

## **JONATHAN DRAPKIN**

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### **PROFESSIONAL EXPERIENCE:**

**Drapkin Strategies**  
Rock Hill, New York

**Current**

#### President/Founder

Activities: Visioning, Strategic Planning, Project Management, Creative Problem Solving, Program Development, Community and Economic Development, Team Building, Government Efficiency and Effectiveness and Public Speaking.

#### **Hudson Valley Pattern for Progress**

Newburgh, New York

#### President/CEO

2006 – 2021

- Chief Executive Officer for nine-county not-for-profit policy organization, whose mission is improving the quality of life for the Hudson Valley and its residents by promoting regional solutions.
- Managed, devised, and implemented all elements of the organization's research and program plan of work.
- Prepared, managed, and implemented the organization's budget, fiscal, and development plan to support the organization's finances.
- Served as Pattern's spokesperson to the media, government, and community organizations.
- Provided staff work on behalf of the organization's 40+ member Board of Directors and its standing committees.
- Developed and taught annual training program - "The Pattern Fellows"- for 20+ mid-career professionals in regionalism. Created multiple other training programs, events, conferences and convenings to support the region and Pattern's mission.
- Developed consulting component in support of organization's mission and finances.
- Increased organization's budget by more than 100%. Increased the organization's fund balance which enabled it to maintain its full staff throughout Covid-19.
- Pattern has been recognized five times during this period by other Hudson Valley organizations and had one of its innovative programs written about in Planning magazine.
- Appointed to serve on both the Executive Committee and as a member of NYS' Mid-Hudson Regional Economic Development Council since its inception in 2011.
- Appointed as one of two, non-County Executives to serve on the Mid Hudson's Regional Control Room during the first year of the Pandemic. The control room met on a daily basis with state representatives to decide strategies to address both health and economic issues.
- Appointed to serve as a member of the Mass Transit Task Force for the new Tappan Zee Bridge.

**Gerry Foundation**  
Liberty, New York

Executive Director

2000 – 2006

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

- During six and a half years responsibilities changed to fit the organic structure of the project. Initially starting by leading the permitting, development, and conceptualization of the Arts Center, as the operational staff was integrated, responsibility shifted to primarily external affairs on behalf of the Foundation and Performing Arts Center. Those functions included government relations on a Town, County, State and Federal level, community affairs, press relations, grant research, administration, and procurement.
- Developed and maintained relations with Foundations in the Hudson Valley and throughout New York State; served as a member of the Funder's Network for the Mid-Hudson Valley.
- Part of the two person team leading all aspects of the development of the Art Center's second facility, a 40,000 square foot Interpretive Center/Museum to recount the story of the 1969 Woodstock Festival and the decade of the 60's.
- Conceived of and implemented a community revitalization project that partnered with Cornell University leading to the creation of a Local Development Corporation for the Village of Liberty.
- Successfully created and managed several programs designed to enhance the quality of life in Sullivan County.
- Served as the Foundation's representative to numerous boards and commissions throughout Sullivan County, the Hudson Valley, and New York State.

**County of Sullivan, New York State**

County Manager

1996 – 2000

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

- Most significantly, led a transition in how the county thinks of itself and how others think of it externally in order to foster positive change.

## **New York City Council**

### Director – Office of Oversight and Investigation

1989 – 1996

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

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

### Legislative Counsel

1987 – 1989

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

### Assistant Counsel

1984 – 1987

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

## **Klein and Heisler** New York, New York

### Associate

1983

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

## **TEACHING EXPERIENCE:**

**Marist College**  
School of Management

**Spring 2018**

Adjunct Lecturer  
“How Anchor Projects Impact the Quality of Life in Urban Areas”

**Baruch College**  
Executive MPA Program

**Spring 1995-2001**

Adjunct Lecturer – Urban Service Delivery

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

**Baruch College**  
Department of Public Administration

**Summer 1992**

Adjunct Lecturer – Introduction to Public Administration

## **PROFESSIONAL DEVELOPMENT PROGRAMS:**

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

## **AWARDS:**

### **Pattern Recognition:**

- Council of Industry Manufacturing Champion Award –2016
- Hudson River Housing’s Community Builders Award-2014
- Rockland Business Association President’s Award -2013
- Orange County Chamber of Commerce- President’s Award – 2009
- Orange County Association of Realtors-Recipient of Excellence in Innovation award, which recognizes “exceptional initiative in processes, products, technology and service delivery related to the real estate industry” - 2008

### **Previous Recognitions:**

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

## **PRIOR BOARD SERVICE:**

- Member – Mid-Hudson Valley Regional Economic Development Council - Member of the Council’s five person Executive Committee – 2011-2021
- Member – Hudson Valley Economic Development Corporation Board of Directors – 2018-2021
- Member – Mid-Hudson Regional Control Room – Created by Governor Cuomo to guide decision making within the Hudson Valley during the Pandemic- 2019
- Member - Governor Cuomo’s Mass Transit Task Force for the new Tappan Zee Bridge-2012-2015
- Member – Governor Paterson’s Task Force on Local Government Reform – 2008-2009
- Member-Westchester Medical Center Task Force; Chair- subcommittee on Economic Development – 2007-2008
- Facilitator-Ulster County Executive’s Economic Development Task Force - 2007
- Member – Governor Spitzer’s Commission on Local Government Efficiency and Competitiveness- 2007
- Chairman - Sullivan County Partnership for Economic Development – Board of Directors-2005
- Member - Sullivan County Visitors Association – Board of Directors

- Member - Sullivan County Workforce Investment Board of Directors
- Member - Mid-Hudson Pattern for Progress, Board of Directors -
- Chairman - Strategic Planning Committee - Rock Hill Business and Community Association
- Director - Sullivan County's Joint Economic Team

## **EDUCATION:**

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

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

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