



CITY OF BEACON

DUTCHESS COUNTY, NEW YORK

DEVELOPMENT OF AN ASSET MANAGEMENT PLAN

PROPOSAL FOR PROFESSIONAL
CONSULTING SERVICES



DELAWARE ENGINEERING, D.P.C.

28 MADISON AVENUE EXTENSION
ALBANY, NEW YORK 12203

IN ASSOCIATION WITH:

HUDSON VALLEY
PATTERN
for
PROGRESS

SEPTEMBER 14, 2018

CITY OF BEACON
DUTCHESS COUNTY, NEW YORK
DEVELOPMENT OF AN ASSET MANAGEMENT PLAN

DELAWARE ENGINEERING, D.P.C.

IN ASSOCIATION WITH

HUDSON VALLEY PATTERN FOR PROGRESS

PROPOSAL FOR GENERAL CONSULTING SERVICES

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SECTION 1. OVERVIEW

Project Understanding

Once a gritty manufacturing center, the historic City of Beacon is experiencing an artistic and economic renaissance, primarily due to forward thinking planning by City leaders. The City's identity has been redefined as a cultural and recreational destination and a Hudson River community that is a desirable place to live, work and play. In order to ensure that Beacon's public assets and infrastructure will continue to support future growth and development, the City is seeking proposals from qualified consultants for assistance in preparation of an Asset Management Plan (AMP).

An Asset Management Plan is a tool that will assist the City in maintaining their infrastructure and public assets at the desired level of service at the lowest life cycle cost. The Beacon AMP will inventory the City's assets, assess their condition, define expected standard levels of service, prioritize critical action items, develop an implementation strategy that informs and optimizes the Capital Plan, and include a long term financial strategy.

The City of Beacon Asset Management Plan Scope of Services includes five major tasks:

- *General Requirements:* Review existing City plans and documents, meet with departments to gather input, prepare draft and final reports, present the final report at a public meeting, and provide five hard copies of final report and digital copies in Word and PDF format.
- *Identifying the Condition of Local Infrastructure:* Review existing infrastructure assessments and documentation, gather basic asset information, provide financial valuation and replacement costs, determine age, assess condition, record assumptions, and provide best practices for updates.
- *Identifying the Expected Levels of Service:* Define performance measures and realistic targets and timeframes, assess current performance of all assets and compare to targets, discuss effect of external trends, provide best practices for updates.
- *Identifying the Asset Management Strategy:* Develop 10, 15 and 20 year implementation plan that optimizes expenditures as related to costs and benefits, summarizes actions in draft Capital Plan and provides recommendations for additional or alternate actions, compares costs/benefits of these alternatives, provides procurement options for planned and recommended actions, assesses their risks, and provides best practices for updates.
- *Identifying the Financing Strategy:* Provide a financial plan to support the 10, 15 and 20 year implementation plan, categorize expenditures, gather expenditures for the last 3 years, identify annual funding streams and revenues, identify funding shortfalls and recommend how to bridge the gap, record assumptions, and provide best practices for updates.

Confirmation of Team Services

Delaware Engineering, D.P.C. (Delaware) will team with Hudson Valley Pattern for Progress (Pattern) to prepare the City of Beacon AMP. Delaware and Pattern, though separate entities, have a close working relationship. This approach draws on Delaware's strength as an engineering firm and Pattern's strength in municipal management, urban planning and proximity to Beacon. Our team has the technical skills to assist the City of Beacon in preparation of an Asset Management Plan that will inform the City's future decision making.

Delware is an engineering and planning firm located in the Capital Region with proven expertise in municipal infrastructure, asset management planning, financial analysis and economic development. Building on a strong background in civil and environmental engineering, the firm has transitioned to offer a broad range of services including municipal land use planning and economic development, financial analysis and funding procurement, environmental review and permitting, ecological assessments and mitigation, water, wastewater and stormwater infrastructure, structural, mechanical and electrical engineering, and building design. Our clients are predominantly municipal entities. We understand that municipal leaders come to government from all walks of life and bring unique perspectives, knowledge and experience. The functions of government are complex and Delaware's role is to provide facts and guidance to municipal decision-makers to ensure that the best interests of the public are achieved.

Hudson Valley Pattern for Progress is a nonprofit policy, planning, advocacy and research organization located in Newburgh. Their mission is to promote regional, balanced and sustainable solutions that enhance the growth and vitality of the Hudson Valley. Pattern specifically works on regional issues that improve the ability for the other regional agencies, including local and county governments, to improve operational efficiency, reduce waste and duplication, and attract and retain residents and businesses to contribute to prosperity and quality of life. Pattern, as an economical and nimble nonprofit with extensive experience in Hudson Valley local government, will support all aspects of the Asset Management Plan, from document and data collection to analysis of external trends and factors impacting needed levels of service. Thus, Pattern will take the lead in gathering existing documents and inventories of capital assets and infrastructure from the relevant City departments, following up where needed with fieldwork and interviews to ascertain the existence, location and status of assets. Pattern will also provide planning services relevant to determining gaps between existing and projected levels of service depending on residential and commercial growth patterns and related external factors. Pattern will bring its experience in municipal management and community engagement to the creation of an asset management and financing strategy knowing that capital planning and investment is highly-visible and must engage with a community's perceived needs and vision for the future.

SECTION 2. WORK PROGRAM

The Delaware/Pattern Team will provide comprehensive services to the City of Beacon in preparation of the Asset Management Plan follow the Scope of Services outlined in the City's Request for Proposals. Note that the Delaware/Pattern Work Plan includes meetings with City officials without limitation.

Approach and Methodology

Task 1. General Responsibilities

1. Review existing asset management and Capital Plan practices and related documents.
2. Assign a Project Manager to be the main contact.
3. Seek input from various departments.
4. Provide a draft and final report structured as follows:
 - a. Executive Summary
 - b. Introduction
 - c. State of Local Infrastructure
 - d. Expected Levels of Service
 - e. Asset Management Strategy and Capital Plan
 - f. Financing Strategy
5. Complete an onsite public presentation of the final report recommendations at a City Council or a similar meeting.
6. Provide five (5) hard copies of the final report, as well as an electronic copy in MSWord and in a publishable PDF format. In addition, any GIS shapefiles created in the preparation of report maps will be provided to the City.

Task 2. Identifying the Condition of Local Infrastructure

1. Review existing infrastructure condition assessments and existing City documentation.
2. Gather basic asset information for all City assets, referring to any existing documentation. At a minimum provide *type, description, location, expected/useful life, and quantity/length*. Investigate and provide information where necessary for completeness.
3. For each asset, provide financial valuation using historical costs and depreciation assumptions, and provide replacement costs, referring firstly to the existing City documentation.
4. Gather asset age for all City assets, referring firstly to the City's existing documentation.
5. Investigate and provide information where necessary for completeness.

6. Assess asset condition according to standard engineering practices for all City assets and rate conditions on a scale of *good*, *fair* and *poor*. Refer firstly to existing City documentation.
7. Record all assumptions.
8. Provide best-practices and provincial requirements for how and when information regarding characteristics, value, and condition of assets will be updated.

Task 3. Identifying the Expected Levels of Service

1. Define the performance measures associated with City assets.
2. In consultation with the City, define realistic targets and timeframes to achieve those targets if they are not already being achieved.
3. Assess the current performance of all City assets and show this performance relative to the targets set out, referring firstly to the City existing documentation.
4. Discuss external trends that may affect expected levels of service or the City's ability to meet them.
5. Provide best-practices for how and when information regarding performance and targets will be updated.

Task 4. Identifying the Asset Management Strategy

1. Develop a 10-year, 15-year and 20-year implementation plan, optimizing expenditures as they relate to lifecycle costs and benefits.
 - a. Summarize the planned actions shown in the draft Long-Term Capital Plan.
 - b. In consultation with the City, provide recommendations for additional or alternate actions that will enable the assets to provide the desired level of service in a sustainable way, at the lowest lifecycle cost.
2. Show comparative lifecycle, direct and indirect costs and benefits of alternate actions to achieving the desired level of service.
3. Investigate and provide procurement options for the planned and recommended actions.
4. Assess and comment on the risks with the planned and recommended actions.
5. Provide guidance toward 3-5 year capital budget planning for near-term priorities.
6. Provide best-practices for how and when information regarding planned actions, options analysis and risks will be updated.

Task 5. Identifying the Financing Strategy

1. Provide a financial plan in support of the 10-year, 15-year and 20-year implementation plan that shows revenues across multiple confirmed funding streams.

Categorize and identify all planned expenditures as either:

- a. Non-infrastructure solution.
 - b. Maintenance activity.
 - c. Renewal/rehabilitation activity.
 - d. Replacement activity.
 - e. Disposal activity.
 - f. Expansion activity.
2. Gather actual expenditures for the last 3 years, referring firstly to the City's existing documentation.
 3. Identify the confirmed annual funding streams and revenues.
 4. Identify any funding shortfalls and provide recommendations for how to bridge the gap.
 5. Record all assumptions.
 6. Provide best-practices for how and when information regarding expenditures, funding streams and shortfalls will be updated.

SECTION 3. ORGANIZATION

Proponent Organizations

The Delaware/Pattern Team offers a unique partnership of two firms combining their skills and experience in civil engineering and infrastructure, financial analysis, municipal management and urban planning:

Delaware Engineering D.P.C. is a Design Professional Corporation licensed to practice engineering in the State of New York. The firm was originally founded in 1987 as Delaware Engineering Services and was incorporated three years later as a Professional Corporation. We currently have 60 professional, technical and support staff with offices in Albany, Oneonta, Walton, Liberty and Red Hook. Our technical staff is comprised of professional and graduate engineers, senior environmental scientists, chemists, geologists, biologists, planners, computer aided design and geographic information system specialists. Building on a strong background in municipal engineering, principally water and wastewater infrastructure, the firm has expanded to offer a broad range of other services including asset management planning, financial analysis, economic development, grant writing and funding procurement, land use planning, GIS services, environmental review and permitting, and ecological assessments and mitigation. We believe that in many communities modest infrastructure improvements can be leveraged to build comprehensive economic development strategies. Delaware Engineering is a Partnership and our six owners are Dave Ohman P.E, John Brust, Mary Beth Bianconi, Alan Tavenner P.E and Brock Juusola, P.E.

Hudson Valley Pattern for Progress, established in 1965, is a nonprofit policy, planning, advocacy and research organization whose mission is to promote regional, balanced and sustainable solutions that enhance the growth and vitality of the Hudson Valley and its communities. Pattern specifically works on regional issues and consulting projects that help local and county governments to improve operational efficiency, reduce waste and duplication, improve infrastructure and take other strategic actions to attract and retain residents and businesses to contribute to prosperity and quality of life. Pattern's consulting, trainings, conferences and reports engage a wide range of experts, local leaders and stakeholders around issues of government efficiency, housing, gentrification, downtown revitalization, infrastructure, public health, and education.

Pattern is a nonprofit 501©3 corporation overseen by a Board of Directors of extraordinary depth and diversity representing major corporations, institutions and the civic sector in the Hudson Valley. Jonathan Drapkin is the CEO, supervising a staff of six experienced planners, researchers and analysts.

Experience

Delaware Engineering prepares a Preliminary Engineering Report (PER) for each of our infrastructure projects. The PER includes an assessment of the current condition of existing systems, remaining life expectancy, level of service required, alternative upgrade options, a comparison of construction, operation and maintenance and life cycle costs, funding strategies, permitting requirements, and recommendations on preferred alternatives. We recently prepared water and wastewater PERs for the Albany County Sewer District, Village of Athens, Town of Catskill, Town of Duanesburg, Town of Germantown, City of Hudson, Village of Millbrook, Village of Monroe, City of Plattsburgh, and Village of South Glens Falls.

In addition, Delaware has worked with numerous municipalities and agencies to prepare dedicated Asset Management Plans, Master Plans and Rate Studies for their water, wastewater, stormwater and roadway infrastructure. Recent relevant projects include:

- Village of Coxsackie – Delaware prepared a Wastewater Treatment Collection System Asset Management Plan for the Village of Coxsackie as part of the Sanitary Sewer Overflow Abatement and Elimination Plan required by NYSDEC. This plan includes an inventory of collection system piping and manholes, assessment of criticality, condition and life span, prioritization for inspection, rehabilitation and maintenance, rehabilitation/replacement planning, maintenance analysis and planning, and a capital improvement plan.
- Village of Monroe – Delaware prepared a Water Master Plan and Rate Study for the Village of Monroe that evaluates the current water system including the surface water source, groundwater supply wells, treatment plant, storage tanks, pumps and distribution system. It outlines potential new water sources and transmission, treatment and storage options. It provides a priority list of recommended improvements and cost estimates and analyzes future debt service and revenue in order to assist the Village in long term capital planning.
- Sleepy Hollow Lake (SHL) – Delaware conducted an assessment of the 22 mile road system for the Association of Property Owners of SHL. This study included an investigation of the existing condition of all roadways including their surface material and drainage conditions and recommendations for a roadway maintenance plan. A separate culvert inventory and analysis was also prepared with recommendations for replacement and upgrades.
- Catskill Watershed Corporation (CWC) – Community Stormwater Assessments in the NYC West of Hudson Watershed. Delaware prepared Comprehensive Stormwater Retrofit Infrastructure Inventory Assessment and Planning projects for the Villages of Hunter, Margaretville and Fleischmanns, and the Towns of Ashland and Windham. These projects included field investigations of all stormwater infrastructure, creation of a GIS database, identification and prioritization of areas of concern, and recommendations for best management practices to reduce flooding potential and improve runoff water quality.

Pattern for Progress has completed multiple strategic planning contracts through Enhanced Service Agreements. Pattern contracts with local municipalities to research, analyze and develop local strategic plans with recommendations and action plans. The work often includes data collection through surveys, document review, fieldwork and interviews, and analysis with statistics, GIS and other tools. Our work often results in successful applications for local, state and federal grants used to match and leverage private and public resources. This planning work is relevant to identifying external trends that may affect expected levels of service of capital assets and infrastructure. Recent relevant projects include:

- Rockland County Countywide Shared Services Initiative – includes inventory of all highway equipment and possible consolidations among the County’s six sewer districts.
- Efficiency Studies of Clarkstown Highway, Parks, Environmental and Justice Departments – includes review and analysis of capital assets, operating costs, staffing, budget planning and related factors. Special focus on efficiency study of labor and equipment used for loose leaf and yard waste pickup programs.
- Pattern is a respected source of data and analysis of infrastructure issues in the Hudson Valley. Pattern published a comprehensive report in 2016 titled *“Rebuilding our Infrastructure: Got a Spare Billion?”* analyzing transportation, water, sewer and urban infrastructure throughout the Hudson Valley.
- Pattern completed a “White Paper” for the Sullivan County Planning Department that provided an overview of existing economic and community development priority projects throughout Sullivan County, strategies for other potential projects and demographics, trends and statistics.

Project Team

Andy Stewart will serve as Project Manager and Client Liaison for the Asset Management Plan and will be supported by Pattern staff in gathering relevant City documents, inventories and existing plans, interviewing City staff as appropriate, and conducting field investigations to inventory assets. Pattern staff will integrate all existing asset information and work with Mary Beth Bianconi, serving as Project Principal at Delaware. She will lead Delaware’s engineering staff in evaluating capital assets and infrastructure for condition, level of service, life cycle replacement cost and related technical questions. Jonathan Drapkin will provide Quality Assurance/Quality Control for the project. Together, Delaware and Pattern will generate an asset management plan and financing strategy for the City of Beacon. Pattern will communicate regularly with City management, department heads, elected officials or other relevant stakeholders as to the progress of the project, seeking input and feedback whenever needed.

Short summaries of Team members' roles, experience and capabilities are included below and resumes of key members are attached in Appendix A. All proposed Team members are full-time permanent employees of their respective organizations.

Pattern Staff

Jonathan Drapkin, Esq. will provide Quality Assurance/Quality Control for the City of Beacon Asset Management Plan. Jonathan is President and CEO of Pattern where he has developed a large portfolio of programs and projects. Jonathan spent his earlier years in New York City where he worked in the administration of Mayor Ed Koch and as Director of the NYC Council's Office of Oversight and Investigation. As Sullivan County Manager he coordinated the County's first long term plan for roads and bridges. He served as a member of two Governors' Commissions focusing on restructuring local government. Jonathan has also taught government efficiency and effectiveness in Baruch College's Masters Degree in Public Administration for 7 years and most recently served as an adjunct lecturer at Marist teaching a course on the impact of anchor projects on their community. He graduated from Washington University after completing a year abroad at Durham University in Northern England; he then earned a Masters degree in economics from Long Island University, and a law degree from Benjamin Cardozo School of Law. Jonathan has served on the Mid Hudson's Regional Economic Development Council as part of their executive committee since its inception. He co-chaired the \$10 million efforts to revitalize the cities of Middletown and Kingston. During his participation on the REDC he has insured housing remains as part of the regional conversation. In high demand for his deep knowledge of urban dynamics, Jonathan co-chaired a regional effort to amend the environmental review process known as SEQRA; was appointed by Governor Cuomo to serve on the Tappan Zee Bridge's mass transit task force and served on the oversight committee of the Regional Plan Association's effort to create a Fourth Regional Plan for the Tri-State area. During his tenure at Pattern, Jonathan and his staff have been recognized with numerous awards in honor of their efforts to improve the Hudson Valley.

Andy Stewart, PhD, will serve as Project Manager for the Beacon Asset Management Plan and will be the main point of contact with the City. He is Senior Vice President for Research and Analysis at Pattern and will bring his experience in local government, the nonprofit sector and academic research to the project. At Pattern, he works with cities and towns on such issues as local government efficiency, capital planning, and community and economic development, while conducting regional scale research on these and related matters. Before coming to Pattern, Andy served three terms as Town Supervisor in Orangetown, NY, working intensively to cut costs, build green infrastructure, improve public access and promote economic development. He oversaw the sale and commercial redevelopment of 60 acres of former NYS hospital land owned by the Town. Prior to his election, Andy spent eleven years organizing

community improvement, environmental education and litter prevention campaigns as Executive Director of Keep Rockland Beautiful, Inc. His doctoral work in geography at Rutgers University focused broadly on the political and economic aspects of environmental management, with fieldwork in Central America.

Elijah Reichlin-Melnick will assist Andy and be responsible for Data Collection and GIS. Elijah is a Senior Research Planner at Pattern and holds a Masters in City & Regional Planning (with a concentration in Housing & Real Estate) from the Bloustein School of Planning & Public Policy at Rutgers University and a Bachelors degree in History and Government from Cornell University. Prior to joining Pattern he taught elementary school for two years in New Haven, CT, as part of the Teach for America program, then spent seven years working in government and politics in the Hudson Valley, where he served in the Rockland County district offices of Congressman Eliot Engel and Congresswoman Nita Lowey from 2009-2013, handling constituent services, community relations, and coordinating grants. From 2014-2016 he worked as a Special Assistant to Orangetown Town Supervisor Andy Stewart, assisting with all aspects of running the day to day operations of the Town. At Pattern he has led government efficiency/shared service studies for municipalities in Rockland and Dutchess County, and works on a variety of planning and policy related-projects. Elijah is instrumental in demographic research and analysis, playing a vital coordinating role with Pattern's Urban Action Agenda and the development of the Community and Housing Profiles as well as the Westchester County Profile with WBC. He is also highly skilled with GIS mapping.

Robin DeGroat will be responsible for report editing and production. Robin is Vice President of Operations at Pattern. She manages business relations and special projects and oversees all aspects of the organization including membership, sponsorship, event planning, support management, presentation of research and financial administration. Robin plays a critical role with report review, layout, editing and design, scheduling meetings and organizing community forums, as well as preparing presentation slides and materials. Prior to joining Pattern, Robin served as an executive assistant at Bethel Woods Center for the Performing Arts and IBEW Local 1968. Her undergraduate work was done at State University of New York at Buffalo.

Delaware Staff

Mary Beth Bianconi will serve as Project Principal responsible for the Delaware Engineering effort. Mary Beth is a Partner and Senior Project Manager at Delaware and is a member of the Hudson Valley Pattern for Progress Board of Directors. She has a Masters in Regional Planning from SUNY Albany and has over 20 years of experience as a consultant to public and private entities with a focus on infrastructure and economic development. She has expertise in asset management plans, rate studies, tax impact analysis and funding procurement. Mary Beth has conducted several speaking engagements and training workshops for the New York State

Conference of Mayors and Municipal Officials (NYCOM), Dutchess County Planning Federation, NYS Economic Development Council, AIA Westchester Hudson Valley, and RPI Earth Week. Of note is her presentation at the NYCOM 2015 Fall Public Works Training School entitled “*Never Argue About Your Budget Again: Public Infrastructure Master Plans and Asset Management.*”

Brock Juusola, P.E. will be responsible for wastewater infrastructure analysis in the AMP. Mr. Juusola is a Partner and Senior Engineer with 15 years of experience in civil and environmental engineering including project management. With expertise in process and mechanical engineering, he has designed and managed a wide variety of wastewater treatment projects with particular focus on rehabilitation and expansion projects. He specializes in repurposing existing infrastructure to reduce construction costs. He also carefully evaluates the operation and maintenance costs associated with upgrade options to arrive at a design that is a sound investment in terms of sustainability.

Alan Tavenner, P.E. will be responsible for water infrastructure analysis in the Beacon Asset Management Plan. Mr. Tavenner is a Partner and Senior Engineer with 30 years of experience in civil engineering including the planning, permitting, design and construction of municipal water, wastewater, drainage and building projects. Mr. Tavenner has recently served as Project Manager for the design and construction of upgrades to water treatment, storage and distribution systems in many municipalities including the Village of Coxsackie, Town of Greenville, Village of Canajoharie and Village of Monroe.

Alex Hermann, P.E./S.E. will be responsible for the structural analysis of City owned facilities and buildings for the Beacon Asset Management Plan. Mr. Herrmann is a structural engineer and project manager with broad experience in all phases of design and construction management of large scale commercial, industrial, institutional and residential projects. He has a Masters of Structural Engineering from Norwich University, a BS in Civil Engineering from Rensselaer Polytechnic Institute and a BS in Physics from SUNY Albany. Mr. Herrmann is a Registered Professional Engineer in New York and Oregon and a Registered Professional Structural Engineer in Massachusetts and Nebraska.

Lindsay Ostrander will assist in Data Analysis, Report Writing and GIS mapping for the Asset Management Plan. Lindsay has almost 10 years of experience in preparation of water and wastewater engineering reports, grant writing, and permitting and funding applications. She was responsible for the GPS field inventory of the City of Hudson wastewater system and the resulting GIS mapbook. She is a Director and former Chairperson of the New York Water Environment Association (NYWEA) Capital District Chapter. Lindsay has a Bachelors in Environmental Engineering from Rensselaer Polytechnic Institute and is currently working on a Masters in Geographic Information Systems from Johns Hopkins University.

SECTION 4. FEE

The following Cost Proposal is based on the Scope of Services outlined in the City of Beacon's Request for Proposals. The City of Beacon will be billed monthly on a time and materials basis in conformance with the attached Rate Schedules up to a maximum amount payable of **\$60,000**.

DE/Pattern Team Fixed Price Proposal

Task	Scope of Services	Cost
1	General Responsibilities	\$15,000
2	Identifying the Condition of Local Infrastructure	\$20,000
3	Identifying the Expected Levels of Services	\$5,000
4	Identifying the Asset Management Strategy	\$10,000
5	Identifying the Financing Strategy	\$10,000
	TOTAL NOT-TO-EXCEED COST	\$60,000

Delaware Engineering, D.P.C. Hourly Rate Schedule

Billing Category	Rate/Hour
Technical Typist / Administration	\$75 - \$85
Designer, Technician, Construction Inspector	\$95 - \$120
Senior Designer, Technician, Construction Inspector	\$115 - \$135
Senior Construction Manager	\$140 - \$170
Senior Project Manager	\$135 - \$160
GIS Specialist	\$115 - \$135
Engineer / Scientist / Planner I	\$95 - \$135
Engineer / Scientist / Planner II	\$135 - \$150
Engineer / Scientist / Planner III	\$140 - \$155
Senior Engineer / Scientist / Planner I	\$145 - \$160
Senior Engineer / Scientist / Planner II	\$155 - \$170
Senior Engineer / Scientist / Planner III	\$170 - \$190
Principal Engineer / Scientist / Planner	\$185 - \$205

**Pattern for Progress
Hourly Rate Schedule**

Name	Rate/Hour
Jonathan Drapkin	\$200
Andy Stewart	\$150
Elijah Reichlin-Melnick	\$100
Robin DeGroat	\$75

**Delaware Engineering, D.P.C.
Reimbursable Expenses**

1. Mileage @ Federal Rate
2. Travel Expenses (Lodging, Meals) @ Federal Per Diem Rate
3. Telecommunications @ Cost
4. FedEx, UPS, US Postal, Courier @ Cost
5. Other allowable costs @ Cost (Plan Reproductions, Photographs, etc.)
6. In-House Printing:

	<i>B&W</i>	<i>Color</i>
A size - 8½" x 11"	\$ 0.0375	\$.375
B size - 11" x 17"	\$ 0.10	\$ 1.00
D size - 24" x 36"	\$ 0.50	\$ 5.00
E size - 36" x 48"	\$ 1.00	\$ 10.00
other sizes	\$ 0.10/s.f.	\$ 2.50/s.f.

APPENDIX A. KEY STAFF RESUMES

Andy Stewart, Ph.D.
68 Sickles Ave, Nyack, NY 10960
845-729-5590 • andy10960@gmail.com • [LinkedIn](#)

Andy has worked in government, the nonprofit sector and academia. He is an enthusiastic and practical problem-solver and leader who believes strongly in the value of aligning interests and finding sustainable solutions through collaboration.

SELECTED SKILLS

- | | |
|--------------------------------|---------------------------------|
| • Government Relations | • Writing and data analysis |
| • Team leadership | • Fundraising and grant writing |
| • Project management | • Spanish language |
| • Public speaking and teaching | • Campaign management |
| • Stakeholder alignment | • Land use planning |
-

PROFESSIONAL EXPERIENCE

SENIOR VP FOR RESEARCH AND ANALYSIS, HUDSON VALLEY PATTERN FOR PROGRESS, NEWBURGH, NY 2018-present

Consultant in government efficiency and stakeholder engagement.

TOWN SUPERVISOR, TOWN OF ORANGETOWN, NY 2012-2017

Three term elected supervisor of historic Hudson River town. Duties include: Supervise ten people overseeing staff of 300; lead town board meetings; develop annual budget of \$65-70M; manage crisis communications; coordinate community participation; advocate organizational interests to all external agencies; write grants; facilitate senior staff team meetings; recruit and manage volunteers; research and launch policy initiatives; promote economic development; negotiate labor, vendor and partnership agreements.

- Cut annual losses at two town golf courses by \$1M through private partnership.
- Converted 2260 street lights to LED bulbs, saving \$400,000 on annual energy costs.
- Planned redevelopment of vast former NYS hospital land with focus on data centers, movie studios, municipal facilities and waterfront parkland.
- Won \$6M in NYS grants for sidewalks, green infrastructure, bike paths and bridges.
- Implemented capital planning process including design of a new town hall.

Advocated for Town as Member of:

- Rockland Business Association, 2001-present
- Rockland County Solid Waste Management Authority, Board Member 2012-present
- Rockland County Sewer District #1, Commissioner, 2012-present

- Town Supervisors Association, Member, 2012-present
- Rockland County Task Force on Water Resources Management, 2014-present
- Planning Board, Member, Town of Orangetown, NY, 2009-2011
- Rockland Municipal Planning Federation, 2009-present

EXECUTIVE DIRECTOR, KEEP ROCKLAND BEAUTIFUL

2001 – 2011

Increased annual budget by 95% through grants, corporate sponsors and membership drives. Branded organization as go-to hub of environmental education and neighborhood improvement activities for metropolitan county of 300,000 residents. Forged partnerships with business, school, government and civic groups to fund and implement programs. Coordinated Great American Cleanup campaign in Rockland County and on Hudson River shorelines, involving 2000 volunteers and program of corporate sponsorships, volunteer recognition events, publicity materials and media relations.

ADJUNCT, BARD COLLEGE CENTER FOR ENVIRONMENTAL POLICY

ADJUNCT, VASSAR COLLEGE GEOGRAPHY DEPT - Political and economic geography

ADJUNCT, PACE UNIVERSITY, RAMAPO COLLEGE, RUTGERS UNIVERSITY

EDUCATION

Ph.D., Geography, RUTGERS UNIVERSITY, New Brunswick, NJ

B.A., Science in Society, WESLEYAN UNIVERSITY, Middletown, CT

CERTIFICATIONS AND PROFESSIONAL TRAININGS

Rockland Municipal Planning Federation, Land Use Board Trainings, 2009 - present

Watershed Institute, Columbia, SC, Center for Watershed Protection, 2009

Leadership Rockland, 2006

Pace University Land Use Leadership Alliance, 2006

SELECTED COMMUNITY INVOLVEMENTS

Blauvelt Lions Club; Nyack NAACP; Grace Church Community Breakfast.

JONATHAN DRAPKIN

173 Bowers Road

Rock Hill, New York 12775

Home: 845-796-2659

Email: jdrapkin@hvc.rr.com

PROFESSIONAL EXPERIENCE:

Pattern for Progress

Newburgh, New York

President/CEO

2006 – Present

- Chief Executive Officer for nine-county not-for-profit policy organization, whose mission is improving the quality of life by promoting regional solutions for the greater Hudson Valley.
- Manage, devise, and implement all elements of the organization's research and programmatic plan of work.
- Prepare, manage, and implement budget, fiscal, and development plan on behalf of the organization's finances.
- Serve as Pattern's spokesperson to the media, government, and community organizations.
- Provide staff work on behalf of the organization's 37 member Board of Directors and its standing committees.
- Developed and directs annual training program for 20 mid career professionals in regionalism.
- Developed consulting component in support of organization's mission.
- Increased organization's budget by 110%; more than doubled the reserve fund of organization
- Pattern has been recognized six times during this period by other Hudson Valley organizations
- Serve on the Executive Committee and as a member of the Mid-Hudson Regional Economic Development Council since its inception in 2011.

Gerry Foundation

Liberty, New York

Executive Director

2000 – 2006

The Gerry Foundation is a \$135 million family foundation whose primary mission is the betterment of Sullivan County, New York. The Foundation's major initiative has been the successful development, creation, and organization of a performing arts center – Bethel Woods - at the site of the original Woodstock Festival in Bethel, New York.

- During six and a half years responsibilities changed to fit the organic structure of the project. Initially starting by leading the permitting, development, and conceptualization of the Arts Center, as the operational staff was integrated, responsibility shifted to primarily external affairs on behalf of the Foundation and Performing Arts Center. Those functions included government relations on a Town, County, State and Federal level, community affairs, press relations, grant research, administration, and procurement.
- Developed and maintained relations with Foundations in the Hudson Valley and throughout New York State; served as a member of the Funder's Network for the Mid-Hudson Valley.

- Part of the two person team leading all aspects of the development of the Art Center's second facility, a 40,000 square foot Interpretive Center/Museum to recount the story of the 1969 Woodstock Festival and the decade of the 60's.
- Conceived of and implemented a community revitalization project that partnered with Cornell University leading to the creation of a Local Development Corporation for the Village of Liberty.
- Successfully created and managed several programs designed to enhance the quality of life in Sullivan County.
- Served as the Foundation's representative to numerous boards and commissions throughout Sullivan County, the Hudson Valley, and New York State.

County of Sullivan, New York State

County Manager

1996 – 2000

- Chief Executive Officer for county government of \$136 million dollar budget and 1100 full-time and 300 part-time employees.
- Restructured numerous divisions, departments and agencies to increase their efficiency and effectiveness; reduced the size of the county workforce.
- Significantly improved county's fiscal position as manifested by two improvements in the county's bond rating; increased sales and mortgage tax collections; elimination of the use of TANs and a significant increase to the fund balance.
- Adopted budgets that reduced the tax levy over a four-year period.
- Creation of numerous initiatives such as management training programs; the county's first Visitor Association; several aesthetic improvement programs; restructuring and consolidation of human services.
- Successfully coordinated creation of the county's first economic development strategy; result was the first significant state grant to the county government; many of its elements have been successfully implemented.
- Most significantly, led a transition in how the county thinks of itself and how others think of it externally in order to foster positive change.

New York City Council

Director – Office of Oversight and Investigation

1989 – 1996

- Managed a professionally diverse staff that designed and conducted performance evaluations of city agencies and programs for the Speaker of the City Council and Council committees.
- Created the first oversight hearings on the Mayor's semiannual management reports.
- Reviewed local legislation to ensure that it was implemented in accordance with the Council's mandate.
- Researched and investigated management issues on behalf of the 51 Council Members and produced oversight hearings and reports for Council committees.
- Advised and provided written and oral briefings to the Speaker and other Council Members on citywide and agency-specific management issues.
- Interacted daily with agency officials, members of the media, advocacy groups, not-for-profit organizations and lobbyists.
- Testified before Council committees on research findings of management and performance reviews.

Baruch College
Executive MPA Program

Adjunct Lecturer – Urban Service Delivery

Spring 1995 – 2001

- Taught students to think creatively and critically about the delivery of public services and what are the most effective and efficient ways to provide them.
- Topics include the use of performance measurements – their value and limitations; the role of competition; privatization as an option; implementing management reforms; and organizational alternatives in the delivery of services.
- Course was consistently ranked among the highest in the program by students.

Baruch College
Department of Public Administration

Adjunct Lecturer – Introduction to Public Administration

Summer 1992

Office of the Mayor, City of New York
Office of the Criminal Justice Coordinator

Legislative Counsel

1987 – 1989

- Formulated the Mayor's criminal justice legislative program and lobbied for its passage.
- Analyzed and commented on city, state and federal criminal justice legislation.
- Coordinated city agencies' positions on legislation.
- Chaired monthly meetings of criminal justice agency counsels and the Mayor's Substance Abuse Task Force's subcommittee on legislation.
- Represented the Mayor before federal, state and local agencies.
- Created and oversaw a comprehensive inter-agency program to expedite New York City's parole revocation hearing process to reduce jail overcrowding.

Assistant Counsel

1984 – 1987

- Researched, evaluated and analyzed criminal justice issues and program initiatives to enhance the delivery of these services citywide.
- Coordinated staff efforts to research the implications, and implementation, of the Mayor's recommended merger of the three New York City police forces.

Klein and Heisler
New York, New York

Associate

1983

- Prepared memoranda of law, engaged in motion practice and made court appearances in the areas of landlord/tenant, probate and domestic relations law.

PROFESSIONAL DEVELOPMENT PROGRAMS:

- Cornell University Training in Rural Economic Development – week long certificate program 2001
- Leadership New York IV –Participant in full year leadership training program sponsored by the New York City Partnership and the CORO Foundation; 1992 – 1993
- Publicworks Forum – Board member of nonprofit organization designed to foster leadership among New York City's government, business and nonprofit sectors; 1987 – 1989; member 1985 – 1987
- Conflict Management Resources, Inc. –Completed training in Community Mediation as Certified Trained Mediator-October 1985
- New York City Urban Fellow – Placement with the New York City Council President Carol Bellamy; specialized in the capital budget and construction process; 1978 – 1979
- National Science Foundation Traineeship in Economics – Recipient of full scholarship for Master's degree in economics; teaching, assistant; 1977 – 1978

AWARDS:

Pattern Recognition:

- Council of Industry Manufacturing Champion Award (2016)
- Hudson River Housing's Community Builders Award (2014)
- Rockland Business Association President's Award (2013)
- Orange County Association of Realtors-Recipient of Excellence in Innovation award, which recognizes "exceptional initiative in processes, products, technology and service delivery related to the real estate industry" (2009)
- Orange County Chamber of Commerce- President's Award (2009)

Previous Recognitions:

- Sullivan County Partnership for Economic Development – Recipient of 2006 Distinguished Service Award for fostering the creation of multiple new programs and initiatives as well as significantly increasing both its funding and membership.
- Liberty Chamber of Commerce Recipient of the 2004 Community Spirit Award for the creation and support of the Liberty Community Development Corporation.
- Sullivan County Partnership for Economic Development – Recipient of the 2001 Walter Rhulen Award for "Business Community and Humanity." This is the organization's highest award for leadership in the business community.
- Sullivan County Chamber of Commerce – Recipient of the 2000 "Distinguished Service Award" for extraordinary dedication and service to Sullivan County.
- American Society for Public Administration – Recipient of 1996 "Luther Gulick Public Service Award" for Outstanding Administrator by the New York Metropolitan Chapter.

PRIOR BOARD SERVICE:

- Facilitator-Ulster County Executive's Economic Development Task Force
- Member-Westchester Medical Center Task Force; Chair- subcommittee on Economic Development
- Chairman - Sullivan County Partnership for Economic Development – Board of Directors
- Member - Sullivan County Visitors Association – Board of Directors
- Member - Sullivan County Workforce Investment Board of Directors
- Member - Mid-Hudson Pattern for Progress, Board of Directors
- Member - Governor's Task Force on Local Government Reform 2002
- Chairman - Strategic Planning Committee - Rock Hill Business and Community Association
- Director - Sullivan County's Joint Economic Team
- Member – Governor Spitzer's Commission on Local Government Efficiency and Competitiveness
- Member – Hudson Valley Economic Development Corporation Board of Directors

EDUCATION:

Juris Doctor – Benjamin N. Cardozo School of Law, New York, NY; 1982

M.A. Economics – Long Island University, Brooklyn, NY; 1979; GPA 4.0; Thesis: "An Analysis of New York City's Capital Needs and Construction Process"; Recipient of National Science Foundation's Traineeship (full scholarship)

A.B. Government – Washington University, St. Louis, Missouri; 1977; graduated with honors; Junior Year Abroad, Durham University, England



INFRASTRUCTURE:

- Orange County Sewer District No. 1, Regional Approach to Wastewater Treatment Capacity, Orange County
- Saratoga County Sewer District No. 1, District Expansion and North Plant Planning, Saratoga County
- Guilderland – Rotterdam Water Interconnect, Albany County
- Town of East Greenbush Wastewater Treatment Plant Upgrade and Hampton Manor Water System Evaluation, Rensselaer County
- Village of Cooperstown Wastewater Treatment Plant Upgrade and Doubleday Field Improvements, Otsego County
- Town of Catskill Wastewater Collection System, Greene County
- Town of Duanesburg Wastewater Collection System, Schenectady County
- Town of New Baltimore Wastewater System Upgrades, Greene County
- Town of Germantown Wastewater Treatment Plant Upgrade, Columbia County
- The Association of Property Owners of Sleepy Hollow Lake Wastewater System Upgrades, Greene County
- Village of South Glens Falls Water and Wastewater System Improvements, Saratoga County
- Town of Hartwick Water System Improvements, Otsego County
- City of Hudson, ARRA Wastewater Treatment Plant Upgrade
- Village of Monroe Water Master Plan and Rate Restructuring, Orange County
- Water and Sewer Rate Analyses: Town of East Greenbush and Villages of Monroe, Canajoharie, Chatham, Fishkill and Stillwater, and Rensselaer, Orange, Montgomery, Columbia, Dutchess and Saratoga Counties
- Village of Cocksackie Water and Wastewater System Upgrades, Greene County
- Village of Liberty Water and Wastewater System Upgrade, Sullivan County
- Village of Canajoharie Wastewater Treatment Plant Efficiency Project, Montgomery County
- Town of Windham, NYCDEP New Infrastructure Program, Wastewater Facilities, Windham and Hensonville, Greene County
- Village of Hunter, NYCDEP New Infrastructure Program, Wastewater Facilities, Hunter, Greene County

PROFILE:

Mary Beth Bianconi is a Partner and Senior Project Manager with over 20 years of experience as a consultant to public and private entities with a focus on infrastructure and economic development. She applies her expertise to conceptualizing, permitting and financing small and large scale municipal infrastructure projects as well as providing assistance to community planning and zoning boards in conducting site plan, subdivision and variance reviews in conformance with local and state codes, the State Environmental Quality Review Act (SEQRA) and, if necessary, the National Environmental Policy Act (NEPA).

EDUCATION:

MRP, Master of Regional Planning, State University of New York at Albany, 2011

BA, State University of New York at Geneseo, 1989

Hudson Valley Pattern for Progress Fellows Program 2016-2017

PROFESSIONAL AFFILIATIONS:

Hudson Valley Pattern for Progress Board of Directors, 2017

EMPLOYMENT HISTORY:

Delaware Engineering, D.P.C., Albany, NY: 2005- Present

Veolia Water, NA, Houston, TX: 2004-2005

Delaware Engineering, P.C., Albany, NY: 1998-2004

Rust Environment & Infrastructure, Albany, NY: 1996-1998

Chas. H. Sells, Inc., Bedford Hills, NY: 1991-1996

C.T. Male Associates, P.C., Latham, NY: 1990

Gates Hudson, Sterling, VA: 1989



SEQR & ECONOMIC DEVELOPMENT:

- Hyde Park Town Center Plan, Town of Hyde Park, Dutchess County, Funded by NYSDERDA Cleaner Greener Communities
- Oneonta Railyards, Economic Development Master Planning and Generic Environmental Impact Statement, County of Otsego Industrial Development Agency
- Soldier On Ann Lee Home Facility, Albany County
- Fountain Flats Commerce Park, Town of Coxsackie, Greene County, Economic Development Master Planning and Generic Environmental Impact Statement, Greene County Industrial Development Agency
- Exit 21B Destination Retail Project, Towns of Coxsackie and New Baltimore, Greene County, Generic Environmental Impact Statement, Greene County Industrial Development Agency
- Pony Farms Industrial Park Economic Development Master Planning and SEQR, Town of Oneonta, Otsego County, County of Otsego Industrial Development Agency
- Greene County Regional Infrastructure Inventory, County-wide, Funded by NYS Empire State Development
- Beekman Town Center Infrastructure Study, Town of Beekman, Dutchess County
- SEQR Review and Local Regulatory Review Assistance: Town of Thompson, Sullivan County; Town of Harpersfield, Delaware County; Towns of Catskill, Cairo, Coxsackie, Greenville, Hunter, and Windham and Villages of Coxsackie and Tannersville in Greene County; Town of Amsterdam, Montgomery County
- Hunter Mountain West Expansion, Peak Resorts, Hunter, Greene County
- Greene County New Jail, Greene County
- Planning Reviews and SEQR Support for Resorts World (Casino) and Thompson Education Center, Town of Thompson, Sullivan County
- Planning Reviews and SEQR Support for Commercial Solar Installations in Greene and Delaware Counties

SPECIAL PROJECTS:

- Greene County Emergency Communications Infrastructure
- Highway Garages, Town of Windham, Greene County and Town of Wawarsing, Ulster County
- Excess/Shared Parking, Catskill, Greene County
- Intermunicipal Agreements: Village of Castleton-on-Hudson/Town of Schodack; Town of Guilderland/Town of Rotterdam; Village of Catskill/Town of Catskill; Village of Coxsackie/Town of Coxsackie; Village of Coxsackie/Town of New Baltimore; Town of Amsterdam/ City of Amsterdam

SELECTED SPEAKING ENGAGEMENTS:

- New York State Conference of Mayors and Municipal Officials (NYCOM) Public Works Training School Speaker:
 - 2018 – Drainage Districts
 - 2017 – Grants
 - 2016 – Infrastructure Plans of Finance
 - 2015 – Infrastructure Master Plans & Asset Management
 - Dutchess County Planning Federation Speaker: How to Read a Site Plan, 2009 & 2016; Site Plan Review for Accessibility, 2017
 - AIA Westchester Hudson Valley Speaker: Site Plan Review for Accessibility, 2017
 - RPI Earth Week Speaker: Gray Vs. Green Infrastructure, 2016
 - NYS Economic Development Council Speaker: Developing Shovel Ready Sites, 2016
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WATER:

- Tuxedo Reserve Water System, Project Engineer/Manager, Town of Tuxedo, Orange County
- Saratoga County Water Authority WTP Upgrades, Project Engineer/Manager, Town of Moreau, Saratoga County
- Water Storage, Pumping and Distribution Improvements, Project Engineer/Manager, Town of Amsterdam, Montgomery County
- Town of East Greenbush Joint Water System Improvements, Project Engineer, Rensselaer County Water and Sewer Authority, Rensselaer County
- West End Water District Extension, Project Engineer, Town of Guilderland, Albany County
- APO of Sleepy Hollow Lake Water Treatment and Distribution System, Systems Engineer, Greene County
- Water Distribution Upgrades, Project Manager, Town of Waterford, Saratoga County

WASTEWATER:

- Kent Manor Wastewater Treatment Plant Construction, Project Engineer/Manager, Town of Kent, Putnam County
- Meadows at Deans Corners Wastewater Treatment Plant Construction, Project Engineer/Manager, Town of Southeast, Putnam County
- Village of Canajoharie Wastewater Treatment Plant Upgrades, Project Engineer, Village of Canajoharie, Montgomery County
- Tuxedo Reserve Wastewater Treatment Plant, Project Engineer/Manager, Town of Tuxedo, Orange County
- City of Hudson Wastewater Treatment Plant Upgrades, Project Engineer/Manager, City of Hudson, Columbia County
- Village of Athens Wastewater Treatment Plant Upgrades, Project Engineer/Manager, Village of Athens, Greene County

STORMWATER:

- Lake Street Rehabilitation, Project Engineer, Village of Fleischmanns, Delaware County

PROFILE:

Mr. Juusola is a Senior Project Manager with almost 15 years of experience in a wide variety of water, wastewater and municipal engineering projects. His experience ranges from serving as the project engineer on a 43 million gallon per day wastewater treatment plant upgrade to dealing with day-to-day construction challenges as a construction inspector. Mr. Juusola's experience in all phases of a project, from planning to design to construction, results in a broad outlook with a balanced and realistic approach. His areas of expertise include water and wastewater process engineering and optimizing and retrofitting existing infrastructure.

EDUCATION:

BS, Civil Engineering, University of Minnesota, 2003

CERTIFICATIONS AND TRAINING:

Licensed Professional Engineer in New York (License #086662-1)

40-hour HAZWOPER Trained (40 CFR 1910.120) and Confined Space certification

PROFESSIONAL AFFILIATIONS:

American Society of Civil Engineers

New York Water Environmental Association

Water Environment Federation



WATER:

- Water Filtration Plant, Coxsackie, NY, Engineer
- Water System Improvements, Middleburgh, NY, Project Manager/ Lead Engineer
- Water System Improvements, Village of Hunter, NY, Engineer/ Project Manager
- New Water System, Town of Ashland, NY, Engineer
- Water System Improvements, Windham, NY, Engineer
- Water System Improvements, Greenville, NY, Project Manager/ Engineer

WASTEWATER:

- Wastewater Extension and Plant Rehabilitation, Town of Greenville, NY, Engineer
- Wastewater District Formation and Construction, Catskill, NY, Lead Engineer/ Project Manager
- Wastewater System Improvements, Catskill, NY, Project Manager
- Wastewater Plant Evaluation and Modification, Village of Canajoharie, NY, Lead Engineer

MUNICIPAL BUILDINGS:

- Firehouse Addition, McKownville Fire Department, Guilderland, NY, Engineer
- New Municipal Complex, Town of Blenheim, NY, Engineer
- New Highway Garage/ Town Hall, Town of Fulton, NY, Engineer/ Designer

SPECIAL PROJECTS:

- Main Street Revitalization and Gateway Improvements, TEA-21 Grant Implementations, Village of Schoharie, NY

PROFILE:

Mr. Tavenner has over 30 years of experience in the planning, permitting and design of environmental projects including municipal water, sewer, drainage, and building projects. He is also highly experienced in investigation, feasibility studies, and design of remedial measures for polluted industrial sites.

EDUCATION:

MS-Civil Engineering, University of Missouri, Columbia (May 1985)

BS-Geological Engineering, University of Missouri, Rolla (May 1983)

CERTIFICATIONS:

Professional Engineer, New York State (License # 068083), March 1991

EMPLOYMENT HISTORY:

1998-present: Delaware Engineering,

1995 - 1998: RUST Environment & Infrastructure, Albany, New York

1989 - 1995: Dunn Geoscience Corporation, Albany, New York

1985 - 1989: U.S. Environmental Protection Agency, Superfund Branch, Dallas, Texas



MUNICIPAL BUILDINGS:

- Town Hall Renovations and Highway Garage Construction, Fulton Municipal Complex, Schoharie County, New York, Structural Engineer
- West Fulton Fire House Upgrade and Redesign, Schoharie County, New York, Designer and Structural Engineer
- Wawarsing Highway Garage Upgrade, Ulster County, New York, Structural Engineer

EDUCATIONAL INSTITUTIONS:

- University Buildings and Dormitories, Froelich Engineers, Inc., Portland, Oregon, Project Manager/ Engineer
- University of Oregon Bean Hall Residence Hall Upgrades, Eugene, Oregon, Structural Engineer
- Reynolds High School Renovations and Upgrades, Troutdale, Oregon, Project Manager
- Design and Detail of building demolition and reconstruction, Carleton College, Northfield, Minnesota, Structural Analyst

SPECIAL PROJECTS:

- Lake Street Rehabilitation, Project Engineer, Village of Fleischmanns, Delaware County

PROFILE:

Mr. Herrmann is a project manager and professional structural engineer with expertise in the analysis, design and detailing of various types of gravity and lateral building systems utilizing wood, masonry, concrete and steel. He has broad experience in all phases of design and construction management of large scale commercial, industrial, institutional and residential projects. His work experience includes structural analysis and design, project management and collaboration across engineering disciplines, preparation of drawings and specifications, review of construction submittals, field inspections and communications with clients and contractors. He is experienced in advanced analysis including flexible, semi-rigid and rigid diaphragm analysis, drift and stiffness calculations, and dynamic and non-linear analysis. Mr. Herrmann is also proficient in the use of structural analysis software packages and is very familiar with applicable building codes and standards (ACI, AISC, NYSBC, IBC).

EDUCATION:

Master of Structural Engineering, Norwich University, 2015

BS, Civil Engineering, Rensselaer Polytechnic Institute, 2013

BS, Physics, State University of New York at Albany, 2011

American Concrete Institute

Rensselaer Polytechnic Institute, Senior Capstone Mentor

CERTIFICATIONS AND TRAINING:

Registered Professional Engineer in New York and Oregon

Registered Structural Engineer in Massachusetts and Nebraska

PROFESSIONAL AFFILIATIONS:

American Society of Civil Engineers

American Institute of Steel Construction

American Concrete Institute

Rensselaer Polytechnic Institute, Senior Capstone Mentor



PROJECT FINANCING EXPERIENCE:

- Town of Guilderland/Town of Rotterdam Water Interconnection
- Town of East Greenbush WWTP Upgrade
- Village of Cocksackie Water and WWTP Upgrades
- Village of Millbrook Water and WWTP Upgrades
- Village of South Glens Falls Water and Wastewater Collection Upgrades
- Village of Mt. Kisco Water System Upgrades
- Village of Middleburg WWTP Upgrade
- Village of Sharon Spring Water and WWTP Upgrades
- Town of Germantown WWTP Upgrade
- Town of Greenville Wastewater System Upgrade
- Town of Cairo Water and WWTP Upgrades
- Town of Catskill Wastewater Collection System
- Town of Duanesburg SD #3
- Town of New Baltimore WWTP Upgrade

GRANT AND TECHNICAL WRITING EXPERIENCE:

- Town Comprehensive Plan Update, Town of Germantown, Germantown, NY, Grant/Technical Writer,
- NYSDOS Local Waterfront Revitalization Planning Grant, CFA 2015, Germantown, NY, Grant/Technical Writer
- OPRHP Environmental Protection Fund Municipal Grant, Catskill, NY, Grant/Technical Writer
- NYSEFC and NYSDOH CWSRF and DWSRF Funding Applications, Multiple Municipalities, Grant/Technical Writer
- USDA Grant Applications, Village of Liberty, NY, Grant/Technical Writer

PROJECT EXPERIENCE:

- NYS Office of the State Comptroller Approval, Multiple Municipalities, Engineer
- Mapping of Combined Sewer System, City of Hudson, NY, Engineer
- Hunter Corridor Regional Planning Study, Hunter, NY, Engineer
- Ashland CWC Stormwater Assessment, Ashland, NY, Engineer

PREVIOUS EXPERIENCE:

- Public Service of New Hampshire (PSNH), Manchester, NH, GIS Technician
- QCQA Labs, Inc., Schenectady, NY, Technician

PROFILE:

As part of the engineering group, Ms. Ostrander is responsible for assisting senior engineers and management in various companywide projects. She has contributed to water and wastewater projects through preparation of engineering reports permit applications and associated mapping services. She performs tasks related to NYSHPO approval, NYSEQR and USDA, NYSEFC, and NYSDOH Grant and Loan applications and administration.

EDUCATION:

BS, Environmental Engineering, Rensselaer Polytechnic Institute, 2009

MS, Geographic Information Systems, Johns Hopkins University, expected 2019

CERTIFICATIONS AND TRAINING:

4-hour NYS Erosion and Sediment Control Training

Nuclear Gauge Safety Training Program (Troxler)

Certified NYS HMA Density Testing Inspector

PROFESSIONAL AFFILIATIONS:

New York Water Environment Association – Capital Chapter Young Professional Chairperson