

***A small cadre of individuals
who want to join
a chorus of solution makers
on behalf of the Hudson Valley's issues.***

**A HISTORY OF THE
FELLOWS PROGRAM**

HUDSON VALLEY **PATTERN** *for* **PROGRESS**



PATTERN FELLOWS PROGRAM

A decade of nurturing leadership and regional collaboration across the entire Hudson Valley

For David Cooper, a partner in the law firm of Zarin & Steinmetz, being a Pattern For Progress Fellow meant looking forward to class "knowing that there will be a thought-provoking, intellectually challenging topic discussed."

For Rhinebeck Bank Vice President Mark Malone, "Pattern gave me a good grasp on issues facing the region, and how important regionalism will be to success in the future."

And for Mary Beth Bianconi, a partner at Delaware Engineering, "The content of the Fellows Program transformed leadership from cliché to practice."

In 2006, Jonathan Drapkin became Pattern for Progress' president and CEO after serving on Pattern's Board of Directors. He saw vast potential to capitalize on the many bright minds in the valley. He visualized how that expertise could bridge collaboration across Pattern's nine counties of focus.

But what was missing was a vehicle to spread word about regionalism's importance -- and a way to train ambassadors to carry out and sustain that vision as reality.

In 2007, Drapkin created the Fellows Leadership Program to do just that.

"The inspiration was to merge my desire to teach with the desire to develop a network of new leaders that believed in the concept of regionalism -- the notion being to add another column to your decision matrix regarding how you go about solving a situation in your community, or to have a potential regional solution," Drapkin said. "It was about developing regional solutions and building upon the individual county leadership programs to create the next generation of leaders within that county. Teaching them additional leadership skills to benefit their own county is good for Pattern; it also works with the regional solutions we were seeking."

Pattern's Board of Directors saw the potential in Drapkin's vision and supported it. Chairman David MacFarland, in a history of Pattern written in 2007, said "emerging leaders" would receive "meaningful experiences in regionalism."

That vision has been realized.

As today's Fellows -- the 10th anniversary class -- graduates, the program counts more than 240 alumni from across the Hudson Valley. Participants have included municipal officials, nonprofit executives, academic leaders and private-sector managers. They've come from the fields of finance, government, economic development, land conservation, law, human services, health care and academia.

These Fellows are more, though, than just dedicated officials or corporate managers.

They are motivated leaders. They depart each year's program as standard bearers of a key premise in the founding of Pattern For Progress in 1965: Enhancing the Hudson Valley as a whole.

Indeed, the Pattern Fellows program marries professional responsibilities with a mindset that urges thinking beyond the enclosures of a municipal border. The reward of regional thinking is clear: A strong community and strong Hudson Valley mean smart growth that results in great places to live and conduct business.

Engaging the Fellows with a valley that is unique, distinctive and powerful

The geography that inspires the importance of regional thinking certainly is special.

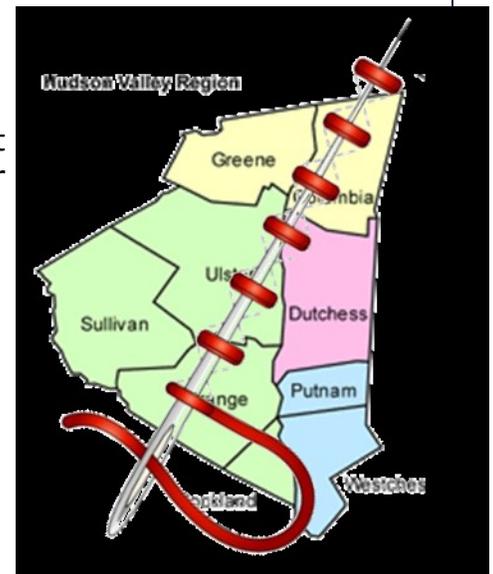
The Hudson Valley has diverse urban areas with deep history; rolling countrysides that have inspired painters and presidents; and classic suburbia boasting sought-after quality of life. The mighty Hudson River is an ever-present reminder of the importance of intrinsic beauty and natural resources.

Across the nine counties, there are nearly 2.4 million residents, 13 cities, 88 villages, 137 towns and 123 school districts. The tapestry blends lifestyles, amenities, tastes and appreciations that make the region diverse, but, remarkably, also fascinating in their similarities.

Communities, sometimes as little as a half-hour's drive from each other, may be unaware they face common challenges. A solution might be successfully implemented in one, but an answer may still be sought in the other. If best practices and innovations introduced in isolation could be shared, the benefits are much more far-reaching.

The Fellows, with a focus on regionalism, can help stitch that together.

They are trained to become the region's best advocates, problem solvers and creative thinkers. They learn from each other, research, guest speakers, Pattern staff and an annual project. As lessons emerge, there's a deeper resolve to think with innovation and sophistication. Regional possibilities crystallize. The mission becomes purposeful.



For Drapkin, the magic of a lesson is clear when Fellows take ownership of a discussion.

"When a regional issue affects your life and everyone has an opinion on it, those sessions tend to be the most lively and often go past the designated time frame," he said, citing discussions on health care, economic development and the region's changing demographics. "A debate breaks out, and I sit back and listen because there are so many people who want to jump in. When that happens, that you've put enough wood into the fire that the fire is going to burn, and people decide to stoke it, that's when you know you've touched a chord."

"This year, one of best sessions was on local economic development and the casino coming to Sullivan County. The discussion on how the project impacts local planning decisions on the surrounding area; it made what's going on very real. The discussion brought it down to a pedestrian level in a good way. The feedback was that it was one of the best sessions."

How the Fellows Program works

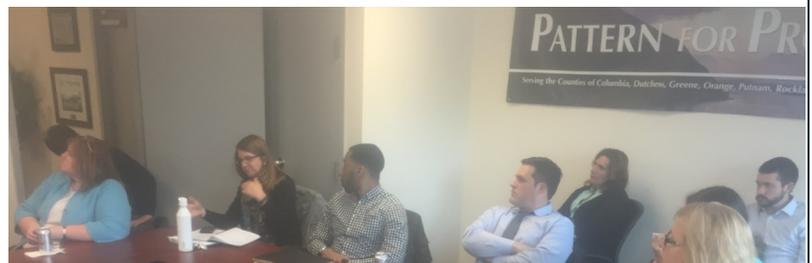
The road for the Fellows begins with enrollment. Applicants must have a demonstrated commitment to community, often have graduated from a county-wide leadership program and must supply a recommendation from their workplace supervisor. An orientation spells out goals and asserts why regionalism is important. At that first session, there's also a focus on Fellows learning about each other -- because team-building skills are important.

"We ask, 'What do you read? What movies do you like?' It's an exercise to learn commonalities," Drapkin said.

During every other week's Tuesday evening classes, often enjoyed with an Italian dinner, the tools of learning are diverse. Guest speakers, for instance, have included New York State lawmakers such as Kevin Cahill and Aileen Gunther; management expert Dennis Barnett of Propinquity Associates; and a range of municipal, not-for-profit and corporate officials.

Other educational tools include discussions of assigned readings on leadership, including Donald Phillips' well-regarded book "Lincoln on Leadership." Current events often provide a springboard for thoughtful, rapid-fire insights that emphasize regionalism.

As the weeks roll by, candid insights and self-realizations emerge. So do revelations regarding how a class lesson can power a solution in a Fellow's professional world, completing the circle of training, workplace and community.



Networking opportunities

Another key attribute of the program is the birth of new professional relationships. The Fellows frequently build bonds with each other.

"Among the many attributes of the program is networking," said Pattern Vice President of Operations Robin DeGroat, whose behind-the-scenes assistance has supported every one of the 10 annual Fellows classes. "People who may not have crossed paths before share ideas and work together. Without the Fellows Program, that might not have occurred."

And it's not just Fellows networking with each other, Drapkin said. Pattern benefits as well.

"For an organization that has a footprint of nine counties, having ambassadors in most of those counties that you can call on to say, 'Hey, can you tell me more about housing, or environmental conditions, or any issue?' and then be able to call upon them in multiple counties to help shape a regional approach or policy... that's an invaluable resource for Pattern for both answering research questions that we have and being a resource, in reverse, for them. When they can't figure out an issue in their community, they call upon us."

Even Fellows alumni become their own resource, Drapkin added.

"There's been cross-pollination where Fellows have reached out to others who were in the program, asking, 'How do you handle this in your town?'," he said.

Research projects power collaboration

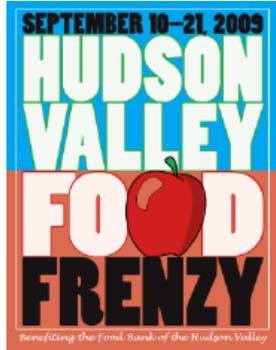
As classes progress through the weeks and months, Fellows team up to conduct research on a semester-long community project that culminates in presentations at graduation. These topics, chosen by Pattern staff, dovetail with larger Pattern initiatives such as its Urban Action Agenda, which focuses on helping small urban areas revitalize.

The research is important, but Fellows' lessons in collaboration are just as valuable.



"The purpose is not just the project, but to learn how to operate in a group to solve problems that may be in your community," said Drapkin. "Regional approaches require working with people with very different opinions. That's what the project is about -- the group dynamic. It helps to learn when to lead and when to follow. That's the hardest part of regionalism. It's taking people who may not have an obvious reason to work together until they look to solve an issue, then bringing different viewpoints and disciplines to address the issue."

While Pattern provides guidance and oversight, the body of work produced is solely by participants. And students' projects are community-first. Samples of topics researched include waterfront-development plans; helping small cities such as Port Jervis and Newburgh revitalize; and keeping medicines from being disposed of in ways that taint public water supplies.



In 2009, a Fellows team partnered with the Food Bank of the Hudson Valley to create the Hudson Valley Food Frenzy, which encouraged friendly competition among businesses and organizations to collect donations of food and money.

"As Pattern Fellows, we hope that organizations will get on board to support the Food Frenzy," Howard Protter, a partner at the law firm of Jacobowitz and Gubits, said at the time. "Appealing to people's competitive nature will surely benefit the Hudson Valley Food Bank and those in need throughout our region."

That first year, \$4,000 and 2,337 pounds of food were donated, according to Jessica Fetonti, the pantry's special events coordinator. The program is still held each November.

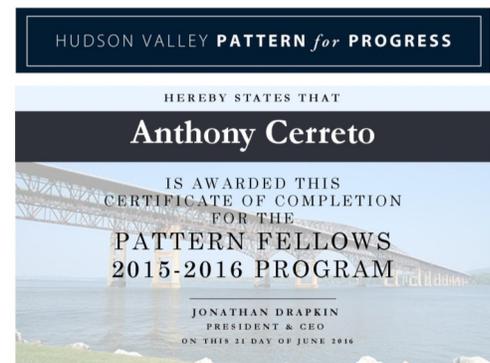
In 2012, Pattern Fellows teamed up with ReCommunity Beacon, the recycling center in the City of Beacon, to launch a program to increase recycling at the Rombout Middle School and Beacon High School. In 2014, "The Rolling Classroom" looked at ways schools could better utilize student hours spent on school buses by providing digital devices and educational content. Also in 2014, "Fighting Obesity in Sullivan County" offered a menu of approaches for improving the county's low health score. This effort is one of several that tie into Pattern's Urban Action Agenda, which has been more deeply integrated into the Fellows curriculum in recent years.

Graduation

And then, each June, comes Graduation Day.

During a luncheon, teams of Fellows present their research projects to the entire class, Pattern staff, invited guests and members of the public. A noteworthy speaker keynotes the event. Presenters have included New York Times columnist Adam Bryant and Tom Murphy, who as Pittsburgh's mayor, transformed his city from a industrial-based community to a cutting-edge business hub. The 10th anniversary speaker for 2017 is Chris Gibson, the retired U.S. Army colonel, three-term congressman and current lecturer on leadership at Williams College in Massachusetts.

For some Fellows, the link to Pattern continues after the semester concludes. Four members of Pattern's current Board of Directors are Fellows graduates: Andrea Reynolds, CEO of the Dyson Foundation; Mary Beth Bianconi, a partner in Delaware Engineering; attorney Austin DuBois of Blustein, Shapiro, Rich & Barone; and David Cooper of the law firm of Zarin & Steinmetz. He serves as the Fellows representative to the board.



What's next: The Second Decade

Strategies for the 11th year of Fellows and beyond are already forming.

Drapkin is creating a plan to more deeply integrate Fellows alumni into Pattern's efforts. Fellows alumni will be asked to supplement Pattern's education initiatives by tracking local school board activities. The next class' projects will focus on the impact of "anchor" projects in their communities.

Recruiting for the 2017-2018 class is underway.

"Over the years, many organizations repeat sending people," Drapkin said. "That's a metric of success. Guest speakers, projects, point-counterpoint debates, the leadership priority will be repeated and continue to grow. But the basic model works," he said.

Still, feedback counts.

"You always listen to alumni and most recent class to see what could make it more fun or make it better," he said.

For Fellows, and Hudson Valley Pattern for Progress, that mantra of making communities better and making solutions more regional benefit the entire Hudson Valley.



"This year has been terrific—thank you for the opportunity to participate in the Fellows program. Every two weeks I look forward to this class, knowing that there will be a thought-provoking, intellectually challenging topic discussed. I typically spend my day focused on a specific issue in a specific municipality.

The program brought a refreshing view of the economic and social challenges facing the entire Hudson Valley as a region. I believe that this perspective will assist greatly in my professional life moving forward."

David Cooper, Zarin & Steinmetz



"I had a great experience with the Pattern Fellows Program. I truly enjoyed the group discussions, with the varying opinions of the class. The questions asked as a kickoff were always interesting. The speakers were excellent. I feel I was really energized to meet and work with such a diverse group of fellows, and I'm grateful for the networks that we developed. Thank you again for creating such a valuable experience for us all, and for all the great work that Pattern does!"

Jennifer Flad, County of Sullivan IDA





"The Pattern Fellows program is not only educational but provides an opportunity to network with colleagues from surrounding counties. The program features a variety of speakers that further add to this exceptional learning experience. I highly recommend this program!"

**Lucy Redzeposki,
Rockland County**



"The Fellows Program is an extraordinary opportunity to develop and enhance leadership skills in the company of other like-minded community members. The content of the program is designed to impart a level of understanding of critical regional issues that is unavailable elsewhere."



**Chris Wood,
DTZ International**



"Through the Fellows program, I was afforded a unique opportunity to interact with exceptional leaders in a wide variety of fields, all vital to the well-being of the Hudson Valley. The content of the program transformed leadership from cliché to practice."



Mary Beth Bianconi, Delaware Engineering



Fellows Class of 2007-2008

Chrissy Amato

Diego Aviles

Chris Corallo

John Davies

Alexis Eggleton

Denise Frangipane

Lori Furnari

Carol Gordon

Kathy Iozzino

Benjamin Krevolin

Pat Michel

Tom Murphy

Mary Paden

Andrea Reynolds

Jeff Rumpf

Pam Tarquinio

Karen Van Houten-Minogue

Marcy Wagman

Helise Winters



Pattern for Progress Fellows Program

Project: Initiate an alumni network from from all local leadership programs

Objectives:

- Networking Opportunities
- Recruit potential Fellows for 2008-2009 class
- Further advancement for regional approach to the Hudson Valley

Keynote Speaker



Alair Townsend
Former Publisher
Crain's New York Business

"Hear Alair Townsend, former publisher of Crain's New York Business and Deputy Mayor for Economic Development for the City of New York, speak about her experiences on ways the private sector can influence and impact the public sector in creating the change necessary for a prosperous economy."

Regional Leadership Breakfast
Tuesday, June 24, 2008
8:00 AM- 9:30 AM
Hilton Garden Inn
15 Crossroads Court
Newburgh, NY
Tickets \$20 Each • RSVP By June 6, 2008
RSVP to Robin DeGroat, (845) 565-4900 or by email at rdegroat@pforprogress.org

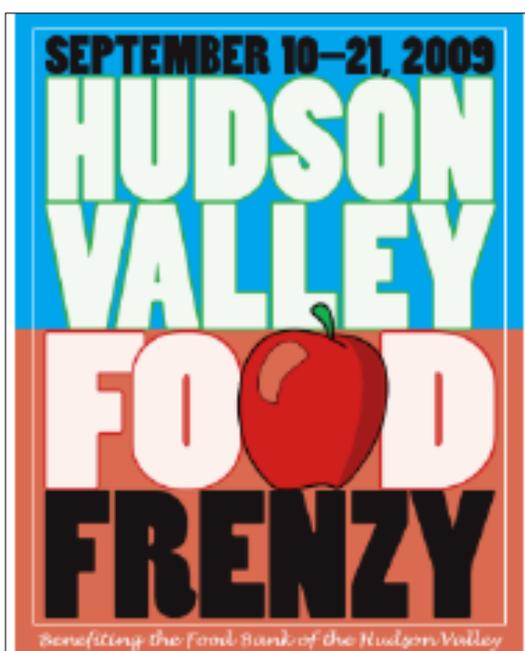
Logos: Leadership in the Hudson Valley, Chamber of Commerce, Leadership Dutchess, Leadership Sullivan, Leadership Rockland

Fellows Class of 2008-2009

Christina Boryk
Molly Carhart
Thomas Curcio
Donna Fischer
Mike Flynn
Deborah Glassey

Stephen Hack
Robert Halprin
Stuart Hirsch
Kristin Jensen
Christine Kane
Angela Kays-Bruden
Christopher Marx

Howard Protter
Nancy Proyect
Bernadette Rexford
Chris Rottkamp
Todd Rubino
Karl Schoeberl
Scott Wohl



IMPORTANT RESPONSIBLE MEDICATION DISPOSAL

Do NOT Flush
Do NOT Pour
Unwanted, Unused or Expired Medications Down the Drain

Why Not?

- Flushed medications can get into our lakes, rivers and streams**
Pharmaceuticals enter our waste-water from a variety of sources, including the flushing of unused medications. A study performed by the United States Geological Survey (USGS) found low levels of drugs such as antibiotics, hormones and contraceptives and steroids in 80% of the rivers and streams tested.
- Fish and other aquatic wildlife are being adversely affected**
A number of studies have shown impacts on aquatic life. For example, male fish have been feminized (produced eggs) when exposed to hormones (birth control pills). Other drugs, such as anti-depressants and beta-blockers, reduce fertility or affect spawning in certain aquatic organisms.
- Drug resistant bacteria might develop**
Long-term exposure to low levels of antibiotics might result in the evolution of, or selection for, drug-resistant microbes and bacteria.



Fellows Class of 2009-2010



Sue Benz

Melinda Beuf

Heather Brown

John Cappello

Jason Cornwell

Chris Fiorillo

Alice Dickinson* With Fond Memories

Ryan Fohl

Jessica Fox

Donna Frazier

Sylvia Gersbach

Deirdre Glenn

William Griffiths

Ann Marie Khaled

Debbie Lastro

Patrick McDonough

Kyro Ojulo

Tricia O'Malley

Charles Petersheim

Mindy Ross

Jesscia Verzi



GREEN MAP

A PARTNERSHIP BETWEEN THE
FELLOWS OF PATTERN FOR PROGRESS
AND SUSTAINABLE HUDSON VALLEY

Incubator Study

Pattern For Progress
2009 - 10 Fellows Program

June 9, 2010

Pattern For Progress

Junior Fellows Program

Fellows Class of 2010-2011

Michele Babcock
Lonnie Coplen
Sue Diamond
April Gozza
Dave Jolly
Brian Joyce
Richard Lanzarone

Jodi Longto
Jim McIver
**Victor Pierre-
Melendez**
G. Brian Morgan
Theresa Mulkins
Giovanni Palladino

Kristin Porter
Darrin Raynor
Sean Rieber
Roy Shemitz
Stu Turner
Mary Rose Warcholak
Jan Whitman



Enhancing Accountability and Efficiency in New York's K-12 Education System

- Susan Diamond – SullivanArc
- April Gozza - United Way of Dutchess County
- Dave Jolly - Orange County
- John Klassen - M&T Bank
- Richard Lanzarone - Morgan Construction Enterprises, Inc.
- Theresa Mulkins – HealthQuest
- Darrin Raynor - New Hope Community
- Sean Rieber - Rieber Appraisal & Consulting Corp.
- Roy Shemitz - Provident Bank
- Stu Turner - Turner Miller Group
- Jan Whitman -Food Bank of the Hudson Valley



HUDSON VALLEY

PATTERN FOR PROGRESS

Looking for Ways to Improve our Mid-Hudson Valley Waterfronts: A Proposed Regional Assessment

Prepared by the
2010/2011 Pattern Fellows Waterfront
Revitalization Project Committee

June 6, 2011

Fellows Class of 2011-2012

Shirley Adams

Andrea Baer

Lisa Berger

Brendan Burke

Barbara Carr

Damiane Doyle

Paul Elconin

Patricia Fayo

Madeline Fletcher

Brian Gates

Kathy Germain

Susan Hamlin

Steffen Kraehmer

Amanda Langseder

Dana Levenberg

Melissa McCoy

Rammie Nesheiwat

Eileen Newman

Juan Oelofse

Laura Quigley

Julie Richmond

Gary Schuster

Dianne Serratore

Carol Wesley



RECYCLING: CHANGING HABITS

YOU SAY YOU WANT A REVOLUTION

- ReCommunity and the Recovery Revolution
 - ReCommunity ~ a leader in the Recovery Revolution.
 - Heading into 2012, ReCommunity was in the final stages of building \$7.5 million state-of-the-art automated recycling facility in Beacon, NY.
 - "Well, we built it. Will they come?"



2012 Fellows Project

**HUDSON VALLEY
YOUTH INNOVATION
INITIATIVE**

Pattern for Progress Fellows

Adaptive Reuse
Middletown, NY



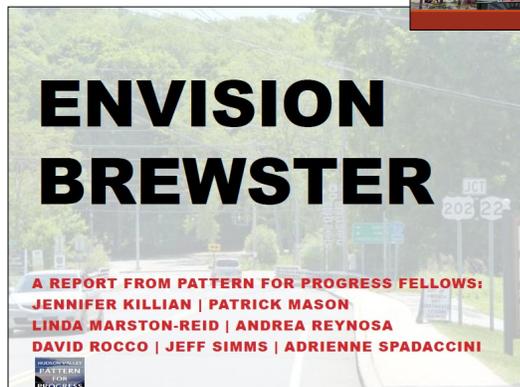
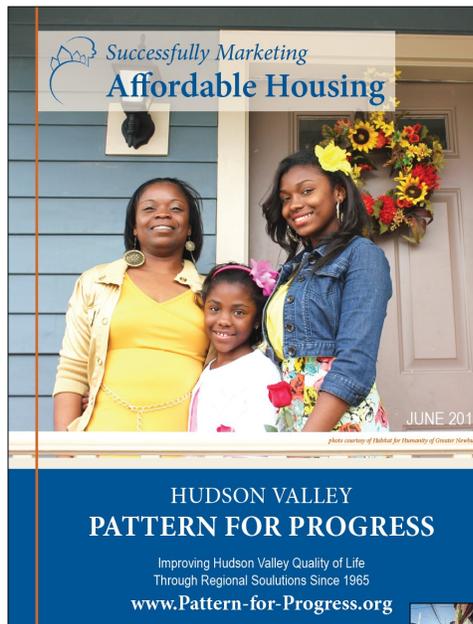
**A Land-Based Approach to Growth: An
Analysis of the Town of Thompson**

Lisa Berger
Barbara Carr
Paul Elconin
Kathy Germain
Eileen Newman
Gary Shuster

Fellows Class of 2012-2013



Jim Burpoe
John Carola
Carolyn Clark
Cathy Collins
Jennifer Flad
Jean Campbell-Galli
Jennifer Killian
Ulises Marmol
Linda Marston-Reid
Patrick Mason
Daniel Michaud
Faith Moore
Ryan Palmer
Andrea Reynosa
Christopher Rioux
David Rocco
Peter Seyfarth
Jeff Simms
Adrienne Spadaccini
Ron VanWarmer
Eoin Wrafter



Fellows Class of 2013-2014

David Apps
Valerie Belton
Ethan Cohen
Kevin DeHond
Frank DiLorenzo
**Maureen Doran-
Mineo**

Brian Doyle
Diane Hart
DeWayne Haygood
Crystal Jacob
Nicole Jorgensen
Kyle Kirchhoff
Casey MacDonald
Mark Malone

James McConnell
Lydia Mowry
Carrie Ross
Karl Schlegel
Tiombe Tallie Carter
Alyse Terhune
Sabine Werner



FIGHTING OBESITY
IN SULLIVAN COUNTY, NEW YORK



A REPORT BY
HUDSON VALLEY PATTERN FOR PROGRESS
CLASS OF 2014 FELLOWSHIP PROGRAM

PREPARED BY:
VALERIE BELTON
MAUREEN DORAN
JENNIFER SHAMAH
CASEY MACDONALD
CARRIE ROSS
ETHAN P. COHEN
DEWAYNE HAYGOOD
KYLE KIRCHHOFF

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Retaining Millennials in the City of Poughkeepsie

Presented by Hudson Valley Pattern for Progress Regional Fellows:

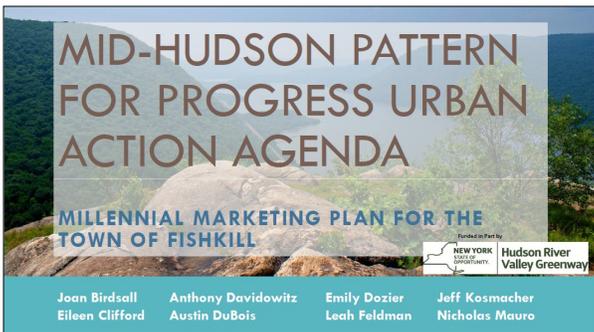
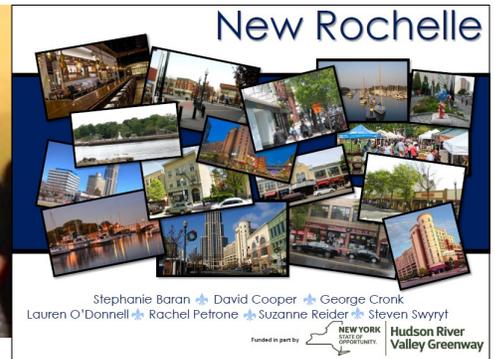


Fellows Class of 2014-2015

Stephanie Baran
 Joan Birdsall
 Antoinette Caruso
 Eileen Clifford
 David Cooper
 George Cronk
 Alicia D'Amico
 Antony Davidowitz

Emily Dozier
 Austin DuBois
 Leah Feldman
 Karen FitzPatrick
 Chris Knasiak
 Jeff Kosmacher
 Nicholas Mauro
 Lauren O'Donnell

Rachel Petrone
 Suzanne Reider
 Joseph Surace
 Steve Swyryt
 Antonio Vinciguerra
 Jonnie Wesley-Krueger
 Jill Weyer
 Chris White

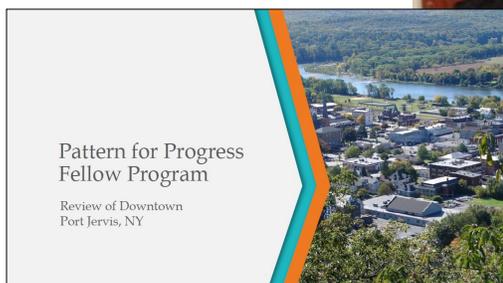


Fellows Class of 2015-2016

Nicole Audia
Kevin Bennett
Hannah Brooks
Mary Lou Carolan
Anthony Cerreto
Joe Donat
Freda Eisenberg

Jeffery Fox
Chris Fury
Karen Girven
Clareann Grimaldi
Alicia Lenhart
William Long
Jeffery McHugh

Joseph McKay
Sean McMann
Lucy Redzeposki
Eric Roth
Diane Rowe
Heinrich Strauch
Rachel Wilson



Fellows Class of 2016-2017

Matthew Arbolino
Mary Beth Bianconi
Helen Budrock
Karen D'Attore
Margaret Deyo-Allers
Sharon Fagan
Julio Garaicochea
Deborah Garry

Susan Hawvermale
Laura Heady
Heather Jacksy
Ronald Mayfield
Darcy McCourt
Michele McKeon
Evan Menist
Kathy Peluso

Patrick Ripa
Kerry Rogers
Sarah Salem
Jeremy Schulman
Allison Sloto
Dana Taylor
Will Truitt
Aquanetta Wright
Madeline Zachacz



Cultivating Sustainability in the Hudson Valley

Infrastructure <small>Mary Beth Bianconi Patrick Ripa</small>	Urban Farming & Food Systems <small>Julio Garaicochea Sarah Salem Matthew Arbolino</small>
Transportation Alternatives <small>Laura Heady</small>	Solar Energy <small>Allison Sloto, Esq. William Truitt</small>
Recreation <small>Susan Hawvermale</small>	



Pattern To Progress
An Education-Business Partnership

Hudson Valley Pattern for Progress Regional Fellows Program 2017
Kerry, Evan, Ron, Jeremy, Deborah, Darcy, Heather and Dana

COMMUNITY- POLICE RELATIONS

Helen Budrock
Karen D'Attore
Margaret Deyo
Sharon Fagan
Michele McKeon
Kathy Peluso
Aquanetta Wright
Madeline Zachacz



**Graduation Keynote
Chris Gibson**

Become a Pattern Fellow

The Pattern Fellows Program is a dynamic initiative designed to identify Hudson Valley leaders and enhance their ability to address issues from a regional perspective. Heading into its eleventh year, the program's 240+ graduates include corporate managers, academic leaders, nonprofit executives and municipal officials who have established their own Fellows alumni network.

***An innovative approach to cultivating a
"Hudson Valley perspective" among those already
acknowledged as leaders in their respective
communities and disciplines.***

A Challenging Curriculum

The Hudson Valley Pattern for Progress Fellows Program is a unique opportunity for mid-career professionals to gain meaningful experience in leadership on a regional level, using a dynamic approach to problem solving.

The program begins in October with a series of orientation sessions, followed by biweekly late-afternoon meetings through June. Meetings feature an educational lecture series; discussions of assigned readings, current events and regional planning; a core set of lectures on leadership training; a stimulating "Point/Counterpoint" issues debate format; and ongoing team projects to explore and promote the best new ideas to support regional thinking.

The educational lecture series features monthly seminars led by respected regional leaders on critical issues facing the Hudson Valley. Recent lecturers include Larry Gottlieb, president & CEO of Hudson Valley Economic Development Corporation; Roberto Padilla, Superintendent of the Newburgh Enlarged City School District; Kevin O'Connor, RUPCO; representatives from the media, including Barry Lewis from the Times Herald-Record and Allison Dunne from WAMC; municipal executives; and many others.

Class size is limited and spots fill quickly.

***To join the Fellows program, please contact Pattern
at 845-565-4900 or go online to***

<http://www.pattern-for-progress.org/become-a-pattern-fellows/>

Since 1965.



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