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

Learn about the critical issues facing the Hudson Valley and how as a region we can work together to overcome them.

Regional Leadership Breakfast
Tuesday, June 24, 2008
8:00 AM - 9:30 AM
Bible Garden Inn
15 Greenworks Court
Newburgh, NY
Tickets $20 each • RSVP by June 6, 2008
RSVP to Robin Dobbs, (845) 665-4300 or by email at integrat@alprogress.org
Fellows Class of 2008-2009

Christina Boryk  Stephen Hack  Howard Protter
Molly Carhart  Robert Halprin  Nancy Proyect
Thomas Curcio  Stuart Hirsch  Bernadette Rexford
Donna Fischer  Kristin Jensen  Chris Rottkamp
Mike Flynn  Christine Kane  Todd Rubino
Deborah Glassey  Angela Kays-Bruden  Karl Schoeberl
               Christopher Marx  Scott Wohl
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

Looking for Ways to Improve our Mid-Hudson Valley Waterfront: 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  Madeline Fletcher  Rammie Nesheiwat
Andrea Baer  Brian Gates  Eileen Newman
Lisa Berger  Kathy Germain  Juan Oelofse
Brendan Burke  Susan Hamlin  Laura Quigley
Barbara Carr  Steffen Kraehmer  Julie Richmond
Damiane Doyle  Amanda Langseder  Gary Schuster
Paul Elconin  Dana Levenberg  Dianne Serratore
Patricia Fayo  Melissa McCoy  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 a $7.5 million state-of-the-art automated recycling facility in Beacon, NY.

- "Well, we built it. Will they come?"

Pattern for Progress Fellows

Adaptive Reuse
Middletown, NY

Hudson Valley PATTERN FOR PROGRESS
FELLOWS PROJECT PAPER

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

Lisa Berger
Barbara Carr
Paul Cravins
Kathy Germain
Eileen Newman
Gary Schuster
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
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 FtizPatrick
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

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/