

Tinti, Elisa

From: Noble, Steve
Sent: Wednesday, July 14, 2021 11:41 AM
To: Alderman
Subject: Late Communication: State and Local Coronavirus Fiscal Recovery Fund Consultant
Attachments: ARPA Committee Report.pdf; Laberge 2021 Fee Cost Proposal Economic Recovery Plan City of Kingston 0....pdf; Laberge Group Proposal.pdf

Dear Council Members,

I wanted to share that the City recently issued an RFP for consultant services for the development of an Economic Recovery Plan related to our City's \$17.3 million federal allocation. We received five proposals and after a review and interview process, unanimously chose Laberge as the best firm to assist the city in our efforts. The development of this plan will provide the opportunity for community members, staff, and the common council to be engaged in this process while also helping to build a once in a lifetime economic recovery plan, ensuring that the City leverages this funding to the best of its ability. As part of the plan development, Laberge will also provide an independent staffing analysis to make sure the City of Kingston has the ability to manage and implement this funding over the next five years.

The cost of this work is \$99,250 with additional reimbursable expenses estimated at \$5,000. I am requesting a transfer in the amount of \$105,000 to cover the cost of this project. These costs will be reimbursable from the City's State and Local Coronavirus Fiscal Recovery Fund program (SLFRF) allocation.

Please see the attached proposal as well as fee schedule for this project.

I would like to request that this late communication be placed on the agenda of a special finance committee meeting, which could be held the last week of July in order to allow Laberge to answer any questions you may have about this work.

Respectfully Submitted,

-Steve

Steven T. Noble
Mayor, City of Kingston
420 Broadway
Kingston, NY 12401
845-334-3902
www.kingston-ny.gov

1THE CITY OF KINGSTON COMMON COUNCIL

FINANCE AND AUDIT
COMMITTEE REPORT

REQUEST DESCRIPTION

INTERNAL TRANSFER _____
AUTHORIZATION _____
CLAIMS _____

CONTINGENCY TRANSFER _____
BUDGET MODIFICATION ^x _____
ZONING _____

TRANSFER _____
BONDING REQUEST _____
OTHER _____

DEPARTMENT: Mayor

DATE: 7/14/2021

Description: Request the following 2021 budgetary transfer to provide funding for the development of a comprehensive Economic Recovery Plan for the City's American Rescue Plan Act allocation.

To: A16995.14.5411 Consultants \$105,000

From: A16995.24.44089 American Rescue Plan Grant \$105,000

Estimated Financial Impact: \$0

Signature _____

Motion by _____

Seconded by _____

Action Required:

SEQRA Decision:

Type I Action _____

Type II Action _____

Unlisted Action _____

Negative Declaration of Environmental Significance: _____

Conditioned Negative Declaration: _____

Seek Lead Agency Status: _____

Positive Declaration of Environmental Significance: _____

<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott Childress, Ward 3, Chairman	<input type="checkbox"/>	<input type="checkbox"/>
Don Tallerman, Ward 5	<input type="checkbox"/>	<input type="checkbox"/>
Anthony Davis, Ward 6	<input type="checkbox"/>	<input type="checkbox"/>
Michele Hirsch, Ward 9	<input type="checkbox"/>	<input type="checkbox"/>
Steven Schabot, Ward 8	<input type="checkbox"/>	<input type="checkbox"/>

FEE / COST PROPOSAL

Laberge Group is pleased to propose the following Cost Proposal for the Scope of Work detailed in Section III of this proposal, including:

YEAR ONE

PHASE 1: FUNDING NEEDS ASSESSMENT

- TASK 1:** Project Initiation
- TASK 2:** community Engagement Planning
- TASK 3:** Plan Review
- TASK 4:** Community Engagement Activities
- TASK 5:** Funding Needs Assessment

PHASE 2: PROJECT PRIORITIES & IMPLEMENTATION

- TASK 6:** Project Research and Vetting
- TASK 7:** Conceptual Level Cost Estimation
- TASK 8:** Assessment of Exiting Administrative and Staff Capacity at the City
- TASK 9:** Economic Recovery Plan and Project Implementation Strategy Development

PHASE 3: FEDERAL COMPLIANCE AND REPORTING

- TASK 10:** Federal Compliance and Reporting

The fee proposed for these services is \$99,250 plus reimbursable expenses, representing approximately 700 consultant hours at a blended staff rate of \$140/hour. Please refer to the Standard Rate chart on the following page for hourly rates by category.

YEARS TWO – FIVE

PHASE 4: ONGOING PROJECT IMPLEMENTATION, COMPLIANCE, AND FUNDING ADMINISTRATION

- TASK 11:** Ongoing Project Implementation
- TASK 12:** Ongoing Compliance and Funding Administration

The preliminary fee proposed for Phase 4 services is up to \$50,000* per year plus reimbursable expenses, representing approximately 360 consultant hours at a blended staff rate of \$140/hour.

* As noted in the Scope of Work detailed in Section II of this proposal, this preliminary fee is subject to a refinement of the Scope of Work based on discussions with City leadership as well as assessments of current and future City staffing capacity to provide ongoing project implementation services and ongoing compliance/funding administration through 2026. This research will enable us to determine precisely which services will be required from Laberge Group and to amend the fee accordingly. In the interim, this estimate may be used for budgeting purposes.

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STANDARD HOURLY RATE SCHEDULE

EFFECTIVE JANUARY, 2021

TECHNICAL CATEGORY

Officer, Principal, Architect, Engineer, Planner, Surveyor, CPA	175 – 250
Engineering-Project Managers	140 – 240
Architecture-Project Managers	135 – 200
Surveying-Project Managers	135 – 175
Planning-Project Managers	135 – 200
Engineers	100 – 170
Architects	100 – 145
Landscape Architects	95 – 130
Interior Designers	90 – 120
Planners/Community Developers	90 – 135
Surveyors - Party Chief/Instrument Person	65 – 100
Surveyors (NYS Prevailing Rate Work)	100 – 140
Engineering Technicians	90 – 140
Architectural Technicians	90 – 135
Surveying Technicians	90 – 135
Planning/Community Development Technicians	90 – 130
Interior Design Technicians	90 – 125
Resident Managers	95 – 150
Project Representatives	75 – 140
Financial/Fiscal/Administration/Accounting	60 – 235
Project Coordinator	80 – 110
Administrative Assistants	60 – 125

NOTES:

1. Rates based on range of Direct Personnel Expense (DPE) plus 1.7 DPE.
2. All rates subject to change without notice due to salary increases, State or Federal requirements or new personnel.
3. Reimbursable Expenses (other than Labor) shall be compensated at the actual cost thereof, plus an additional \$0.20 per dollar incurred.



City of Kingston, NY

Economic Recovery Plan

Consultant Services - RFP# K21-06

FEE / COST PROPOSAL

June 23, 2021 - 11:00 a.m.

Laberge
ENGINEERING
ARCHITECTURE

Group
SURVEYING
PLANNING

4 Computer Drive West | Albany, New York 12205

Project Contact: Ms. Nicole T. Allen, AICP, Planning Services Manager
Ph (518) 458-7112 | Fx (518) 458-1879 | nallen@labergegroup.com

Persons Authorized to Bind Laberge Group:

Mr. Richard F. Laberge, P.E., President | rlaberge@labergegroup.com

Mr. Ronald J. Laberge, P.E., Executive Vice President | rjlaberge@labergegroup.com
Ph (518) 458-7112 | Fx (518) 458-1879

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City of Kingston, NY

Economic Recovery Plan

Consultant Services - RFP# K21-06

June 23, 2021 - 11:00 a.m.

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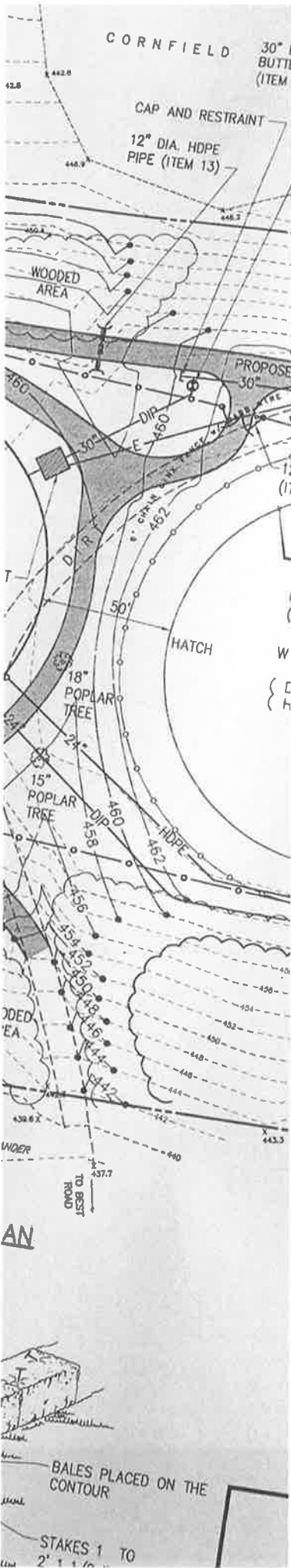


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SECTION I : QUALIFICATIONS & EXPERIENCE

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FIRM OVERVIEW



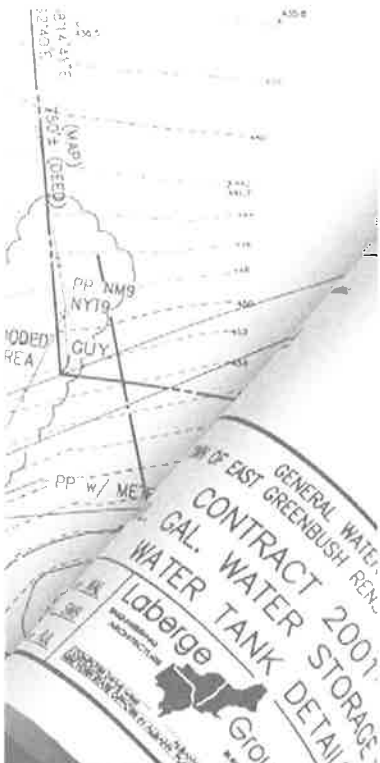
Laberge Group has provided engineering and planning services since 1964. Our diverse portfolio of successfully completed projects and community plans, coupled with an experienced core of project management and design staff, provides clients creative, integrated and distinctive solutions.

The firm has an excellent record for performing work on time, within budget and providing recommendations that are accepted and implemented by our clients. We have over fifty-five years of extensive experience working with private clients and communities of all sizes. Offering a full range of Engineering, Architecture, Surveying and Planning services under one roof, we can achieve project milestones

efficiently and economically, and with the reassurance it is the very best quality of services available.

OUR PHILOSOPHY

Laberge Group's philosophy is a simple one: ***The highest quality service for each client's requirements.*** Implementation of this philosophy requires highly competent comprehensive professional services provided on a personal and individual plane. This requires that we establish and maintain relationships and communication with our clients. ***We don't build projects, we help build communities and organizations... one project at a time.*** We do this by assisting our clients in determining and



“LABERGE GROUP’S
PHILOSOPHY IS
A SIMPLE ONE: THE
HIGHEST QUALITY
SERVICE FOR
EACH CLIENT’S
REQUIREMENTS.”

prioritizing their needs. We research available funding, matching priorities with the client's individual projects. This becomes an on-going process of matching available funding with desired projects and/or needs, building the individual projects, updating the plan, and implementing the projects.

This project, if awarded to us, will be accepted with the pledge that our total individual and collective knowledge, experience and judgment will be put to work for you, the client. Our entire staff will be available to you. No one person could (or should) handle all aspects of the project, as many different areas of expertise are required. We all will be actively involved in the assurance of quality services and the completion of all projects on time and within budget.

Name and title of person(s) authorized to bind Laberge Group:

Mr. Richard F. Laberge, P.E., President

Mr. Ronald J. Laberge, P.E., Executive Vice President

4 Computer Drive West

Albany, New York 12205

Phone: (518) 458-7112

Fax: (518) 458-1879

www.labergegroup.com • clientservices@labergegroup.com

**THE UNIVERSITY OF THE STATE OF NEW YORK
EDUCATION DEPARTMENT**

THIS IS TO CERTIFY THAT HAVING MET THE REQUIREMENTS OF SECTION 7210 OF THE
EDUCATION LAW AND IN ACCORDANCE THEREWITH THIS CERTIFICATE OF AUTHORIZATION
IS GRANTED WHICH ENTITLES

**LABERGE ENGINEERING & CONSULTING GROUP LTD
4 COMPUTER DRIVE WEST
ALBANY, NY 12205-0000**

TO PROVIDE PROFESSIONAL ENGINEERING SERVICES IN THE STATE OF NEW YORK FOR
THE PERIOD 01/01/2021 TO 12/31/2023.



Betty Rosa
BETTY ROSA
INTERIM COMMISSIONER OF EDUCATION

CERTIFICATE NUMBER
0018262

Laberge Group is known for technical excellence, the ability to respond to a client's needs, and dedication to project implementation. The staff understands that success comes from providing concise and attentive consulting in a fast-paced environment. Laberge Group is committed to team building, enthusiastic service, project management and multi-disciplinary expertise. Our intent is to provide you with the best service available to meet your goals and objectives.

OUR CORE SERVICES INCLUDE

PLANNING AND COMMUNITY DEVELOPMENT

Federal and State Funding Administration and Compliance
Public Outreach
Funding Analysis and Development of "Funding Quilt"
Grant Development
Economic Development Plans
Main Street Revitalization Plans
Community Development Strategic Plans
Comprehensive Master Plans
Land-Use Regulation Development
Planning Board Review
Waterfront Revitalization Plans
Open Space/Recreation Plans
Parks and Recreational Facilities

GOVERNMENT OPERATIONS & EFFICIENCY

Organizational and Operational Assessments and Optimization
Shared Service Studies and Implementation
Village Dissolution Planning and Implementation
Village/Town Consolidation
Special District Formation
Special District Consolidation
Countywide Shared Service Initiative Plans

ARCHITECTURE

Building Design
Needs Assessments
Interior Architecture and Space Planning
Facility Evaluation
Code Analysis and compliance

ENGINEERING

Water Treatment, Storage and Transmission
Wastewater Treatment and Collection
Stormwater Management
Street and Highway Design
Access Management
Site Design
Corridor Delineation/Studies
Facilities Design
Capital Project Planning and Budgeting
Waterfront Development
Environmental Assessments

SURVEYING

Boundary Surveys
Topographic Surveys
Site Planning
Land Subdivision

PRACTICE AREA DESCRIPTIONS



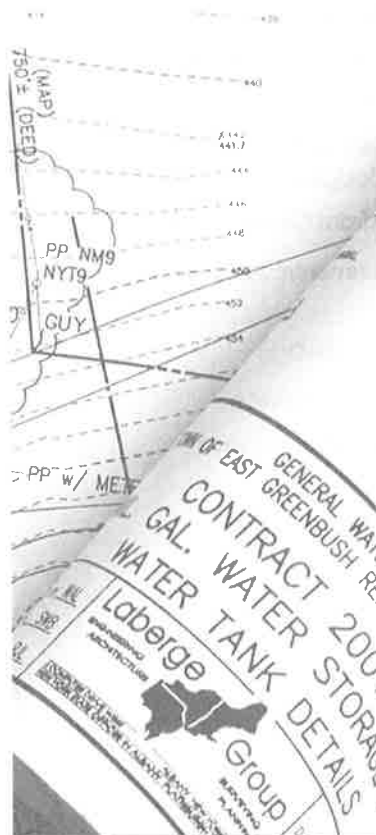
MUNICIPAL PLANNING & GOVERNMENT OPERATIONS CONSULTING SERVICES

At Laberge Group, we work closely with the municipal staff, elected and appointed officials, business leaders, and civic leaders who are our clients. Our philosophy is that our clients are the experts about their community, the political environment, and the vision of how they want to approach change. Our job is to compliment that knowledge and local expertise with new ideas, a fresh approach and our many years of experience.

Laberge Group has a reputation for providing a balanced approach to plan development. Our award winning Planning and Community Development staff includes nationally certified urban, regional, environmental, and land use planners with expertise in community development, economic revitalization, master planning, land use planning,

grant writing and program implementation. Our Government Operations and Efficiency team is unique in that each member is experienced at implementing projects — both as former local government planners, and as private sector consultants. Our engineers, architects, and designers work side by side with our planners to ensure that each plan is uniquely developed to meet the needs and vision of each community.

The combination of our multi-discipline private sector and “hands on” implementation experience assists in the creation of recommendations and strategies that can, and will be implemented, and not simply sit on a shelf. This approach has been recognized by many in the field, and our staff has been asked to present seminars at meetings and conferences throughout New York State, including NYCOM and New York State Association of Towns (AOT) conferences.



COMMUNITY ENGAGEMENT

Laberge Group has extensive experience in developing and implementing multi-faceted community engagement programs that have proven effective in maximizing participation, soliciting meaningful input, and building consensus. We have researched and developed multi-media presentations, graphic representations, models, speeches for local officials, and other pertinent tools for governmental information meetings and public hearings. Throughout our firm's history, we have provided these services for Planning, Transportation, Wastewater, Water, and Parks and Recreational projects. In addition, our expert staff has been retained to train municipal leaders in the public participation process.

Laberge Group utilizes a variety of public outreach formats, tailored to the needs of each client and the objectives of each project. These include, but are not limited to:

- ▶ **Community Visioning Workshops:** Laberge Group assists participants in articulating a "preferred future" or "vision" for their community.
- ▶ **Survey Development and Analysis:** Laberge Group develops both online and written surveys that are disseminated to residents or business owners to understand the needs of the community. Laberge Group tabulates the findings and presents the results to the community.
- ▶ **Focus Groups:** Groups of stakeholders with common interests are identified, such as downtown business owners or community groups, and invited to participate in focused discussions on specific topics (e.g. economic development, transportation, land use and zoning, and/or open space preservation, etc). These discussions focus on identifying current problems and brainstorming potential solutions.
- ▶ **Design Charettes:** A charrette is a carefully managed, collaborative design process aimed at providing a proposal that reflects the input and the approval of all participants.
- ▶ **Stakeholder Interviews:** Stakeholders, identified early in the planning process, include a mix of property owners, local developers, employers, business owners, community groups, residents, and governmental agencies. Stakeholder interviews gather supplemental information to build consensus.



In light of the challenges related to COVID-19, please see the following page for information about Laberge Group's proven approach to providing effective public engagement using remote public participation solutions.

APPROACHES TO COMMUNITY ENGAGEMENT DURING THE COVID-19 OUTBREAK

Laberge Group continuously monitors regulations, public health recommendations, and public comfort levels regarding community gatherings. We remain nimble and are able to pivot between virtual and in-person engagement tools as deemed appropriate based on both public health and public comfort levels.

These unprecedented times have required the use of innovative approaches to the community engagement that is so essential to the development of community plans that reflect the priorities of multiple stakeholders, build consensus, establish a cohesive future vision, and set the plan up for success during the project implementation phase.

In response to the COVID-19 outbreak, and the impact on public gatherings, communities are seeking alternative means of encouraging public participation.

Laberge Group has identified and implemented appropriate, safe, and effective tools for public engagement. While in-person stakeholder meetings must be suspended for a period of time, there are a variety of tools that can be used to connect with community members, proceed with online presentations, hold online meetings, and solicit input.

VIRTUAL MEETINGS

The appropriate virtual meeting platform, including Zoom, is selected to best suit the particular needs of each client. Each of these platforms allow the facilitator to present via live-stream video and interact with participants. These meetings are customized to allow different levels of participation. For instance, while a panel of facilitators

provides a live presentation, questions and comments from attendees are addressed in real-time, either by inviting community members to post in “chat” or by asking the public to sign up via “chat” to receive an invitations from the facilitators to speak.

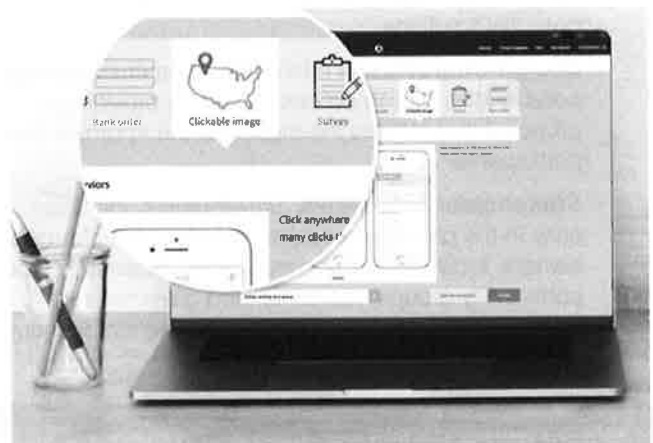
ONLINE PRESENTATIONS

Recorded presentations with voiceover and inset videos of the presenter can be posted to a project website, Facebook, YouTube, or even emailed directly to recipients. These presentations can also be presented in conjunction with a virtual meeting platform so that interactive discussions and Q&A sessions can follow.

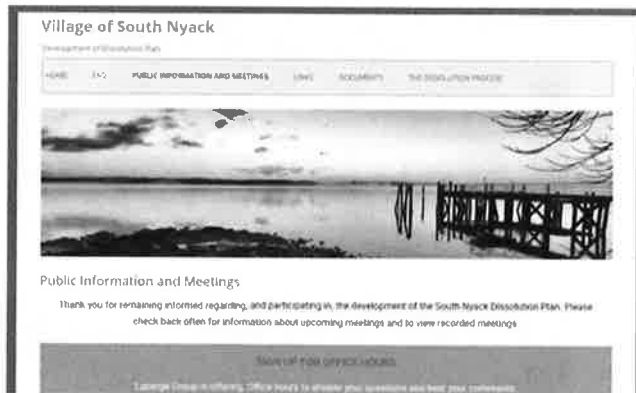


LIVE-POLLING AND INPUT

Polling and input platforms enable interactions that span the range from simple fill-in forms to and multiple-choice surveys to live word clouds and clickable images. Data is easily captured for analysis.



GOVERNMENT REORGANIZATION, SHARED SERVICES, AND EFFICIENCY



As local governments search for ways to reduce overall spending while continuing to deliver effective legislative leadership and a high level of services, Laberge Group assists by collaborating to design cost saving strategies, implementation matrices, and project plans. Understanding that the efficient delivery of services is important to both municipalities and taxpayers, Laberge Group has worked with dozens of communities to reduce costs by streamlining operations and reducing duplicate layers of local government.

For decades, Laberge Group has partnered with communities throughout New York State to both plan and implement government operations initiatives including operational transformations, organizational redesigns, service delivery realignment, and leadership development. We have also designed and delivered government efficiency plans and implementations that include cost-saving endeavors such as shared services, intermunicipal agreements, and consolidations designed to redistribute governance and service delivery across municipal lines.

The design and delivery of these projects improve departmental operations, reduce duplicate layers of local government, establish clearly defined roles, and encouraged fiscal savings for counties, municipalities, and their taxpayers. The government operation and efficiency projects our firm has successfully completed for our clients have led to reductions in costs, increased efficiencies in both departmental functions and the delivery of services, and improved fiscal stability for the communities we have served.

Our nationally recognized planners and community development professionals work closely with municipalities when planning for a County or region's growth and economic development. Using in-depth data gathering coupled with state of the art planning tools, we are able to analyze various alternatives and determine the optimal strategies for creating realistic solutions and long lasting organizational change, inter-municipal relationships, and strategic plans coupled with actionable work plans to help guide our client communities into the future.

Laberge Group's Local Government Operations & Efficiency Group has developed and/or implemented the following types of organizational and efficiency initiatives:

- › Government Operational Assessments and Reorganizations
- › Executive and Departmental Leadership Development
- › Joint Economic Development
- › Strategic Plan Development Including Detailed Implementation Matrixes
- › Inter-Departmental and Inter-Municipal Shared Services
- › Consolidation and Dissolution Studies and Implementation
- › Shared Town and Village Facilities
- › Shared Highway Services
- › Police Consolidation
- › County-Wide Economic Development
- › Joint Comprehensive Planning
- › Joint County-City Brownfield Opportunity Analysis
- › Inter-Municipal Water Systems and Wastewater Treatment Systems Water District Consolidation
- › Joint Recreation Facilities
- › Joint Grant Applications

ECONOMIC DEVELOPMENT

Economic development is fundamental to the growth and vitality of a community. Each economic development initiative should include four key elements; fostering an increase in business activity; improving employment opportunities; increasing economic equity; and acting as a catalyst for continued investment.

Laberge Group's approach to economic development is to understand the local, regional, national, and global markets, in order to determine viable businesses that are particularly suited to individual communities. We then develop strategies to attract (or incentivize the development of) those businesses. Laberge Group has assisted communities throughout New York State with the creation of economic development strategies to retain, attract, and produce new businesses.

Laberge Group provides the following services to support economic development initiatives:

- ▶ Business Retention Programs
- ▶ Main Street Redevelopment and Revitalization
- ▶ Industrial Park Development
- ▶ Community Resources Inventories
- ▶ Infrastructure Capacity Analysis
- ▶ Target Market Analysis
- ▶ Impact Assessments
- ▶ Marketing Programs
- ▶ Grant/Loan Packaging
- ▶ Consensus Building
- ▶ Demographic and Economic Profiles
- ▶ SWOT Workshops

Our action-oriented approach includes the development of Implementation Matrixes which clearly designate:

- ▶ The party responsible for each task;
- ▶ Suggested timeline for completion; and
- ▶ Potential funding sources

Laberge Group provides funding development services for all phases of economic development initiatives. Our dedicated development team has a successful track record of securing Federal and State grants and loans that are often essential to the implementation of projects that can positively impact a community for years, decades, or even generations to come.



Laberge Group's experienced team of government operations and planning professionals partner with communities throughout New York State to develop effective and impactful urban planning, economic, and community development/recovery plans. Our team collaborates with elected officials, community leaders, stakeholders, business owners, and residents to develop an in-depth understanding of community needs and service delivery, establish a common vision for the future of their municipality, and develop specific strategies to attain that vision.

Needs Analysis - Understanding of Each Community's Unique Character, Challenges, and Opportunities

A thorough, fact-based understanding of the community is critical to the development of an effective plan. Laberge Group's planning professionals begin by implementing proven strategies, including thorough needs analysis, to gain an understanding of unique community characteristics, current conditions, economic climate, neighborhood vitality, infrastructure needs, service delivery requirements and delivery mechanisms, and much more. Laberge Group's experienced planning professionals are adept at distilling this information, leveraging years of experience and best-practices knowledge, to develop an innovative and implementable plan that establishes a unified vision and identifies the strategies and projects necessary to achieve that vision.

Inclusive and Effective Planning Process

An essential component of the planning process is an effective public engagement strategy that fosters inclusivity and maximizes participation. Robust participation ensures that the resulting plan represents the priorities of stakeholders including businesses, developers, and other stakeholders, as well as elected officials. A well-executed public engagement process helps glean information that is fundamental to the plan development, while simultaneously building the consensus that is critical to both establishing a unified vision and to generating support for implementing the plan's recommendations. Laberge Group partners with each client community to tailor and execute a custom public participation plan by selecting from a suite of proven engagement tools.

Focus on Innovation and Implementation

The experience of Laberge Group's government operations and planning professional is unique in that the team has played an instrumental role not only in planning, but also implementing successful community development and economic recovery plans and projects throughout New York State. This hands-on implementation experience is invaluable in informing the development of actionable and impactful plans that lead to positive measurable outcomes.

Each plan incorporates a detailed "Blueprint for Action" – an implementation matrix that stipulates specific projects and identifies the team members, resources, timeframes, performance measures, and potential funding sources required to bring these projects to fruition. These implementation blueprints result in urban planning, community development, and economic development / recovery plans that don't sit on a shelf, but rather are put to work improving service provision, spurring economic development and recovery, and solidifying fiscal stability for the communities we serve.



GRANT WRITING, MANAGEMENT, AND ADMINISTRATION

Laberge Group provides a wide range of support and services for municipalities in need of funding. When a significant portion of municipal projects are funded through other means than tax revenue your need for an expert Grants Management partner can not be understated. Laberge Group has the knowledge, experience and creative thinking to be that partner and provide your community the essential tools to meet all of your community development, planning and grants management needs.

The process of researching, understanding and coordinating a successful grant application can be overwhelming to many municipal officials. Laberge Group has worked with a wide range of communities and understands the challenge of successfully implementing municipal projects. Our expertise in planning, design, financing and administering municipal endeavors assists a project to produce the desired results. From water systems to parks, from main street revitalization to adaptive re-use projects, Laberge Group is the expert in identifying funding sources, researching and preparing competitive applications and have the detailed experience to administer the grant process efficiently and effectively from concept to completion.

Our achievements have led to our client-communities' successful procurement of funds and the administration/delivery of a completed municipal project. By partnering with communities like yours, Laberge Group has assisted in securing over \$245,000,000 dollars in funding since 2000.

Laberge Group has extensive experience in securing and administering grants from many State and Federal Agencies, including, but not limited to:

- US Department of Agriculture
- US Department of Transportation
- US Department of Health & Human Services
- US Environmental Protection Agency
- US Department of Commerce
- US Economic Development Administration
- US Department of Housing and Urban Development
- NYS Division of Housing and Community Renewal
- NYS Office of Parks & Recreation & Historic Preservation
- NYS Department of State
- NYS Department of Education

- NYS Department of Environmental Conservation
- NYS Department of Transportation
- NYS Department of Economic Development
- NYS Assembly & Senate
- NYS Office of Community Renewal

GRANT PREPARATION SERVICES

- Needs Assessment
- Project Development
- Creation of Funding Quilt
- Creation of Supporting Information
- Grant Preparation and Presentation

GRANT ADMINISTRATION SERVICES

Upon award of a grant, Laberge Group's experienced and detail-oriented team is available to provide full Grant Administration and Program Delivery services to ensure Federal and State compliance as well as adherence to the funding entity's requirements. Over the years, Laberge Group's team has provided Grant Administration and Program Delivery services for virtually every type of Federal and State funding available to the municipalities of New York State.

These services include, but are not limited to:

- Program Start Up
- Establishing the Necessary Accounts to Receive Funds
- Environmental Review
- Financial Accounting
- Monitoring of Adherence to Work Plan and Project Schedule
- Federal and State Regulatory Compliance
- Program Management

ADDITIONAL QUALIFICATIONS

DEMONSTRATED ABILITY TO WORK EFFECTIVELY WITH MUNICIPAL GOVERNMENTS

EST. 1964

OVER
55
YEARS OF
EXCELLENCE

Since the firm's founding in 1964, Laberge Group has provided planning, engineering, architecture, and survey services with a particular focus on delivering top level services to municipal clients. Our teams have built long-standing and effective relationships with municipalities throughout New York State that are based on:

- ▶ Collaborative planning and decision making.
- ▶ Close working relationships with municipal leaders, staff members, business leaders, and civic leaders.
- ▶ A focus on implementation.
- ▶ Support of local leadership's expertise about their community with innovative solutions and our many years of experience.

You will learn more about Laberge Group's effective working relationships with municipal clients in the "Relevant Project Experience" section.

REGULATORY COMPLIANCE, FISCAL SOLVENCY AND BUDGET PERFORMANCE, CONTRACT COMPLIANCE, ACCURACY AND TIMELINESS OF REPORTING

REGULATORY COMPLIANCE Laberge Group has successfully implemented, administered and completed hundreds of State and Federally funded municipal projects. As a result, our professional teams have accrued the experience and developed the expertise necessary to meet the regulatory requirements of both New York State and the Federal Government. Our planning, government efficiency, and engineering teams have established a proven track record of successfully working in compliance with Federal Government regulations, and pivoting as required to meet evolving Federal requirements.

FISCAL SOLVENCY Laberge Group, a family-owned business which has been in operation for over 55 years, services a diverse and steadily growing roster of municipal and private clients. Our firm is financially solvent, allowing us to weather the ebb and flow of funding that is typical of municipally funded projects which often rely on grants and state-administered financing. Due to our ability to nimbly shift to a fully operational work-from-home framework within days of the New York State workplace regulations following the outbreak of Covid-19, Laberge Group was able to continue serving our clients at the level to which they've become accustomed. This ability to pivot quickly has contributed to the uninterrupted fiscal well-being of the firm.

CONTRACT COMPLIANCE Laberge Group carefully frames Scopes of Work so that we and our clients have a clear understanding of the precise work to be completed, and the work plan correlates to the funding criteria. We have established a reputation of meeting project milestones efficiently and economically, and will work with the funding agencies to comply with state and/or federal regulations. This project, if awarded to us, will be accepted with the pledge that our total individual and collective knowledge, experience and judgment will be put to work for you, the client.

ACCURACY AND TIMELINESS OF REPORTING Laberge Group's planning, government operations, and engineering teams have established an impeccable record of both accuracy and timeliness of reporting. Having executed numerous Federally funded projects of various scopes and sizes over the course of many years, all teams at Laberge Group are adept at providing the required reporting within designated timeframes in order to ensure Federal compliance, maintain good standing and retain funding eligibility.

MANAGEMENT STRUCTURE AND ABILITY TO SUPPORT PROJECTS OF THIS SCOPE

MANAGEMENT STRUCTURE While each discipline at Laberge Group is led by a Practice Leader responsible for their own team, the firm is truly interdisciplinary in nature. This collaboration between our departments has been interwoven in our DNA since the foundation of the firm and remains at the core of our practice today. This seamless partnership is fundamental to the development of plans such as this one - which spans the disciplines of planning and government operations, as well as potentially the services of grant development, grant administration, and engineering. The seamless integration also aids in the framing of projects, plans, and studies that are developed to meet both the needs of the community and the mandates, missions, and priorities of the relevant funding agency.

ABILITY TO SUPPORT PROJECTS OF THIS SCOPE As you will see in the "Relevant Project Experience" section of this proposal, Laberge Group has undertaken and completed numerous projects of this scope and complexity with great success. Laberge Group strives to implement a balanced approach to project selection. As such, each staff person is working on a variety of projects with varying completion dates. The team introduced within this proposal will be able to commit to immediately undertaking the Economic Recovery Plan Consulting Services required by the City of Kingston were we to be awarded the contract.

STAFF RETENTION AND RECRUITMENT

At Laberge Group, our strength is our team - and our team very much becomes an extension of our clients' staff for the duration of any project. For this reason, staff retention and recruitment are a top priority for the firm, and the management team takes proactive steps to establish a top-tier work environment, provide growth opportunities, and maintain a competitive compensation and benefits package.

Laberge Group is honored to have been named a **2021 Times Union Top Workplace**. Some of the strengths for which the firm received this award - determined by direct employee input - include work/life balance, collaboration within teams and across disciplines, growth opportunities, ability to make meaningful contributions to projects, and the feeling that the work we do makes a difference. We are very proud that our employees feel these traits make Laberge Group a great place to work!



MUNICIPAL CONSOLIDATION EFFICIENCY PLAN TOWN OF BROOKHAVEN

SUFFOLK COUNTY, NEW YORK



The Town of Brookhaven retained Laberge Group to partner with them in developing innovative approaches to reduce property taxes through the consolidation of shared government services and the development of visionary government efficiency solutions. The elected officials of Brookhaven, the second largest Town in New York, sought to comprehensively reassess services, redesign government models, and redeploy service delivery across municipal boundaries.

CONTACT:
Mr. Matthew Miner,
Director of Operations
631.451.2443

The Town partnered with Laberge Group to develop a Municipal Consolidation & Efficiency Plan, aptly titled **Brookhaven United**. In the fall of 2018, the plan was awarded the sole \$19.7 million Municipal Consolidation and Efficiency Competition (MCEC) Award in recognition of its visionary solutions and their potential to impact governments throughout the State. The plan details strategies to streamline operations, formalize municipal collaboration, maximize efficiencies in service delivery, and better serve the Town's residents and businesses. The solutions outlined include:

- Dissolution of the Village of Mastic Beach, the largest village to dissolve in New York State history
- Consolidation or dissolution of at least 24 districts, reducing the total number of districts by almost 22%
- Functional consolidation of tax collection and assessment services
- Enhancement of DPW highway services, including joint facilities, consolidated purchasing, and shared equipment
- Single stream recycling and waste management
- Establishment of an Information Technology Nerve Center offering consolidated technology services
- Development of a purchasing portal to facilitate aggregate buying

Brookhaven United is an innovative planning tool that will not only redesign the government of the Town of Brookhaven and provide meaningful results to its constituents, it will also act as a model and catalyst for government reinvention statewide. The Town's demonstrated preparedness to implement each project was key to receiving the award. This preparation included the adoption of 26 resolutions formalizing support for the projects, development of a committee to implement individual projects, and project vetting by department heads, partners, and participating communities. Solutions outlined in the plan are estimated to save \$61 million for Brookhaven's taxpayers over a five year timeframe.

COMPREHENSIVE PLAN TOWN OF ESOPUS

ULSTER COUNTY, NEW YORK



Laberge Group was retained by the Town of Esopus to assist in updating the Town's 1994 Comprehensive Plan. In order to understand current conditions and to identify and prepare for future growth and development, Town of Esopus officials recognized the need to prepare a new Comprehensive Plan. The resulting Plan establishes the community's Vision, identifies specific development and revitalization goals and associated recommendations, and sets forth clear steps to implement those recommendations necessary to achieve the Town's Vision.

CONTACT:
Mr. Jared Geuss
Town Supervisor
845.331.0676

Ulster County and the mid-Hudson Valley continue to face increasing development pressures with positive growth in recent decades. Growth is projected to continue and the Town of Esopus' growth rate is expected to outpace that of the County's. While the Town is well-positioned to take advantage of its unmatched waterfront setting and projected population growth, it continues to face several challenges, with limited public waterfront access opportunities, the near absence of economically-beneficial commercial/tourism-related uses and a lack of large-scale employees.

Through the new Comprehensive Plan, the Town seeks to build on its many assets to revitalize its core hamlet areas, embrace agri- and eco-tourism opportunities, increase and improve the local commercial and industrial tax base along with employment and housing opportunities, and provide and promote the idyllic natural settings which offer a variety of recreational attractions and quality of life opportunities for residents, visitors, and business owners.

Inclusive and Robust Public Outreach:

The new Plan is a result of focused Town leadership, a dedicated group of volunteers and a robust public outreach strategy which was instrumental in determining public opinions and attitudes regarding current challenges and unmet opportunities. This in-depth, multi-tiered outreach program included:

- ▶ Roundtable Interviews with Key Stakeholders
- ▶ Community Surveys
- ▶ Public Hearing
- ▶ Comprehensive Plan Committee (CPC) Public Hearing
- ▶ Pubic Open House
- ▶ Hamlet Design Workshop
- ▶ Draft Goal and Strategy Review Workshop
- ▶ Public Hamlet Meetings

GRANT SERVICES VILLAGE OF HEMPSTEAD

NASSAU COUNTY, NEW YORK



The Village of Hempstead retained Laberge Group to provide ongoing grant services via an Annual Grant Services Agreement (GSA). The GSA framework efficiently delivers long-term funding strategies that align the Village's funding efforts and resources with each community's top priorities. The long-term strategy helps position the village to effectively leverage appropriate funding sources for priority projects.

CONTACT:
Mr. Don Ryan
Mayor
516.478.6200

Through the Grant Services Agreement, Laberge Group collaborates with the Village to establish:

- **Project Funding Priorities:** Interviews and discussions with Village leadership and department heads were key to understanding the Village's most pressing organization, infrastructure, and operational needs. Laberge Group supplemented this in-person input by analyzing pertinent documents and previous grant applications. This input and analysis led to the collaborative development of project funding priorities.
- **Long-Term Funding Strategy:** Based on the findings of the Needs Analysis and provided a detailed *Funding Needs Analysis and Grant Matrix* which cross-referenced short, medium, and long-term needs with the most promising funding sources. Laberge Group updates this matrix annually. These updates are informed by ongoing discussions with the Town as well as developments in the pool of available funding.
- **Ongoing Funding Research:** Grant services professionals provide ongoing monitoring of funding opportunities.

Recent funding awards and pending applications include:

- Community-Based Crime Reduction (CBCR) Grant – \$1,000,000 (awarded)
- Local Government Records Management Improvement Fund (LGRMIF) – \$72,000 (pending)
- Critical Infrastructure Grant Program (CIGP) – \$50,000 (pending)
- Cyber Security Grant Program (CSGP) – \$50,000 (pending)

GRANT WRITING SERVICES CITY OF ALBANY

ALBANY COUNTY, NEW YORK



Laberge Group has partnered with the City of Albany for years to research, develop, and procure grant funding that is vital to undertaking projects that are essential to the continued strength of this vibrant community. Some of the strategic projects whose implementation has been enabled by this funding include infrastructure improvements, downtown revitalization, business and economic development, job creation and training, public safety initiatives, park and public facility improvements, waterfront development, and much more.

CONTACT:
Rachel McEneny
Commissioner of Admin. Services
518.434.5078

Recent funding awards have included:

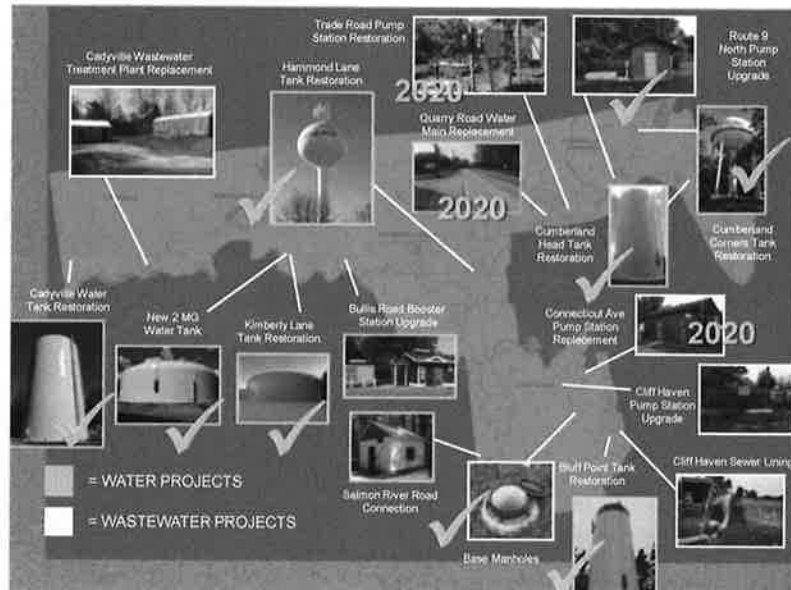
- › NYPA-Cities Rise funding to modernize technology and increase efficiency of the City's data management systems.
- › RESTORE NY funding to enable economic development and neighborhood revitalization credited with attracting patrons from throughout the City and Region to downtown Albany while maintaining more than 130 full-time jobs.
- › Pedestrian Safety Plan Action Plan (PSAP) funding to undertake pedestrian safety improvement measures.

Ongoing grant services include:

- › **Grant Needs Analysis:** Quarterly reviews of the City of Albany's planning documents as well as short and long-term goals are conducted to identify potential priorities for funding.
- › **Grant Funding Research:** Ongoing surveillance of the grant environment to identify funding resources well-suited to funding the City's priority projects. These findings are periodically presented to the City.
- › **Grant Proposal Development:** Applications are assigned to the Laberge Group team member(s) with the greatest knowledge of the subject area and most experience with the relevant funding entity. The applications are professionally prepared, strongly linking the proposed project with the mandate of the funding entity. Each application is also accompanied by the highest possible level of supporting documentation, thus demonstrating project readiness and differentiating the application from an increasingly competitive field of worthy applications.

WATER & WASTEWATER CAPITAL IMPROVEMENT PLAN TOWN OF PLATTSBURGH

CLINTON COUNTY, NEW YORK



The Town of Plattsburgh's extensive water and wastewater system, much of which was constructed seventy years ago, required various improvements due to increasing age. Rather than continuing to address issues on an ad-hoc basis as they arose, the Town took the proactive step of retaining Laberge Group to assist in developing a Water and Wastewater Capital Improvement Plan. The plan is a cohesive tool that provides an inventory of assets system-wide, identifies critical issues, prioritizes needs, establishes a unified funding strategy, and stipulates a specific implementation plan. This strategic planning tool has empowered the Town to address its long-term infrastructure issues in an efficient, methodical, and cost-effective way. The plan has enabled the rapid design and implementation of numerous water and wastewater infrastructure improvements that are vital to the Town's continued health and safety, sustainability, and economic development.

CONTACTS:
Mr. Michael Cashman,
Town Supervisor
518.562.6813

Mr. Scott Stoddard
Director-Water and Wastewater
Utilities
518.562.6892

This ambitious 3 year, \$24 million Capital Improvement Plan consists of 20 projects, including:

- ▶ Repairs to deteriorating water storage tanks.
- ▶ Water main replacements.
- ▶ Upgrades to water and sanitary pump stations.
- ▶ Development of additional water supply.
- ▶ Incorporation of System Control and Data Acquisition (SCADA) equipment.
- ▶ Construction of an additional water tank to serve areas with insufficient fire flow and storage.
- ▶ Replacement of the Cadyville WWTP with a recirculating sand filter.
- ▶ Upgrades to residential water meters to enable easier and more accurate reporting.
- ▶ Manhole repair and replacements.

In addition, Laberge Group partnered with the Town to secure more than \$3.5 million in grant funding from the New York Water Infrastructure Improvement Act (NYWIIA) and the Federal Northern Border Regional Commission.

In the second phase of this partnership, Laberge Group is providing design and implementation services. These services vary by project, but include: environmental reviews, surveys, preliminary plans and final designs, permits submission, bidding services, contract administration, and construction observation. Laberge Group continues to partner with the Town to provide safe, reliable, and sustainable water and wastewater services to residents, businesses, and visitors.

WATER AND SEWER CAPITAL IMPROVEMENT & FUNDING VILLAGE OF CORINTH

SARATOGA COUNTY, NEW YORK



The Village of Corinth retained Laberge Group to upgrade and rehabilitate a failing drinking water, storm, and sanitary sewer infrastructure - while maintaining the sewer/water service charges to the residents within the target established by the EFC. Laberge Group began by identifying the exact capital improvements necessary, creating a strategic implementation plan, and generating a cost estimate for the comprehensive projects that included:

- ▶ Sewer main rehabilitation on several streets.
- ▶ Extensions to the storm sewer systems where required.
- ▶ Upgrade of a pump station.
- ▶ Water main replacement.
- ▶ New wastewater treatment plant.

CONTACT:
Hon. Charles Pasquarell
Mayor
518.654.2012

Corinth is a small village of 2,500 people, of which 59% have a low to moderate income. This community could not afford to rectify these costly improvements without assistance - nor could they afford to lose the significant economic opportunities hindered by their failing water and sewer infrastructure. Laberge Group was able to offer the Village of Corinth extensive grant preparation, program delivery, and administration services. Of the nearly \$37 million estimated costs for the projects, Laberge Group assisted the Village in obtaining substantial funds from:

- ▶ NYS Water Grants - \$5,000,000.
- ▶ Both the Drinking and Clean Water State Revolving Funds at 0% interest.
- ▶ CDBG-PI Funds - \$3,200,000.
- ▶ DASNY Sanitary and Storm Sewer Funds - \$500,000.

Grant Administration and Program Delivery:

Upon award of the grant funding and 0% interest financing, Laberge Group provided the Village with program delivery and grant administration services required, meeting all requirements of the various funding agencies. These services included, but were not limited to: preparation of Public Infrastructure Activity Detail documentation; maintenance of required documentation; preparation of Environmental Review Records; completion of the release of funds processes; compliance with citizen participation requirements; procurement; program and project record-keeping; ongoing financial management; preparation of required performance and project status reports; preparation of request for funds documents; and meetings with State and Village officials as necessary to complete funded projects.

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GRANT ADMINISTRATION & PROGRAM DELIVERY EXPERIENCE

Upon award of a grant, Laberge Group's experienced and detail-oriented team is available to provide full Grant Administration and Program Delivery services to ensure Federal and State compliance as well as adherence to the funding entity's requirements. These services include, but are not limited to: program start-up, environmental review, financial accounting, record keeping, timely filing of progress reports, monitoring of adherence to the work plan and project schedule, and establishing the necessary accounts to receive grant funds.

Over the years, Laberge Group's team has provided Grant Administration and Program Delivery services for virtually every type of funding available to the municipalities of New York State. Below you will find a recent list of administration engagements:

Citizen Reorganization and Empowerment Grant (CREG)

Town of Brookhaven
Town of Moreau
Town of Schodack
Town of Van Etten
Village of Mastic Beach
Village of Van Etten

Climate Smart Communities (CSC)

Town of Black Brook
Town of Highland
Village of New Hempstead

Community Development Block Grant (CDBG)

City of Cohoes
City of Hudson
City of Oneida
Columbia County
Rensselaer County IDA
Saranac Lake Resort
Village of Canastota
Village of Corinth
Village of Kiryas Joel
Village of New Square

Empire State Development Corporation (ESD)

All Seasonings Ingredients
Columbia County
Twin States Technologies
Watkins Glen International

Greenway Grant

Town of Esopus
Town of Hoosick
Town of New Hempstead

Hudson River Estuary Program (HREP)

Town of Esopus

Local Government Records Management

Improvement Fund
Village of New Hempstead

Local Waterfront Revitalization Program (LWRP)

Town of Esopus

Municipal Consolidation and Efficiency Competition

Town of Brookhaven

NYS Bridge

Town of Sand Lake

NYS Municipal Facilities Program (SAM)

Town of Highland

New York Water Infrastructure Improvement Act (WIIA)

City of Hudson
Town of Black Brook
Town of Moreau
Town of Plattsburgh
Town of Ramapo
Village of Kiryas Joel

Pedestrian Safety Action Plan (PSAP)

Town of Ramapo

Restore NY

City of Troy
Town of Colonie
Town of Schodack
Village of Colonie
Village of Ellenville
Village of New Square

Water Quality Improvement Project (WQIP)

City of Hudson
Town of Annsville
Town of Altona
Town of Boonville
Town of Highland
Town of Rotterdam
Town of Schodack

Zombie 2.0 Vacant Property Remediation and Prevention Fund

Town of Brookhaven

Additional project descriptions are available upon request.

RECENT GRANT & FISCAL EXPERIENCE

Laberge Group provides grant preparation, program delivery, and administration services to counties and local government agencies for planning initiatives, housing rehabilitation, economic development, water and sewer infrastructure, parks and recreation, emergency services, municipal buildings, roads, bridges, and bicycle and pedestrian paths. Individual references are available upon request. Below you will find samples of recent awards:

Brownfield Opportunity Areas (BOA)

2017	City of Albany	\$ 187,605	South End Waterfront District
2017	City of Albany	\$ 199,485	North Warehouse District

Canal Corporation

2014	Village of Montour Falls	\$ 30,000	Pedestrian Bridge and Walkway
2015	Village of Fultonville	\$ 50,000	Dock Extension Phase II
2016	City of Cohoes	\$ 125,000	Visitor Center (Canal and Market NY)

Clean Water State Revolving Loan Fund

2014	Village of Kiryas Joel	\$ 30,000	Headworks Analysis
2015	Village of Corinth	\$21,089,000	Interest Free & Low Interest Financing
2016	Village of Corinth	\$ 78,000	Wastewater Preliminary Engineering Study

Climate Smart Communities (CSC)

2019	Town of Black Brook	\$ 760,000	Drinking Water Infrastructure Resiliency Improvements
2019	Village of New Hempstead	\$ 250,000	Sidewalks

Municipal Consolidation and Efficiency Competition

2018	Town of Brookhaven	\$19,750,000	Brookhaven United Municipal Efficiency Plan
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Community Development Block Grant (CDBG)

2014	Village of Fultonville	\$ 400,000	Flood Mitigation
2014	Village of Fultonville	\$ 550,000	Wastewater Treatment Plant Improvements
2014	Village of Kiryas Joel	\$ 200,000	Microenterprise Grant Program
2014	Village of Kiryas Joel	\$ 600,000	Backwash Filter Replacement
2014	Village of New Square	\$ 600,000	Sidewalk Improvement Program
2015	Village of Kiryas Joel	\$ 400,000	Sidewalk Improvements
2015	Village of Kiryas Joel	\$ 400,000	Assistance to Homebuyers Program (P.A.T.H.)
2015	Village of Corinth	\$ 600,000	Sewer System Improvements
2015	Columbia County	\$ 878,800	Hudson Valley Creamery
2016	Town of Plattsburgh	\$ 200,000	Microenterprise Grant Program
2016	Village of Cambridge	\$ 30,000	Wastewater Engineering Report
2016	Village of Corinth	\$ 1,000,000	Wastewater Treatment Plant Improvements
2016	Village of Fultonville	\$ 900,000	Wastewater Treatment Plant Upgrades
2016	Village of DeRuyter	\$ 489,900	Water Meter - Water Conservation Program
2017	City of Cohoes	\$ 300,000	Sidewalk Replacement
2017	City of Oneida	\$ 162,000	All Seasonings Ingredients, Inc.
2018	Columbia County	\$ 375,000	Hudson Valley Creamery
2018	Village of Kiryas Joel	\$ 200,000	Microenterprise Project
2018	Village of Canastota	\$ 750,000	Dutchland Plastics Equipment and Workforce Training
2019	City of Hudson	\$ 750,000	Stormwater Separation Project
2019	Columbia County	\$ 300,000	Drumlin Fields Distillery Machinery and Equipment
2019	Rensselaer County IDA	\$ 750,000	Hudson River Foods
2019	Saranac Lake Resort	\$ 750,000	Facilities and Equipment
2019	Village of Corinth	\$ 729,000	Wastewater Infrastructure Improvement Project
2019	Village of New Square	\$ 50,000	Community Drainage Infrastructure Needs Assessment

Empire State Development Corporation (ESDC)

2013	Columbia County	\$ 1,200,000	Catamount Resort Expansion
2014	Twin States Technologies	\$ 120,000	Facility Expansion
2014	Watkins Glen International	\$ 2,000,000	Track Modernization

2015	Carver Industrial Park	\$ 2,000,000	Rail Line Extension
2015	Town of Plattsburgh	\$ 25,000	Infrastructure Feasibility Study
2016	Columbia County	\$ 375,000	Hudson Valley Creamery
2016	City of Watertown	\$ 50,000	Downtown Feasibility Study
2016	Lewis County	\$ 135,000	Industrial Park Pre-development
2017	City of Albany	\$ 150,000	Broadway Streetscape Project
2018	All Seasoning Ingredients	\$ 430,000	Expansion Project
Environmental Protection Fund			
2014	Town of Hoosick	\$ 123,625	Pool Improvements
2018	City of Albany	\$ 262,500	Lincoln Park Pool Improvements
2019	City of Albany CIGP	\$ 50,000	Washington Park Critical Assessment
Pedestrian Safety Action Plan (PSAP)			
2018	Town of Ramapo	\$ 547,000	Crosswalk and Signal Improvements
2018	City of Albany	\$ 1,490,000	Crosswalk and Signal Improvements
Hudson River Estuary Program (HREP)			
2018	City of Albany	\$ 42,000	Local Stewardship Planning Study
2018	Town of Esopus	\$ 50,000	Access and Connections Study
2019	Town of Esopus	\$ 30,750	Esopus Park Surveys & Engineering Evaluations
CREG Local Government Efficiency Grant			
2014	Hamilton County	\$ 797,000	Fuel Consolidation Phase III
2014	Village of Mount Kisco	\$ 340,000	Police Merger
2015	Town & Village of Frankfort	\$ 21,000	Police Consolidation Feasibility Study
2016	Town of Corinth	\$ 400,000	Functional Consolidation of Water System
2016	Town of Catskill	\$ 12,000	Code Enforcement Consolidation
CREG Citizen Reorganization and Empowerment Grant			
2014	Village of Bloomingburg	\$ 42,750	Dissolution Study
2014	Village of Salem	\$ 40,000	Dissolution Study
2015	Village of Port Henry	\$ 50,000	Dissolution Study
2015	Village of Salem	\$ 50,000	Dissolution Implementation
2015	Town of Salem	\$ 50,000	Dissolution Implementation
2016	Village of Port Henry	\$ 50,000	Dissolution Implementation
2016	Town of Moriah	\$ 50,000	Dissolution Implementation
2016	Village of Mastic Beach	\$ 50,000	Dissolution Study
2017	Village of Mastic Beach	\$ 50,000	Dissolution Implementation
2017	Town of Brookhaven	\$ 50,000	Dissolution Implementation
2018	Village of Van Etten	\$ 50,000	Dissolution Implementation
2018	Town of Van Etten	\$ 50,000	Dissolution Implementation
2019	Town of Moreau	\$ 17,475	Water District Consolidation
2019	Town of Schodack	\$ 11,750	Sewer District Consolidation
NYS Municipal Facilities Program (SAM)			
2016	Village of Nassau	\$ 150,000	Water Valve Replacement
2016	Village of Fultonville	\$ 75,000	Back Up Generator
NYS Water			
2016	Village of Corinth	\$ 5,000,000	Wastewater System Improvements
2016	City of Cohoes	\$ 1,452,700	Water Storage Improvements
2016	Town of North Greenbush	\$ 2,172,000	Water System Improvements
2017	Village of Kiryas Joel	\$ 1,247,700	Water Supply
2018	Town of Moreau	\$ 4,000,000	Sewer District Extension
2018	Town of Plattsburgh	\$ 3,146,000	Water Infrastructure Capital Plan
2019	City of Hudson	\$ 321,600	Washington Street Water System
2019	Town of Black Brook	\$ 1,079,280	Drinking Water Infrastructure Resiliency Improvements
2019	Town of Ramapo	\$ 1,325,000	Waverly Place Sewer Project

NYS Bridge

2018 Town of Sand Lake \$ 1,189,000 Bridge and Culvert Improvements

Transportation Improvements and Enhancements Program

2013 Town of Pound Ridge \$ 1,480,000 Sidewalks and Streetscape Improvements

Restore NY

2017 City of Albany \$ 1,800,000 Capital Rep
2017 City of Troy \$ 1,800,000 701 River Street
2017 Town of Colonie \$ 1,000,000 First Prize
2017 Town of Schodack \$ 800,000 Servidone
2017 Village of Colonie \$ 700,000 Goldstein
2017 Village of Ellenville \$ 1,000,000 Main Street Burger King
2017 Village of New Square \$ 1,000,000 Matzoh Factory

Local Waterfront Revitalization Program (LWRP)

2016 City of Albany \$ 650,000 South End Bikeway (LWRP & Climate Smart)
2018 Town of Esopus \$ 76,000 Waterfront Revitalization & Hamlet Planning
2018 City of Albany \$ 340,000 North South Waterfront Gateway

Market NY

2014 Watkins Glen International \$ 250,000 Track Modernization
2015 Behold! New Lebanon \$ 125,000 Market NY/NYS Council of the Arts

Greenway Grant

2014 Columbia County \$ 5,000 Behold! New Lebanon
2015 Town of North Greenbush \$ 10,000 Design Guidelines
2018 Town of New Hempstead \$ 10,000 Planning
2019 Town of Esopus \$ 10,000 Zoning
2019 Town of Hoosick \$ 10,000 Comprehensive Plan

Law Enforcement and Security Grants

2019 City of Albany JAG \$ 66,740 Ballistic Shields
2019 City of Albany EDCGP \$ 50,000 Explosive Detection Canine Team Grant Program
2019 City of Albany CSGP \$ 50,000 Software Security Update
2019 City of Albany SHSP/LETPP \$ 266,310 Terrorism Prevention Program
2019 City of Albany TTTGP \$ 100,000 Unmanned Aircraft System

Zombie 2.0 Vacant Property Remediation and Prevention Fund

2019 Town of Brookhaven \$ 450,000 "Zombie" & Vacant Properties Remediation/Prevention

Cities RISE

2018 City of Albany \$ 25,000 Training and Outreach

Local Government Records Management Improvement Fund

2019 Village of New Hempstead \$ 18,375 Individual Inactive Records Inventory & Planning

Water Quality Improvement Project Program

2015 Town of Schodack \$ 222,325 Fuel Canopy
2017 Town of Schodack \$ 18,675 Stormshed Mapping
2017 Town of Highland \$ 624,750 Salt Shed
2017 Town of Rotterdam \$ 48,750 Land Acquisition for Source Water Protection
2018 City of Hudson \$ 263,750 Wastewater Pump Station Improvement
2019 Village of Canastota \$ 413,350 WWTP UV Disinfection Implementation Project

Total \$101,018,950

Additional project descriptions and awards are available upon request.

TEAM OVERVIEW

The team assembled by Laberge Group's to present this proposal to provide consulting services to the City of Kingston for the development of an Economic Recovery Plan and the administration of the Coronavirus State and Local Recovery Funds has unparalleled experience managing large Federally funded projects from water and wastewater infrastructure design and implementation, to large-scale capital improvement projects, to county-wide economic development and healthcare initiatives. The assembled team is comprised of:

- **Award winning and regionally recognized planning professionals** with extensive experience in Economic, Strategic Development, and Community Development Plans that have produced significant, measurable, and sustainable results for client communities. This team also has extensive expertise in developing and implementing public engagement programs, and has developed a successful track record of generating inclusive robust public involvement that provides insights into community needs from a broad-based cross-section of stakeholders, garnering support for high-profile public plans, and distilling the input gleaned from the engagement efforts into meaningful and impactful plans and projects.
- **Government operations and efficiency experts** with hands-on experience in planning and implementing economic recovery initiatives as well as assessing and developing the administrative capacity, and improving both organizational and operational efficiency to the level required to successfully implement the proposed programs.
- **Grant, funding, and community development specialists** with the skills to maximize ARPA funds by leveraging this once-in-a-lifetime funding opportunity with additional State and Federal funding.
- **Funding compliance experts** with extensive experience and a proven track record of successfully working in compliance with the regulations associated with Federal funding and pivoting as required to maintain compliance with evolving Federal requirements.

TEAM'S PERTINENT EXPERIENCE & EXPERTISE

Laberge Group has assembled a team that is unique in that the team members are experienced at not only planning, but also implementing projects pertinent to the current needs of the City of Kingston — as former local government planners; municipal department heads; private sector consultants; and on behalf of numerous clients.

Members of this high-caliber team have recently worked with the City of Kingston as sub-consultants to Dover Kohl who were retained to replace municipal zoning code with a land use plan. In particular, Nicole Allen, Laberge Group's Planning Services Manager and the Project Manager assigned to the City of Kingston for this project, contributed to SEQR review and public participation processes.

This team, selected for their applicable skill sets and experience, includes:

- **NICOLE T. ALLEN, AICP Planning Services Manager – Project Manager assigned to the City of Kingston Economic Recovery Project.** Ms. Allen manages the planning department and directs all planning, grants and community development projects and staff. With more than 20 years of experience, Ms. Allen is a seasoned manager who has overseen the successful procurement and administration of funding for communities throughout New York State and has developed exceptional acumen at leveraging committed funds to secure additional funding. In addition to securing funds, Ms. Allen and her team are adept at funding administration and program delivery in compliance with both State and Federal regulations. She and her team have developed and managed a wide range of planning and community outreach projects with the support of Federal and State funding, including economic and community development strategies; comprehensive plans; waterfront revitalization plans; "town center" plans; "complete street" policies; and government efficiency studies.

► **BENJAMIN H. SYDEN, AICP, Vice President and Practice Leader for Government Operations and Efficiency.** With almost 30 years of experience in strategic planning, economic development, community development, government efficiency, and government reorganization throughout New York State, Mr. Syden has extensive experience in partnering with dozens of client communities to conduct community needs assessments, maximize organizational and operational efficiency, optimize service delivery, and develop models for long-term strategic planning. Mr. Syden also adept at project planning, having overseen the development of more than 140 planning projects. His experience and expertise also includes funding development, grant writing, and grant administration, having assisted clients in securing more than \$245 million in funding for their communities. Mr. Syden is a frequent facilitator, author, and guest speaker on the topics of government efficiency and the relationship between infrastructure development and economic development.

► **KATHLEEN A. ROONEY, Local Government Specialist.** As the former Schenectady County Manager, Ms. Rooney led the county through the flood-waters of Irene and Lee, as well as two economic recessions. Her ability to lead the County through - and out - of these challenges hinged on leveraging innovative government efficiency and economic development strategies while maximizing State and Federal Funds to realize economic recovery. Ms. Rooney's innovative planning and leadership are credited with closing the gap on the County's \$7 million county budget deficit in a single year. She effectively leverages her 30 years of hands-on operations, management, budget, finance, funding, and government efficiency experience to assist Laberge Group's clients in identifying innovative operational opportunities, increasing efficiency, improving service delivery, maximizing funding opportunities, and informing the development of pragmatic plans. Ms. Rooney's experience and insights

into strategies for maximizing funding opportunities will be invaluable to the successful development of this project.

Please learn more about these professionals and the remainder of the team in the "Key Personnel" section of this proposal. Each member of the team stands ready to support and partner with the City of Kingston to maximize this unprecedented opportunity. These committed professionals have functioned as boots on the ground, working alongside municipal staff of numerous clients to collaboratively address challenges produced by federal disasters, economic downturns, health crises, and infrastructure failures with innovative and implementable solutions – and they are prepared to provide the same hands-on partnership to the City of Kingston.

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BENJAMIN H. SYDEN, AICP VICE PRESIDENT

Mr. Syden has almost 30 years of experience with New York State municipalities in the areas of strategic planning, economic and community development, agri-business development and financing, government efficiency, land use regulations, downtown revitalization, comprehensive planning, corridor management, program development, and grant writing and management. Mr. Syden has overseen the development of over 140 community planning projects and has assisted clients in securing over \$245 million in funding for their communities. Mr. Syden is a frequent facilitator, author, and guest speaker on the topics of economic development, rural planning, and government efficiency and shared services. He brings a unique twist on the concept of a "government do-over day" for New York State's municipalities.

Education

Master of Planning (M.R.P.)
University of Albany, NY, 1996
Bachelor of Arts Political Science
(B.A.)
University of Albany, NY, 1993

Professional Affiliations & Certifications

American Institute of Certified Planners
(AICP)
American Planning Association
NY State Upstate Chapter of the American
Planning Association - Former Co-Director
of Legislative Affairs
Capital District Planners Association
NY State Economic Development Council
Town of Colonie Industrial Development
Agency - Vice Chair Board of Directors
Town of Colonie Local Development
Corporation - Board of Directors
Albany County Planning Board (former)

Publications & Presentations

Brookhaven United – Lessons and Takeaways from the \$19.7 Million Award Winning Municipal Consolidation and Efficiency Competition, Association of Towns Annual Conference, 2019

Bumps, Bruises and the Pitfalls of Village Dissolution, Talk of the Towns, Association of the Towns of the State of NY, February 2017

Moving the Barometer: Overcoming Barriers to Shared Services in Local Government, Talk of the Towns, Association of the Towns of the State of NY 2015

The Changing Landscape of Economic Development & Community Planning, Association of Towns of the State of NY, 2012

Shared Services: Does It Make Sense or Cents, Association of Towns of the State of NY Finance School, 2011, NY Planning Federation, 2011

One Size Does Not Fit All: Chemung County's Hybrid Approach to Shared Highway Services, Talk of the Towns, Association of Towns of the State of NY, January/February 2011

How to Keep Your Comprehensive Plan Up-to-Date, Association of Towns Conference, 2010

KEY PROJECTS:

REPRESENTATIVE PUBLIC ENGAGEMENT & PLAN DEVELOPMENT

- Public Engagement for Comprehensive Plan - City of Dunkirk, NY
- Public Engagement for Comprehensive Plan - Town of Esopus, NY
- Public Engagement for Comprehensive Plan - City of Cohoes, NY
- Public Engagement for Town Center Plan - Village of Watkins Glen, NY
- Public Engagement for Comprehensive Plan & Revitalization Strategy - Town of Sand Lake, NY
- Public Engagement for Economic Development Strategy - Village of Coeymans, NY
- Public Engagement for Lakefront Management & Development Strategy - Village of Watkins Glen, NY
- Public Engagement for Community Strategic Plan - Village of St. Johnsville, NY
- Public Engagement for Complete Streets Plans & Policies - Villages of Schoharie, Sharon Springs, Middleburgh, Richmondville, & Cobleskill; Towns of Blenheim and Jefferson - Schoharie County, NY
- Public Engagement for Lake Champlain/Saranac River Waterfront Plan (LWRP) - Town of Plattsburgh, NY
- Public Engagement for Lakefront Management & Development Strategy - Village of Watkins Glen, NY
- Public Engagement for Local Waterfront Revitalization Plan - Town of Esopus, NY

REPRESENTATIVE GOVERNMENT OPERATIONS PLANNING & IMPLEMENTATION

- Organization and Management Assessment for DPW - Village of Sleepy Hollow, NY
- Dissolution Plan - Village of South Nyack, NY
- DPW Shared Services Study - Town and Village of Lake George, NY
- Dissolution Implementation - Town of Van Etten, NY
- Consolidation Study - Town and Village of Pawling, NY
- Dissolution Plan - Village of Port Henry, NY
- Dissolution Plan - Village of Macedon, NY
- Dissolution Plan - Village of Mastic Beach, NY
- Dissolution Plan and Report - Village of Salem, NY
- Dissolution Implementation - Village of Salem, NY
- Dissolution Implementation - Town of Moriah, NY
- Municipal Consolidation and Efficiency "Brookhaven United" Plan - Town of Brookhaven, NY
- Consolidation / Shared Services Feasibility Study - Town of Ramapo, NY

REPRESENTATIVE GRANT ADMINISTRATION AND PROGRAM DELIVERY

- \$20 million Municipal Consolidation and Efficiency Competition (MCEC) Grant - Town of Brookhaven, NY
- Community Development Block Grants (CDBG) - Cities of Cohoes, Hudson, Oneida, and Villages of Canastota, Corinth, Kiryas Joel, and New Square, NY
- New York Water Infrastructure Improvement Act (WIIA) - City of Hudson, and Towns of Black Brook, Moreau, Plattsburgh, and Ramapo, NY
- Local Waterfront Revitalization Program (LWRP) - Town of Esopus, NY



NICOLE T. ALLEN, AICP PLANNING SERVICES MANAGER

Ms. Allen brings over 20 years of experience in developing and managing a wide range of planning projects, including strategic plans, government efficiency studies, brownfield redevelopment plans, comprehensive plans, corridor plans, complete streets, zoning ordinances, and plan review for numerous communities. Results-oriented, Ms. Allen is responsible for overseeing planning projects from the initial conception to final approval. Ms. Allen routinely develops and facilitates public engagement initiatives with a track record of robust participation. Ms. Allen is a seasoned manager who has overseen the successful procurement and administration of funding for communities throughout New York State. In addition to securing funds, Ms. Allen and her team are adept at funding administration and program delivery in compliance with both State and Federal regulations.

Education

Master of Regional Planning (M.R.P.)
University of Albany, NY 2000
Bachelor of Arts Environmental Design (B.A.)
University of Buffalo, NY 1998

Professional Affiliations & Certifications

American Institute of Certified Planners (AICP)
American Planning Association
NYS Uptate Chapter of American Planning Association
Capital District Planners Association

Publications

Bumps, Bruises and the Pitfalls of Village Dissolution, Talk of the Towns, Association of the Towns of the State of NY on February 20, 2017

Sustainable Comprehensive Plans: A worth while Commitment: Talk of the Towns, Jan/Feb 2016

Open for Agribusiness: Talk of the Towns, Sept/Oct 2014

Is Your Community a Hotspot? Rural Municipal Wi-Fi as an Economic Anchor: Talk of the Towns, May/June 2014

Is Your Community Ready To Compete? The Lombardi Approach to Grant Development: Talk of the Towns, Jan/Feb 2014

How to Integrate the Goals of Your Regional Council into Your Comprehensive Plan: Talk of the Towns, Jan/Feb 2012

Parks & Recreation Plans. Balancing the Wish List: Talk of the Towns, Jan/Feb 2010

Accessing State Funds: Three Steps to Success: Talk of the Towns, Sep/Oct 2009

Economic Development Tool Box, Using a Retail Market Analysis to Stimulate Downtown and Town Center Revitalization: Talk of the Towns, Nov/Dec 2006

Turning Lemons Into Lemonade, A Community Planning and Implementation Strategy: Talk of the Towns, Sept/Oct 2006

KEY PROJECTS:

REPRESENTATIVE PUBLIC ENGAGEMENT & PLAN DEVELOPMENT

- Public Engagement for Comprehensive Plan - City of Dunkirk, NY
- Public Engagement for Comprehensive Plan - Town of Esopus, NY
- Public Engagement for Comprehensive Plan - City of Cohoes, NY
- Public Engagement for Town Center Plan - Village of Watkins Glen, NY
- Public Engagement for Comprehensive Plan & Revitalization Strategy - Town of Sand Lake, NY
- Public Engagement for Economic Development Strategy - Village of Coeymans, NY
- Public Engagement for Lakefront Management & Development Strategy - Village of Watkins Glen, NY
- Public Engagement for Community Strategic Plan - Village of St. Johnsville, NY
- Public Engagement for Complete Streets Plans & Policies - Villages of Schoharie, Sharon Springs, Middleburgh, Richmondville, & Cobleskill; Towns of Blenheim and Jefferson - Schoharie County, NY
- Public Engagement for Lake Champlain/Saranac River Waterfront Plan (LWRP) - Town of Plattsburgh, NY
- Public Engagement for Lakefront Management & Development Strategy - Village of Watkins Glen, NY
- Public Engagement for Local Waterfront Revitalization Plan - Town of Esopus, NY

REPRESENTATIVE GOVERNMENT OPERATIONS PLANNING & IMPLEMENTATION

- County-Wide Shared Services Initiative - Putnam County, NY
- County-Wide Shared Services Initiative - Hamilton County, NY
- County-Wide Shared Services Initiative - Rensselaer County, NY
- Dissolution Implementation - Town of Van Etten, NY
- Consolidation Study - Town and Village of Pawling, NY
- Organization and Management Assessment - Village of Sleepy Hollow, NY
- Dissolution Plan - Village of South Nyack, NY
- Dissolution Plan - Village of Port Henry, NY
- Dissolution Plan - Village of Macedon, NY
- Dissolution Plan - Village of Mastic Beach, NY
- Dissolution Plan and Report - Village of Salem, NY
- Dissolution Implementation - Village of Salem, NY
- Dissolution Implementation - Town of Moriah, NY
- Municipal Consolidation and Efficiency "Brookhaven United" Plan - Town of Brookhaven, NY
- Consolidation / Shared Services Feasibility Study - Town of Ramapo, NY

REPRESENTATIVE GRANT ADMINISTRATION AND PROGRAM DELIVERY

- \$20 million Municipal Consolidation and Efficiency Competition (MCEC) Grant - Town of Brookhaven, NY
- Community Development Block Grants (CDBG) - Cities of Cohoes, Hudson, Oneida, and Villages of Canastota, Corinth, Kiryas Joel, and New Square, NY
- New York Water Infrastructure Improvement Act (WIIA) - City of Hudson, and Towns of Black Brook, Moreau, Plattsburgh, and Ramapo, NY
- Local Waterfront Revitalization Program (LWRP) - Town of Esopus, NY



KATHLEEN A. ROONEY

LOCAL GOVERNMENT SPECIALIST

Ms. Rooney, is the former Schenectady County Manager. In that role, Ms. Rooney instituted efficiency initiatives credited with improving service delivery and producing savings of more than \$40 million per year. Her innovative leadership and effective operational transformations are credited with closing the gap on the County's \$7 million county budget deficit in a single year. She leverages her 30 years of hands-on operations, management, budget, finance, and inter-municipal-cooperation experience to assist Laberge Group's clients in identifying innovative operational opportunities, increasing efficiency, improving service delivery, and informing the development of pragmatic and actionable organizational and management assessments and plans.

Education

Masters of Public Administration (M.P.A.)
University of Albany, NY 1985
Bachelor of Arts (B.A.)
University of Oneonta, NY 1981

Professional Affiliations & Certifications

New York Association of Counties - Health and Human Services Committee, Legislative Committee
Capital Region Land Reutilization Corporation - Board Member
Council of Community Services, Inc. (NYCON) - Board Member (former)

Awards & Honors

Annual Leadership Award - New York State Association of Counties, 2019
Distinguished Alumni Award - Rockefeller College of Community and Public Affairs, University of Albany, NY, 2017

Presentations & Guest Lectures

Social Work and Emergency Preparedness, School of Social Welfare, University at Albany, Spring 2019

Combating Homelessness, New York Association of Counties, January 2019

Social Work and Emergency Preparedness Workshop, College of Community & Public Affairs, University at Binghamton, April 2016.

Emergency Preparedness Guest Lecture, College of Community & Public Affairs, University at Binghamton, Fall 2013, Fall 2014

Long Term Care Services and Redesign Guest Lecture, Columbia School of Social Work, Fall 2011

KEY PROJECTS:

LOCAL GOVERNMENT OPERATIONS & EFFICIENCY PLANS & IMPLEMENTATION

- Organization and Management Assessment for DPW - Village of Sleepy Hollow, NY
- Dissolution Plan - Village of South Nyack, NY
- DPW Shared Services Study - Town and Village of Lake George, NY
- Highway Services Shared Services Plan and Implementation - Schenectady County, NY*
- LED Lighting Initiative Shared Services Plan and Implementation - Schenectady County, NY*
- Fueling Station Shared Services Plan and Implementation - Schenectady County, NY*
- Reorganization and Efficiency Plans and Implementation - Schenectady County, NY*
- Judicial Court Consolidation Feasibility Study - Town and Village of Rhinebeck, NY
- Judicial Court Consolidation Feasibility Study - Town and Village of Red Hook, NY
- Countywide Shared Services Plan Development and Implementation - Schenectady County, NY*
- Consolidation of Municipal Emergency Dispatch Operations - Schenectady County, NY*
- Solar Consortium Intermunicipal Agreement - Schenectady County, NY*
- Affirmative Action Services Shared Services Plan and Implementation - Schenectady County, NY*
- Central Dispatch Intermunicipal Agreement - Schenectady County, NY*
- NYS Local Government Efficiency Plan - City, Towns, and Villages of Schenectady County, NY*

ORGANIZATIONAL & MANAGEMENT CHANGE

- Corporate Reorganization / Program and Contract Redesigns - Schenectady County, NY*
- Departmental Consolidation - Schenectady County, NY*
- County Workforce Streamlining Initiative - Schenectady County, NY*
- Health Insurance Reforms - Schenectady County, NY*
- Best Practice Child Welfare Improvements - Schenectady County, NY*

MUNICIPAL MANAGEMENT

- Infrastructure Improvements to Community College Campus, Human Services Facility, Department of Motor Vehicles, and Libraries - Schenectady County, NY*
- Outcomes Reporting and Management System - Schenectady County, NY*
- Annual County Operating and Capital Budgets - Schenectady County, NY*

GOVERNMENT EFFICIENCY & INFRASTRUCTURE GRANT/LOAN FUNDING

- Local Government Efficiency (LGE) Grant - Schenectady County Unified Communications Center (UCC) - Schenectady County, NY*
- Clean Energy Communities Grant - Inter-Municipal LED Lighting - Schenectady County, NY*
- Municipal Restructuring Fund (MRF) - Solar Initiative Planning Grant - Schenectady County, NY*

*Work Completed Prior to Laberge Group



DAVID P. GILMOUR, AICP SENIOR PLANNER

Mr. Gilmour has over 25 years of experience in community planning. His areas of specialization include all aspects of long-range strategic and capital planning, organizational structure analysis and strategy development, and service delivery optimization. Mr. Gilmour also has extensive experience and expertise in healthy and sustainable communities, all aspects of long-range and capital planning, planning and zoning administration, recreation programming, and hazard mitigation. He possesses in-depth expertise in NEPA and SEQRA processes. Mr. Gilmour has additional expertise in permit streamlining, development review for planning boards, and municipal stormwater and sanitary sewer planning.

Education

Master of Community Planning, Honors
University of Rhode Island

Bachelor of Science, Political Science, Honors
Northeastern University

Professional Affiliations & Certifications

Certificate of Public Health,
Harvard University Extension School

American Institute of Certified Planners, & NY
Metro Chapter American Planning Association
- West Section Director 2012-15

Climate Reality Institute Leadership Corps

Project Management Institute - Ongoing

Town of New Paltz Historic Preservation
Commission - Commissioner 2007-2015

New Paltz Rotary 2008 - 2011

KEY PROJECTS:

PLANNING & ENGINEERING

- Northeast Strategic Plan, Form-Based Code, Zoning, & Future Land Development Generic Environmental Impact Statement (GEIS) - Town of Ramapo, NY
- Climate Resilience & Water District Capital Planning - Town of Black Brook, NY
- Comprehensive Plan - Village of New Hempstead, NY
- Union Road Sidewalk Project - Village of New Hempstead, NY
- Site-specific environmental reviews, including NEPA assessments, categorical, emergency, and exempt ERRs per CEQ, HUD, FEMA, and FCC protocols.*
- Environmental and engineering studies generating floodplain, coastal zone, wetland, ecological contamination, and historic/archaeological properties screenings, notices, findings, and fund releases for 180 cases/year*
- Comprehensive, housing, and wastewater plans - City of Gloucester, MA*
- Wetland restoration and climate protection program design and implementation - City of Gloucester, MA*
- Growth management codes, CDBG projects, municipal land use reviews, and agricultural economic development plans and programming - Nashua, NH*
- Downtown Improvement projects - Shirley Village Partnership*
- Wastewater engineering and compliance consulting and marketing - Practical Applications Inc.*
- Zoning laws/ design guidelines, recreation plans, watershed protection projects, strategic plans, needs assessment, and feasibility analysis - Multiple NY Communities*
- Municipal Planning for projects involving green infrastructure, sanitary sewer long-term control, wastewater treatment plant hardening, sidewalks, and parks and trails improvements - Multiple NY Communities*

REPRESENTATIVE GRANTS AND FUNDING

- Union Road Sidewalk Project Planning & Climate Smart Communities Grant Application - Village of New Hempstead, NY
- Local Waterfront Revitalization Program Grant - Town of Yorktown, NY
- Grant Development and Administration for projects involving green infrastructure, sanitary sewer long-term control, wastewater treatment plant hardening, sidewalks, and parks and trails improvements - Multiple NY Communities*

*Work Completed Prior to Laberge Group



NANCY L. COSTINE

COMMUNITY DEVELOPMENT SPECIALIST

Ms. Costine has been an Economic Development professional with over 10 years of experience in client outreach, problem resolution and nonprofit/municipal support services. A versatile professional, Ms. Costine is experienced in coordinating and implementing projects and programs that support commercial, office, and industrial development; grant writing and grant administration; business attraction and retention; development of public facilities and infrastructure; business development initiatives; and other economic development, redevelopment, or capital improvement programs and projects.

Education

Bachelor of Arts, Economics
State University of NY, Albany, NY
Bachelor of Science, Psychology
Fordham University, Bronx, NY
Associate in Science,
Dutchess Community College,
Poughkeepsie, NY

KEY PROJECTS:

GRANT ADMINISTRATION

- CDBG-ED Kiryas Joel Poultry Expansion Project – Village of Kiryas Joel, N.Y.
- CDBG-ED Drumlin Field Distillery Project – Columbia County, N.Y.
- CDBG-ED Hudson River Foods – Rensselaer County, N.Y.
- CDBG-ED Dutchland Plastics Project Administration - Village of Canastota, NY
- CDBG PI Wastewater Treatment Plant – Village of Corinth, N.Y.
- CDBG PI Wastewater Infrastructure Improvements – Village of Corinth, N.Y.
- CDBG Microenterprise Program Administration - Kiryas Joel, NY
- CDBG Home Ownership Program Administration - Kiryas Joel, NY
- CDBG Forcemain and Trunk Sewer Replacement Administration - Village of Corinth, NY
- CDBG Meter Project Administration - Village of DeRuyter, NY
- CDBG Sanitary Sewer - Village of Corinth, NY
- CDBG River Street Pump Station - Village of Corinth, NY
- Wastewater Treatment Upgrade - Village of Fultonville, NY
- CDBG Dry Dock Flood Control Project - Village of Fultonville, NY
- CDBG Joint Sanitary Sewer Improvements - Villages of Fonda & Fultonville, NY
- Grant Application for Wastewater Replacement - Village of Corinth, NY
- Town of Ramapo Bridge Culvert Grant – City of Suffern, N.Y.
- LGE Phase III Hamilton County Fuel and Consolidation Project Administration - Hamilton County, NY
- WQIP Salt Shed Administration - Town of Altona, NY
- Grant Planning Services - City of Hudson, NY
- Microenterprise Program Administration/Program Delivery - Town of Plattsburgh, NY

GRANT APPLICATION PROJECTS

- CDBG-ED Dutchland Plastics, LLC - Village of Canastota, NY
- CDBG-ED Hudson Valley Creamery - Columbia County, NY
- CDBG-ED Goat Dairy Expansion Project – Columbia County, N.Y.
- CDBG-ED Drumlin Field Distillery Project – Columbia County, N.Y.
- CDBG-ED Saranac Lake Resort – Saranac Lake, N.Y.
- CDBG-ED Kiryas Joel Poultry Expansion Project – Village of Kiryas Joel, N.Y.
- CDBG-ED Hudson River Foods - Rensselaer County, NY
- CDBG PI Forcemain & Trunk Sewer Replacement – Village of Corinth, N.Y.
- CDBG 2018 Microenterprise Program – Village of Kiryas Joel, N.Y.
- CDBG Housing HHA Bliss Towers Upgrades Project – City of Hudson, N.Y.
- ESD Grant Funds- All Seasonings Ingredients Expansion Project
- NBRC EID Route 9 Corridor Project – Town of Moreau, N.Y.
- NBRC EID Water Main Project – Town of Schuyler Falls, N.Y.
- DHSES Explosive Detection Canine Team Grant – City of Albany, N.Y.
- HCR HOME Providing Assistance to Homebuyers Project – Village of Kiryas Joel, N.Y.
- Grant Application for Wastewater Treatment Plant Replacement - Village of Corinth, NY
- New Square 2016 CFA (Daycare, EPA Parks, Micro) - Village of New Square, NY



LAVERNE J. STEWART

Community Development Specialist

Ms. Stewart is a central part of the team that assists local governments and community groups in the program delivery and administration of various grant programs, including Community Development Block Grants (CDBG), Local Government Efficiency (LGE), and RESTORE NY Grants. Ms. Stewart's expertise also includes the preparation of Environmental Review Records (ERR) and State Historic Preservation Office (SHPO) Environmental Assessments.

Education

Associates of Arts,
LaGuardia Community College
Long Island City, NY

KEY PROJECTS:

GRANT ADMINISTRATION

- CDBG Homeownership – Village of Kiryas Joel
- CDBG Infrastructure – Village of New Square
- CDBG Public Facilities - Village of Kiryas Joel, NY
- CDBG Microenterprise Program - Village of Kiryas Joel, NY
- CDBG Public Facilities - Village of Fultonville, NY
- CDBG Housing Rehabilitation - Village of South Glens Falls, NY
- CDBG Housing Rehabilitation - Town of Corinth, NY
- CDBG Cambridge Sewer Feasibility Project - Village of Cambridge, NY
- CDBG Water Improvement Project - Village of DeRuyter, NY
- CDBG Joint Wastewater Treatment Plant Upgrades - Villages of Fultonville & Fonda, NY
- CDBG Public Facilities - Village of St. Johnsville, NY
- WQIP Salt Storage Facility Project – Town of Annsville
- WQIP Salt Storage Facility Project – Town of Highland
- WQIP Salt Storage Facility Project - Town of Bronville, NY
- CREG Consolidation Sewer District – Town of Schodack
- CREG Water District Consolidation – Town of Moreau
- FEMA COVID-19 Assistance – Village of Kiryas Joel
- FEMA COVID-19 Assistance – Aishes Chayil
- FEMA COVID-19 Assistance – Town of Palm Tree
- FEMA COVID-19 Assistance – Town of Highland
- MCEC – Town of Brookhaven
- Climate Smart – Town of Black Brook
- Water Infrastructure Improvement Act – Town of Black Brook
- OCR Economic Development Grant - Rensselaer County, NY
- Housing Rehabilitation DHCR Administration - Village of South Glens Falls, NY
- Housing Rehabilitation HOME Grant - Village of Munnsville, NY
- Housing Rehabilitation HOME Grant - Village of St. Johnsville, NY
- Housing Rehabilitation HOME Grant - Town of Plattsburgh, NY
- Housing Rehabilitation HOME Grant - Village of South Glens Falls, NY
- RESTORE NY Round II Grant - Town of Plattsburgh, NY
- LGE Water System Improvements Project - Village & Town of Corinth, NY
- ESD Airport Study - Town of Plattsburgh, NY

GRANT APPLICATION PROJECTS

- LGE - Village of Kiryas Joel, NY
- RESTORE NY - Village of Canastota, NY
- LGRMIF - Town of Plattsburgh, NY

GRANT PROJECT COORDINATION

- Housing Rehabilitation NY Main Street Administration - Village of Massena, NY
- CDBG Housing Rehabilitation - Village of Munnsville, NY
- CDBG Housing Rehabilitation - Village of Manchester, NY



RONALD J. LABERGE, P.E. EXECUTIVE VICE PRESIDENT, CHIEF ENGINEER

Mr. Laberge has over 30 years of experience in municipal engineering, with a particular focus on municipal water and wastewater projects. Mr. Laberge has designed and managed hundreds of projects including water supply, treatment, distribution and storage; wastewater collection, pumping facilities, and treatment; and hydraulic and hydrological studies for all water supply and distribution projects; Mr. Laberge is adept at developing engineering reports that meet USDA, NYSOCR, NYSDEC, and NYSEFC technical and funding assistance requirements.

Education

Bachelor of Science (B.S.), Civil Engineering
Union College, Schenectady, NY, 1983
Hydraulic/Hydrological Engineering Specialty
Various Professional, Financial & Management Seminars

Professional Affiliations & Certifications

Professional Engineer (P.E.): NY, CT, VT
Society of Professional Engineers
American Water Works Association
Water Environment Federation

Specialized Experience Summary

- Adirondack Park Agency Brownfield Redevelopment
- Community Development Strategic Plan
- Comprehensive Land Use Planning
- Conceptual Site Development & Evaluation
- Corridor Studies
- Dam Engineering Assessments
- Dam Safety Emergency Action Plans
- Dam Safety Hazard Classification Evaluations
- Dam Safety Inspection & Maintenance Plans
- Economic Development Site Selection Feasibility Analysis
- Environmental Impact Assessment Review & Preparation
- Flood Damage Assessments & FEMA Reporting
- Highway Department Operations Plans
- Highway Design
- MS4 Compliance Programs
- Municipal Emergency Operation Plans
- On-Site Water Supply & Wastewater Disposal Design
- Pavement Condition Assessment & Rehabilitation Design
- Pavement Management System
- Planning & Zoning Board Technical Support
- Real Property Subdivisions
- Shared Services Feasibility Studies & Implementation
- Shoreline & Stream Stabilization
- Stormwater Pollution Prevention Plans
- Streetscape Design & Traffic Calming
- Trail, Park & Sidewalk Feasibility Studies & Design
- Water Feasibility Studies & Design
- Wastewater Feasibility Studies & Design
- Watershed Planning

KEY PROJECTS:

WASTEWATER SYSTEMS

- Water Wastewater Capital Improvement Plan and Implementation - Town of Plattsburgh, NY
- Wastewater Treatment Rate Analysis - Town of Plattsburgh, NY
- Wastewater Study - Town of Salem, NY
- Wastewater Treatment Facility Study - Town of Annsville, NY
- Wastewater Treatment Facility - Town of Peru, NY
- Wastewater Treatment Plant Feasibility Study - Town of Schodack, NY
- Wastewater Inflow & Infiltration Evaluation - Village of Corinth, NY
- Wastewater Engineering Report - Village of Cambridge, NY
- Wastewater Treatment Plant Solids Report - Village of Kiryas Joel, NY
- Wastewater Treatment Plant Grant - Village of Kiryas Joel, NY
- New Wastewater Treatment Facility - Village of Corinth, NY

SEWER SYSTEMS

- Sewer District 1 Rate Analysis - Town of Moreau, NY
- Sanitary Sewer Engineering Services - Town of Moreau, NY
- Sewer System Study - Town of Chazy, NY
- Base Manholes - Town of Plattsburgh, NY
- Sewer District No. 5 Extension - Town of Plattsburgh, NY
- Base Sewer Lining - Town of Plattsburgh, NY
- Valente/Mesko Subdivision - Town of North Greenbush, NY
- Sherwood Avenue Sewer Rehabilitation Program - Town of East Greenbush, NY
- Pump Station, Schodack SCSD Sewer - Town of Schodack, NY
- FFJSB Sewer Improvements - Village of Fonda-Fultonville, NY
- Forcemain & Trunkline Replacement - Village of Corinth, NY
- SCSD Onsite Sewer/Wastewater with Synthesis Architects - City of Schenectady, NY
- Sanitary Sewer Evaluation and Improvements - Village of Colonie, NY
- Sewer System Extension Evaluation & Recommendation - Village of Greenwich, NY
- Survey Flood Mitigation for Place Alliance - City of Schenectady, NY
- Water Plant Backwash System - Village of Kiryas Joel, NY
- Sanitary Sewer System, Wastewater Treatment Plant - Hamlet of Phoenicia, NY
- Sewer District Feasibility Study - Town of Perth, NY
- Headworks Loading Analysis (HLA) - Village of Kiryas Joel, NY
- Collection System Relief Sewer Study - Village of Mohawk, NY

WATER SYSTEMS

- Functional Consolidation of Water Districts - Towns of Plattsburgh & Schuyler Falls, NY
- Well Water Supply Improvements - Town of Plattsburgh, NY
- Water Well Exploration - Town of Plattsburgh, NY
- Pump Station Design & Upgrade for: Route 9, Bluff Point, I-87, Tom Miller Road, Military Turn Pike Road, Brown Road, Industrial Park - Town of Plattsburgh, NY
- 2 MG Water Storage Tank - Town of Plattsburgh, NY
- Pleasant Ridge Water Tank - Town of Plattsburgh, NY



STEVE E. ADAMS, P.E. SENIOR PROJECT MANAGER/ENGINEER

Mr. Adams has over 30 years of consulting engineering experience in municipal water and wastewater systems and special district formation. He has managed the design of several drinking water and wastewater treatment facilities and has coordinated with regulatory and funding agencies on behalf of his clients.

Education

Bachelor of Science, Civil Engineering
Union College, Schenectady, NY

Associates in Applied Science, Civil Technology
Hudson Valley Community College, Troy, NY,

Professional Affiliations & Certifications

Professional Engineer: NY
American Society of Civil Engineers (M.A.S.C.E)

KEY PROJECTS:

WASTEWATER

- New WasterwaterTreatment Facility - Village of Corinth, NY
- Sanitary Sewer Feasibility Study - Village of Cambridge, NY
- Wastewater Study - Town of Salem, NY
- Effluent Disinfection Study - Town of Chazy, NY
- Sewer System Study - Town of Chazy, NY
- Wastewater Treatment Facility Study - Town of Annsville, NY
- Sewer District Feasibility Study - Town of Perth, NY
- Cumberland Head Sewer District Study & Lift Station Improvements - Town of Plattsburgh, NY
- Wastewater Treatment Plant, Ron De Voo Restaurant, Reham Corporation - Town of Gilboa, NY*
- Route 9 & 20 Sewer Replacement - Town of Schodack, NY
- River Street Pump Station Replacement - Village of Corinth, NY
- Wastewater Treatment Plant Improvements - Villages of Fonda & Fultonville, NY*
- 2014 CDBG Sanitary Sewer Improvements - Villages of Fonda & Fultonville, NY
- 2017 CDBG Sewer Improvements - Villages of Fonda & Fultonville, NY
- Wastewater Treatment Plant Improvements - Village of Kiryas Joel, NY
- Headworks Loading Analysis (HLA) - Village of Kiryas Joel, NY
- Collection System Relief Sewer Study - Village of Mohawk, NY
- Wastewater Treatment Plant Improvements - Town of Rotterdam, NY*
- New Wastewater Treatment Plant - Towns of Duaneburg-Delanson, NY*
- New Wastewater Treatment Plant - Village of Broadalbin, NY*

WATER SYSTEMS

- Water Filtration Plant Backwash Recovery Improvement - Village of Kiryas Joel, NY
- Pleasant Ridge Water System Improvements - Town of Plattsburgh, NY
- Moffitt Road Water Supply Study - Town of Plattsburgh, NY
- Morrisonville Chlorination Facility - Town of Plattsburgh, NY
- Water Studies, PARC/South Plattsburgh - Town of Plattsburgh, NY
- Water and Sewer District Feasibility Study - Town of Kingsbury, NY
- Water District Feasibility Study -Town of Little Falls, NY
- Water District Improvements - Town of Fort Edward, NY
- Lake Peekskill Water District Study - Town of Putnam Valley, NY
- Rice Lane Water & Sewer Replacement - Village of Port Henry, NY
- Water Plant Backwash Handling/Recovery Improvements - Village of Kiryas Joel, NY
- Groundwater Source and Treatment Improvements - Victory-Schuylerville Board of Water Management, NY
- Water Filtration Plant - Town of Peru, NY*
- Rexford Water District Improvements - Town of Clifton Park, NY*
- Slow Sand Water Filtration Plant - Village of Fort Plain, NY*
- Slow Sand Water Filtration Plant - Village of Delanson, NY*
- Pressure Reducing Valve Station Improvements - City of Amsterdam, NY*
- Halstead Road Water District Report - Town of Vienna, NY
- May Currier Well Improvements, Town of Plattsburgh, NY

*Work Completed Prior to Laberge Group

PROFESSIONAL REFERENCES

The following are familiar with our firm and represent current similar projects. We encourage you to contact them.

Town of Brookhaven, New York

Contact: Matthew Miner, Director of Operations
One Independence Hill
Farmingville, NY 11738
(631) 451-2443
Email: mminer@brookhaven.org

Village of Corinth, New York

Contact: Charles Pasquarell, Mayor
244 Main Street
Corinth, NY 12822-1118
(518) 654-2012
Email: mayor@villageofcorinthny.com

Town of Plattsburgh, New York

Contact: Michael S. Cashman, Town Supervisor
151 Banker Road
Plattsburgh, NY 12901-7307
(518) 562-6800
Email: michaelc@townofplattsburgh.org

Village of Hempstead, New York

Contact: Waylyn Hobbs Jr., Mayor
99 James A. Garner Way
Hempstead, New York 11550
(516) 478-6200
Email: whobbs@villageofhempsteadny.gov

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SECTION III : PROPOSED PLAN

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PROJECT UNDERSTANDING

STRATEGIC PLANNING

The City of Kingston is to be commended for seeking to maximize the once-in-a-lifetime opportunity provided by the American Rescue Plan Act (ARPA)'s State and Local Fiscal Recovery Funds by seeking consulting services that will optimize these funds by offering a broad base of support and guidance in the development of a strategic plan that best:

- Provides a thorough needs analysis to determine the most effective means of leveraging the funding to deliver the greatest impact, support the speediest and most robust recovery from the pandemic, and provide the largest benefit to the community.
- Collaboratively identifies the most pressing community needs by soliciting input from numerous public and government sources, thus gleaning ideas from a diverse and broad-based pool while simultaneously depoliticizing the allocation of funding to the extent possible.
- Commits funds to projects within the context of a Strategic Plan that both meets the mandates of the ARPA and is in synch with the City's vision, current projects, and plans.
- Leverages this funding to secure additional State and Federal funding to either extend the impact of committed recovery funds or to fund additional projects.
- Maintains eligibility for additional tranches of funding by meeting shifting and evolving federal compliance regulations with regard to the obligation and use of recovery funds.

We recognize that Covid-19 has significantly impacted the community in many ways, including health, public safety, businesses, housing, and community activities. We are also keenly aware that community members require vaccine access, food security, relief from rising housing costs, and increased help for addiction and mental health needs that have been exacerbated by the pandemic. We are committed to working with the City to balance those needs with economic recovery in all sectors, including bolstering tourism and small business; improving water, wastewater, sewer, and broadband infrastructure; and addressing other identified governmental needs.

The ARPA allocation represents an unprecedented opportunity to recoup lost dollars, directly pursue projects that will address long-standing infrastructure issues, and meet the needs identified as being the most pressing with projects that deliver the greatest public benefit. Laberge Group stands ready to assist the City of Kingston in the creation of a Needs Assessment and the development of a Strategic Plan that most effectively leverages the allocated funds, stretching them to realize the greatest possible impact and benefit to your citizens.

As a firm with a broad and deep background in urban and community development, a strong public engagement track record, a thorough understanding of compliance with respect to federal funding, proven success at grant leveragability (the building of a "funding quilt"), and the technical skills to identify problems, prepare the resources, and direct the funds, Laberge Group is ideally suited to partner with the City of Kingston to leverage this funding to deliver innovative and implementable solutions that will effectively address the City's priority needs.

Laberge Group recognizes that as a metropolitan City, the City of Kingston will have an interim report filing due by August 21, 2021 for aid usage as of July 31, 2021. We are also aware that all funds from the first tranche must be obligated prior to requesting the second allotment no earlier than one year from now, with all funds required to be obligated by December 31, 2024 and spent by December 31, 2026. As such, we understand that it is important to proceed without delay in determining the most impactful use of the allocated funds, and to efficiently proceed through the vetting process to confirm project eligibility and administrative capacity to implement said projects before including them in the strategic plan and obligating the funds.

The stipulated pre-approved uses of these funds include:

- Response to the Public Health Emergency or its Negative Economic Impacts.
- Assistance to households, small businesses, non-profits, and impacted industries.
- Response to Workers Performing Essential Work during the COVID-19 public health emergency
- Revenue Recovery for the Provision of Government Services.

► Necessary Investments in Water, Sewer, Broadband Infrastructure.

It should be noted that in addition to these stipulated pre-approved uses, there are additional creative and innovative uses for the funds that are in compliance with ARPA regulations. For instance, Laberge Group will coordinate with the City's financial advisory firm, Munistat, to verify what revenue can be recovered (see bullet four above) and used on projects not directly eligible for commitment of ARPA funds.

Another way that Laberge Group will be vigilant in maximizing the use of the recovery funding will be investigating the potential use of ARPA funds for additional governmental needs that "are presumed to be eligible service uses when provided in a Qualified Census Tract (QCT)" within the City of Kingston. These may include, but are not limited to:

- Remediation of lead paint or other lead hazards
- Community violence intervention programs
- Homelessness and supportive housing
- Housing and community development, including addressing vacant and abandoned properties
- Development of affordable housing
- Early learning services, tutoring or afterschool programs

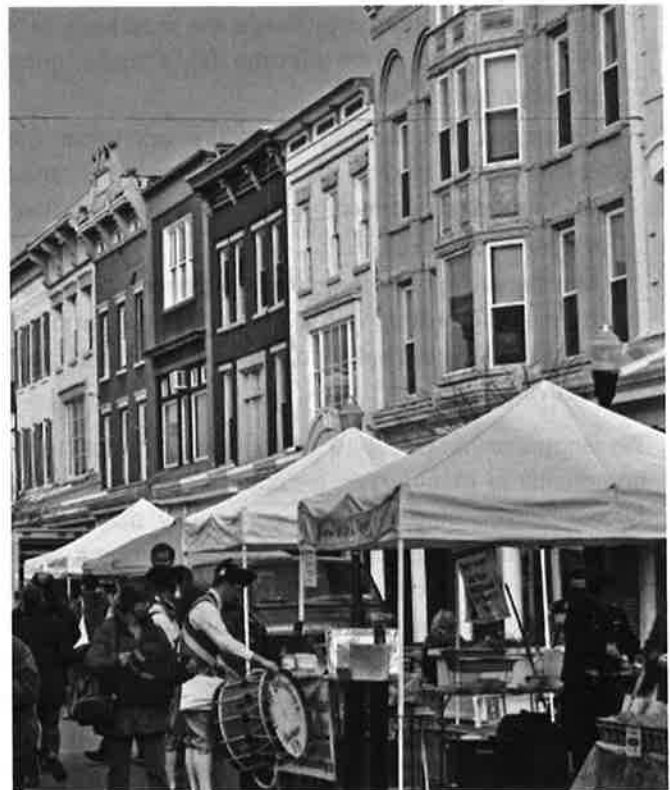
REGULATORY COMPLIANCE

Laberge Group is cognizant of the shifting and evolving landscape of the ARPA funding regulations. We are closely monitoring the information provided by the U.S. Treasury and the New York Conference of Mayors (NYCOM), and we will share any shifts with the City of Kingston. Throughout the process, our Team will identify the implications of changes on the City's funding allocation plans, including any regulatory changes and additional opportunities for the use of funds.

For Federal funding of this scale, it is essential to partner with a firm that has extensive experience in large scale funding compliance. Our compliance experts have the requisite experience and a proven track record of main-

taining compliance with both State and Federal funding regulations. Laberge Group has administered more than 400 grants in recent years, and most recently have been charged with the administration and implementation of the Town of Brookhaven's \$20 million Municipal Consolidation and Efficiency Program. Additionally, Kathleen A. Rooney, the Local Government Specialist assigned to this project, is a former Manager of Schenectady County who was charged with the economic and environmental recovery in the wake of Tropical Storms Irene and Lee and has gained deep familiarity with Federal programs and compliance requirements.

The Laberge Group Team consists of planners, government operation specialists, public outreach experts, civil engineers, municipal architects, and grant administration staff – all of whom are excited at the prospect of assisting the City of Kingston in making the most of this once in a lifetime opportunity.



PROPOSED METHODS

The American Rescue Plan Act (ARPA) provides the City of Kingston with a once-in-a-lifetime opportunity to address local pandemic public health, safety, and economic hardship, as well as to invest in water and sewer infrastructure in order to propel the City forward.

Laberge Group employs a team of professional planners, government operations specialists, municipal finance specialists, community and economic development specialists, and experienced grant writers qualified to assist the City of Kingston in identifying priority funding needs, obligating the ARPA recovery funds to those projects, and where appropriate, leveraging the ARPA funding to secure additional funding resources to implement important municipal projects. Each member of this team is empowered by their expansive breadth of knowledge, diversified experience, and pride of excellence. Laberge Group has assisted numerous county governments, large and small municipalities, public and private businesses, and non-profit organizations in the identification and procurement of Federal and State funding programs.

The ARPA funds focus on predetermined project categories that provide support for local households, small businesses, impacted industries, essential workers, and the communities hit hardest by the crisis. Approved uses of the allocations include projects aimed at recouping lost revenue, rebuilding local economies, safeguarding public health & safety, and investing in water, wastewater, and broadband infrastructure. Our depth of knowledge in other funding programs will enable us to identify opportunities for the City to secure funding for other projects that may not fit into the ARPA eligibility but could be advanced through other sources. Collectively, we will examine a wide variety of projects to identify the areas needed to generate economic recovery and assist the City with prioritizing funding allocation. These subject areas may include, but are not limited to:

- a) Infrastructure Development and Maintenance
- b) Community/Economic Development
- c) Parks, Recreation, and the Arts
- d) Criminal Justice Technology and Programs
- e) Health Services
- f) Housing and Housing Programs
- g) Homeland Security, FEMA and Recovery

Laberge Group proposes to build off the City's successful DRI-led planning committee, utilizing the breadth and diversity of those involved – including community representatives, non-profit groups, City government, and the private economic sector – to springboard a public outreach and stakeholder campaign that provides a broad-base of input that will aid in identifying the impact of the pandemic on the City, and developing a strategic plan that meets current needs City-wide, and leverages resources to address critical infrastructure projects.

Laberge Group's extensive experience working with municipal governments has provided us with an introspective understanding of the many needs and concerns that impact each of our clients. In response, and with a commitment to uphold our philosophy to provide the highest quality service for each client's requirement, Laberge Group has designed a grants/funding surveillance and development strategy that has proven successful in securing over \$245 million in State and Federal funding for our clients.

The successful best practices methodology used to achieve our success is summarized below:

METHODOLOGY FOR SUCCESSFUL FUNDING STRATEGY DEVELOPMENT AND IMPLEMENTATION

1. Identify the community's needs and issues.
2. Analyze potential issue-solving projects from a variety of perspectives.
3. Examine alternative solutions.
4. Identify available ARPA funding and leverage opportunities.
5. Recommend source or identity of resolution and solution(s).
6. Develop a schedule or timeline for grant activities.
7. Enact appropriate activity to successfully achieve objectives.

SCOPE OF WORK

A Laberge Group team of experienced planning and grants development professionals will provide on-site consultation with the Mayor and assigned City Staff to identify program/project needs and assess projects for use of recovery funds and potential grant applications. Laberge Group proposes the following scope of work to achieve the objectives of the City of Kingston. In considering this Scope, our approach is flexible and can be modified to better meet the City's needs.

PHASE 1: FUNDING NEEDS ASSESSMENT

TASK 1. PROJECT INITIATION:

An initial "kick-off" meeting will be conducted to introduce our team and immediately begin the planning process with the City of Kingston. We will use this kick-off meeting to discuss the process, timeline and expectations and finalize the format of the public outreach. It is important to determine appropriate outreach methods that have been proven to work in the city in order to build awareness and solicit participation in the planning effort. This meeting will be used to schedule project tasks and meetings with the City to allow for the project to be completed on time. In addition, Laberge Group will work with the City to identify the stakeholders (including, but not limited to community and business leaders, property owners, neighborhood associations, department heads, local officials, boards and elected representatives) that will be engaged during the public outreach and community visioning phase.

TASK 2. COMMUNITY ENGAGEMENT PLAN:

As part of this initial meeting, Laberge Group will provide a Draft Community Engagement Plan (CEP) outline. The CEP will be comprehensive and lay out an engagement process that provides opportunity for many residents, property owners, and other interested stakeholders – including representatives from the business community, local planning committee, non-profit organizations, department heads, economic development organizations, and the general public – to gain a thorough understanding of community needs and help optimize the utilization of the Federal funds. Our team is committed to conducting this process in a way that is transparent, collaborative, and consensus-building. An initial set

of actions proposed to be covered in the Community Engagement Plan are described in Task 4 and Laberge Group will work with the City to establish community engagement milestones, locations and/or virtual access and the Project Schedule.

The public outreach process will include significant efforts by Laberge Group to introduce the community to the City's economic recovery planning process and inspire involvement. Our team will engage and listen to the community to identify opportunities that reflect the priorities and interests of community members and the City.

A robust outreach program is necessary during these challenging times, and as such Laberge Group will employ innovative approaches to community engagement. These include but are not limited to: roundtables, City-hall style meetings, online polling, and surveys. We are committed to designing a robust and interactive public process for the City of Kingston to engage a broad base of stakeholders. Pending discussion with the City of Kingston, these outreach methods remain flexible to include the best combination of tools to reach the majority of constituents.

TASK 3. PLAN REVIEW:

In addition, as part of the project initiation, Laberge Group will review the City's numerous planning documents, including but not limited to the Comprehensive Plan "Kingston 2025" adopted in 2016, the draft 5-year Capital Improvement Plan currently under development, and the 2018 Downtown Revitalization Plan (DRI). These documents serve as a strong foundation for understanding the needs of the City. As such, Laberge Group will review these plans as part of the Needs Analysis. The purpose of the review will be to:

- Identify projects that may be eligible for either recovery funds or other available funding sources.
- Understand the City's short and long-term goals.
- Identify key project partners and/or stakeholder that may be able to assist the City with implementation.

This review will be expanded as necessary to include County or Regional draft or adopted planning documents that set forth planning initiatives for revitalization, growth, and/or redevelopment.

TASK 4. COMMUNITY ENGAGEMENT ACTIVITIES:

There will be multiple ways the community will have an opportunity to engage in the project. Including the following:

ACTIVITY 4.1 ADVISORY COMMITTEE MEETINGS

Following the kick-off meeting, Laberge Group will work directly with the Common Council, City Staff, designated members to the Advisory Committee to help guide the Project. Advisory committee meetings will be facilitated by Laberge Group, and may consist of a variety of meetings both in person and by videoconferencing. The Advisory Committee will serve as a general sounding board, assist with outreach needs, and work collaboratively to advance both priority projects and the Economic Recovery Plan.

ACTIVITY 4.2: DEPARTMENT NEEDS REVIEW:

As directed by the City, Laberge Group will meet with department heads to discuss and assess current funding priority areas of each department. Discussions will include, but are not limited to, department needs for specific projects, program stabilization, expansion, or future direction. Laberge Group will review departmental and City-wide priorities and provide an analysis of project needs as it relates to annual funding priorities. From this information, we will collectively identify potential priority areas that may be eligible for recovery funds.

ACTIVITY 4.3 STAKEHOLDER ROUNDTABLES/ INTERVIEWS:

We will work with the City to build off the successful DRI Local Planning Committee in order to identify a range of stakeholder groups and to engage them in either one-on-one or small group sessions. Laberge Group will conduct stakeholder interviews and/or roundtable discussions with groups of similar stakeholders to understand how aid can help a variety of community groups and organizations in the City recover from the pandemic. Stakeholders' views and opinions will be an important component in identifying key community issues and opportunities.

ACTIVITY 4.4 PROJECT WEBSITE

Laberge Group will work with the City of Kingston to utilize the City's website to collect public feedback and present information and it evolves. There will be social media links and content links that will cover the schedule/ project sta-

tus and frequently asked questions. Users will also be able to review Project documents and trigger a questionnaire or supply comments. Alternatively, Laberge Group can create a project-specific website for an additional cost.

ACTIVITY 4.5 SURVEY QUESTIONNAIRE

A survey instrument will be developed that will serve to reach a broad spectrum of residents, businesses, non-profits, and other target stakeholders. The survey will be available in an online format and also available in written paper form. Laberge Group will work with the City to establish survey objectives, and the Advisory Committee will be requested to provide comments on the instrument. All paper copies received will be entered online for tabulation and will be sortable by stakeholder type to identify needs and project recommendations. The City will be responsible for any postage.

ACTIVITY 4.6 PUBLIC MEETINGS

Public meetings will be broad based and designed to inform, listen and engage general audiences. Laberge Group will facilitate each public meeting with the objective to share the project purpose, the project milestones, timelines, and to garner participant perspectives. It is initially envisioned that the first public meeting may be more general to solicit a wide range of ideas. Later public meetings may be tailored to review specific projects and to garner feedback on the projects as they relate to community priorities, needs and interests. Meeting formats will vary to engage a variety of people. It is recommended that one meeting be an open house format that the public is able to freely attend based upon their schedule. This open house format is recommended to be multi-day and move throughout the wards. These meetings allow single parents, seniors, shift workers, and others to have more flexibility in participating. The other meetings may be structured with a block of time and have break-out sessions that are used to delve into specific topics or neighborhood-level dialogue/ analysis. The final formats will be determined as part of the Community Engagement Plan. Three (3) public meetings, which includes the multi-day open house event, have been included in the development the Economic Recovery Plan.

ACTIVITY 4.7 ADDITIONAL ENGAGEMENT ACTIVITIES

Depending on participation goals and input on the Community Engagement Plan, there likely could be a call for

other public engagement. For instance, Laberge Group can participate at community events with poster boards and handouts to explore interests and administer surveys, or a “travelling kit” can be created and moved to locations where residents/stakeholders will gather. Alternatively, outreach can be directed to target groups, like youths. Thus, we set a reserve for undefined outreach.

ACTIVITY 4.8 PROMOTIONAL ACTIONS

A broad set of actions will be defined and populated to ensure people of all ages, abilities, incomes, and backgrounds know of and participate in this program. Through a series and sequence of specific community publicity actions, as per the Community Engagement Plan, multiple marketing and publicity actions will occur, such as with posting of bulletins and using a range of information technologies. Laberge Group expects to form materials and coordinate schedules for outreach that are directly executed by the City of Kingston, with plenty of lead time the range of subject-specific Activities covering Press Releases; Meeting Flyers & Letter/ Email Invitations; and Other Various Marketing Support.

TASK 5: FUNDING NEEDS ASSESSMENT:

The findings of Tasks 1 through 4 will provide the foundation for the development of the City of Kingston’s Funding Needs Assessment document. The Funding Needs Assessment will include a complete of summary of the plans and community engagement, and will be customized into a planning document that the City will be able to use as a blueprint for future projects, grants, and long-term planning. The Needs Assessment will identify the extensive opportunities and needs of the City, including of its vast stakeholders.

Included in the Funding Needs Assessment will be a preliminary implementation matrix to begin the process of cross-referencing the projects to recovery funds (or buckets of eligible uses) and other potential funding sources. The projects identified will be further vetted and prioritized in the subsequent phase. However, this implementation matrix will continue to evolve and will be a critical deliverable of the Economic Recovery Plan. It will serve as a guide to the City to understand project partners, leveraged resources, and allocated ARPA funds. It will be impera-

tive that the City maintain documentation of ARPA funds should an audit be required.



PHASE 2: PROJECT PRIORITIES & IMPLEMENTATION

Following the completion of the Funding Needs Assessment, Laberge Group will work closely with the City of Kingston to research projects proposed by City departments and the community and prioritize the funding opportunities based on the anticipated impact of the proposed projects to meet the City’s priorities and synch with current projects, plans, the DRI, and the Capital Improvement Plan under development.

TASK 6: PROJECT RESEARCH AND VETTING:

Laberge Group will work with the City to determine which projects proposed during in the Funding Needs Assessment require additional research to determine their pro-

jected impact in achieving the goals set forth by City of Kingston. The proposed projects will be carefully vetted to determine their funding eligibility under, and compliance with, Federal guidelines for the use of Coronavirus State and Local Fiscal Recovery funds. In addition, we will consult with Munistat, the City's financial advisors, to determine the long term bondability and fundability of projects and identify opportunities to leveraging the ARPA resources as part and parcel to the City's Capital Improvement Plan.

To maximize the use of the ARPA funds and direct their use toward the most essential and promising projects, Laberge Group will also collaborate with the City to determine additional innovative means for which the funds may be employed beyond the stipulated pre-approved uses while remaining in compliance with ARPA regulations. For example:

- It is feasible under certain circumstances to deploy the recovery funding to address governmental needs or utilize the funds for certain services which are not explicitly specified among the primary pre-approved uses for ARPA funding, but which are presumed to be eligible uses when provided in a Qualified Census Tract (QCT). These presumed eligible uses include, but are not limited to: homelessness and supportive housing, housing and community development, including addressing vacant and abandoned properties, development of affordable housing, and early learning services, tutoring or afterschool programs.
- It is also feasible to utilize recovered lost revenue, a stipulated approved use for ARPA funding, to implement projects not directly eligible for ARPA funds. Laberge Group will coordinate with the City's financial advisory firm, Munistat, to verify revenue losses and determine what revenue can be recovered.

The result of the vetting process will include an update to the implementation matrix that adds a prioritization a column and designates eligible project funds. Coronavirus State and Local Fiscal Recovery Funds allocated through ARPA are subject to an annual Federal single audit reporting requirement, therefore the expenditures must be well documented and deemed eligible based one of these three designations: a pre-approved eligible use, a presumed el-

igible use provided in a Qualified Census Tract, or the application of lost-revenue funds recovered.

This assessment will quantify the type of impact recovery funds eligible for each activity and will be used as the foundation for identifying priority projects for commitment of the recovery allocation and potential applications for additional funding to maximize the ARPA investment.

TASK 7: CONCEPTUAL LEVEL COST ESTIMATION:

Laberge Group will utilize a reliable and field-tested custom process created for the development of capital improvement plans to provide conceptual level cost estimations for priority projects. These cost estimates will be augmented by Laberge Group architects, engineers, and other professionals as needed with design, concept plans, and feasibility studies. Augmented cost estimates above and beyond the conceptual level will not be included in the proposed fee, but will be billed at an hourly rate per the rate chart provided.

TASK 8: ASSESSMENT OF EXISTING ADMINISTRATIVE AND STAFF CAPACITY AT THE CITY:

A key component of developing the Economic Recovery Plan for effective utilization of ARPA funding is implementability. Staffing capacity is on par with funding as a critical component of successful project implementation. Toward that end, the Laberge Group team will determine the level of administrative and staff capacity available to implement each project identified in the Funding Needs Assessment. This assessment will be added to the implementation matrix to account for project components such as, but not limited to, SEQR/NEPA, bidding, construction observation, federal compliance/reporting, etc. The assessment will examine the capacity to implement specific projects over the long term, and determine what additional resources may need to be provided via ARPA funding to augment current staff to meet the City's needs over the next five years.

Laberge Group will work closely with the City Office of Grant Management, the Comptroller, department heads, and the Personnel Office (Civil Service Commission) to assess current staffing capacity to shepherd this pro-

ject through the first year, including federal compliance and ARPA funding administration, and to provide project implementation of services through 2026. Laberge Group professionals are available to supplement City staff as required in subsequent years based on current and future available bandwidth of City staff.

TASK 9: ECONOMIC RECOVERY PLAN AND PROJECT IMPLEMENTATION STRATEGY DEVELOPMENT:

The recovery planning process will be an evolving document that will culminate with the inclusion of the products developed in Task 1 through 8. All of the findings, outreach, and research will be developed into a strategic plan for the City of Kingston. The Economic Recovery Plan will include a full strategy for project implementation of each selected project. Each project strategy will include:

- ▶ Conceptual level cost estimates.
- ▶ Project timelines.
- ▶ Internal department responsibilities necessary to implement programs to Federal requirements.
- ▶ An assessment of existing administrative and staff capacity at the City to execute the project to Federal standards.
- ▶ A community benefits/impact summary.
- ▶ Stipulation of the eligible use of ARPA funds as a pre-approved use, a presumed eligible use provided in a Qualified Census Tract (QCT), or an allocation of funds from the recovery of lost revenue.

PHASE 3: FEDERAL COMPLIANCE & REPORTING

TASK 10: FEDERAL COMPLIANCE & REPORTING

Laberge Group will coordinate Federal compliance and reporting requirements on behalf of the City and submit monthly reports to the City summarizing the amount of time expended and describe the activities undertaken during the previous month. Laberge Group will provide appropriate work plans and activity schedules for projects slated for commitment of ARPA recovery funds as well as additional grant funding that may be secured to further priority

projects by leveraging committed ARPA funds.

Recognizing that regulations governing the use of ARPA funds are constantly evolving, that refinements are being made on an almost weekly basis, and that updates are being provided by the Treasury in real-time, the Laberge Group team is constantly monitoring notices, including updates provided by NYCOM and the ARPA FAQ page. As such, we expect to have a minimum of semi-weekly, if not weekly, teleconferences with City representatives over the first 6 months as we continue to develop this project and maintain compliance with the ever-evolving regulations.

Laberge Group has the requisite expertise to provide full grant administration and program delivery services. Laberge Group will assign a program manager to assist the City in administering and delivering the program in full conformance with all Federal, State and Local guidelines, including the Interim Rules set by the Department of Treasury. The designated project manager will be responsible for working with City staff to establish the necessary filing system and establish financial accounts to receive funds. Our team will then continue to assist City staff in maintaining eligibility through adherence to the work plan and project schedule and, as such, will provide the necessary program management, appropriate record keeping, accessing of funds and the filing of timely progress reports. A Laberge Group representative will meet with staff to review to ensure the record keeping, reporting, and management meets both the City's management procedures and the criteria established by the funding source, whether that be ARPA or an alternative funding source.

Please note that administrative fees are included as eligible reimbursable expenses under ARPA and Laberge Group will document all Team consultant costs for inclusion in the reporting process.

SECTION V : REQUIRED DOCUMENTS

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City of Kingston Purchasing Department
RFP#: K21-06
Economic Recovery Plan Consultant Services
Wednesday, June 23, 2021
11:00am



INFORMATION SHEET

NAME OF RESPONDER: Laberge Group

ADDRESS: 4 Computer Drive West

Albany, New York 12205

TYPE OF ENTITY: Corp. ☒ Partnership ☐ Individual ☐
LLC ☐

If a non-publicly owned Corporation: NAME OF CORPORATION: Laberge Engineering & Consulting Group Ltd.

List Principal Stockholders (holding over 5% of outstanding shares) _____

Richard F. Laberge, P.E., President Ronald J. Laberge, P.E., Vice President

Karen E. Laberge, Vice President Christine A. Laberge, C.P.A., Treasurer Carolyn D. Dunderdale, R.L.A., Owner

List Principal Stockholders (holding over 5% of outstanding shares) _____

LIST OFFICERS:

LIST DIRECTORS: Richard F. Laberge, P.E., President

Ronald J. Laberge, P.E., Vice President

Karen E. Laberge, Vice President

Christine A. Laberge, C.P.A., Treasurer

Carolyn D. Dunderdale, R.L.A., Owner

DATE OF ORGANIZATION:

1984

If a partnership:

PARTNERS: _____

NAME OF PARTNERSHIP: _____

DATE OF ORGANIZATION:

*** If the business is conducted under an assumed name, a copy of the certificate required to be filed under the New York General Business Law must be attached.**

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City of Kingston Purchasing Department
RFP#: K21-06
Economic Recovery Plan Consultant Services
Wednesday, June 23, 2021
11:00am



AFFIDAVIT OF NON-COLLUSION

NAME OF RESPONDER: Laberge Group

BUSINESS ADDRESS: 4 Computer Drive West, Albany, New York 12205

I hereby attest that I am the person responsible within my firm for the final decision as to the prices(s) and amount of this proposal or, if not, that I have written authorization, enclosed herewith, from that person to make the statements set out below on his or her behalf and on behalf of my firm.

I further attest that:

1. The price(s) and amount of this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition with any other contractor, responder or potential responder.
2. Neither the price(s), nor the amount of this proposal, have been disclosed to any other firm or person who is a responder or potential responder on this project, and will not be so disclosed prior to proposal opening.
3. No attempt has been made or will be made to solicit, cause or induce any firm or person to refrain from responding to this RFP, or to submit a proposal higher than the proposal of this firm, or any intentionally high or non-competitive proposal or other form of complementary proposal.
4. The proposal of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from any firm or person to submit a complementary proposal.
5. My firm has not offered or entered into a subcontract or agreement regarding the purchase of materials or services from any other firm or person, or offered, promised or paid cash or anything of value to any firm or person, whether in connection with this or any other project, in consideration for an agreement or promise by an firm or person to refrain from responding to this RFP or to submit a complementary proposal on this project.
6. My firm has not accepted or been promised any subcontract or agreement regarding the sale of materials or services to any firm or person, and has not been promised or paid cash or anything of value by any firm or person, whether in connection with this or any project, in consideration for my firm's submitting a complementary proposal, or agreeing to do so, on this project.
7. I have made a diligent inquiry of all members, officers, employees, and agents of my firm with responsibilities relating to the preparation, approval or submission of my firm's proposal on this project and have been advised by each of them that he or she has not participated in any communication, consultation, discussion, agreement, collusion, act or other conduct inconsistent with any of the statements and representations made in this affidavit.
8. By submission of this proposal, I certify that I have read, am familiar with, and will comply with any and all segments of these specifications.

The person signing this proposal, under the penalties of perjury, affirms the truth thereof.

Richard F. Laberge, Pres.
Signature & Company Position

RICHARD F. LABERGE, PRESIDENT
Print Name & Company Position
Laberge Group

Company Name

6-21-2021
Date Signed

13-15532148

Federal I.D. Number

