group meetings** and **[2] phone interviews**. Both methods employed the same three questions:

- What are the current issues affecting your company/organization?
- What is your company/organization doing to address these issues?
- What changes do you foresee that will have an impact on your company/organization in 10-20 years and why?

The Mid-Hudson Library System conducted the focus groups; individuals participating in the focus groups were aware of the study's sponsoring organization. Independent consultants conducted phone interviews, but participants were not told for whom the information was being obtained unless they were interested in knowing afterward.

Names of organizations to be included in the study were recommended by Mid-Hudson Library System, SUNY New Paltz School of Business's Business Institute, and consultants assisting with the project. The intent was to obtain sufficient representation from each sector of particular interest to the sponsor. Responses varied from those that provided specific information on a specific topic to those that were broader in scope. Interviewers made no attempt to direct the quality or quantity of responses.

Information was obtained from 219 representatives of 34 organizations in the following service sectors: arts and culture, business, community services, economic development and planning, education, environment, healthcare, government, media, professionals, and real estate. Each focus group lasted approximately one hour. See **Appendix A** for a list of the participant organizations.

Phone interviews were conducted with executive management of 37 companies and organizations in Banking, Education, Healthcare, Manufacturing, and Utilities. These conversations lasted approximately 15 minutes. The same form was completed for each respondent to the phone survey to ensure consistency. A list of participant organizations and the position of the respondent is attached as **Appendix B**. (One service

organization in the healthcare field was part of the focus group format and also contributed information via phone interview.)

The Mid-Hudson Library System prepared its portion of the report from data obtained from the focus groups and provided lists of implications derived from those findings. Similarly, the Business Institute prepared its findings from data obtained from phone interviews and provided its implications derived from those findings. **Note:** All findings were checked by Mid-Hudson Library System and the Business Institute for inconsistencies in information or presentation format.

## APPENDIX A

### FOCUS GROUP PARTICIPANTS

#### ARTS/CULTURE

Greene County Council on the Arts

#### BUSINESS

SCORE (Service Corporation of Retired Executives)

Kingston Uptown Businessman's Association

New Paltz Chamber of Commerce

#### COMMUNITY SERVICES

BAT (Bringing Agencies Together)

Choices for Change

Columbia County Office of Aging

Cornell Cooperative Extension of Greene County

Cornell Cooperative Extension of Putnam County

Dutchess County Youth Bureau

Fraternal Order of Police (Dutchess)

Putnam County Youth Bureau

Putnam Family & Community Services

#### EDUCATION

BOCES MTI

BOCES Even Start Program

Literacy Volunteers of America (Dutchess)

New Paltz High School PTA

#### ECONOMIC DEVELOPMENT/PLANNING

Dutchess County Supervisors & Mayors Association

Greene County Industrial Development Agency

Harlem Valley Partnership

Hudson River Greenway Communities Council

Hudson Valley Tourism Council

Northern Dutchess Alliance

Putnam County Economic Development Corporation

#### ENVIRONMENT

Columbia Land Conservancy

Scenic Hudson—Smart Growth Alliance

#### HEALTH CARE

Dutchess County Medical Society

Hudson River Healthcare (Dutchess)

Northern Metropolitan Hospital Association

#### GOVERNMENT

Ulster County Department Heads

#### MEDIA

Poughkeepsie Journal

#### PROFESSIONAL

Dutchess County Women's Bar Association

#### REAL ESTATE

Hudson Valley Realtors

Mid-Hudson Real Estate Investment Association

## APPENDIX B

### PHONE INTERVIEW PARTICIPANTS

#### **BANKING**

**Bank of New York** | Vice President  
**Business Loan Network** | President & CEO  
**Charter One** | Vice President  
**Ellenville National Bank** | Vice President, Marketing  
**Fleet Bank** | Vice President  
**Goshen Savings Bank** | President  
**HSBC** | Vice President  
**Key Bank** | Senior Executive  
**Rondout Savings Bank** | President & CEO  
**Ulster Savings Bank** | Executive Vice President

#### **EDUCATION**

**Mt. St. Mary College** | President  
**Orange County Community College** | Acting President  
**Ulster Community College** | President  
**Vassar College** | Director of Administration

#### **HEALTHCARE**

**Benedictine Hospital** | President  
**Elant** | Acting Controller  
**HealthQuest (Vassar Hospital)** | Chief Financial Officer  
**Northern Dutchess Hospital** | CEO  
**Northern Metropolitan Hospital Association** | President  
**Orange County Regional Health System** | Chief Operating Officer

#### **MANUFACTURING**

**Balchem Corp.** | VP Human Resources  
**Blasser Swisslube** | President  
**Bristol ID Technologies** | President  
**Council on Industry** | Executive Director  
**Gillinder Glass** | Treasurer  
**IBM** | Server Market Strategy & Planning  
**Loring Coat Inc.** | President  
**Minolta Advanced Technology** | Assistant to the President  
**Mystic Apparel** | President  
**Schott Litnotec USA** | Vice President, Administration  
**Ulster Electric Supply Co.** | Business Manager  
**Wolf Tec** | Vice President, Operations

#### **UTILITIES**

**Central Hudson** | President  
**Dynegy** | Senior Executive  
**NYS Energy & Gas** | Manager, Economic Development & Government Affairs  
**Orange & Rockland Utilities** | Director, Economic Development & Government Affairs