ULSTER COUNTY RESOURCE RECOVERY AGENCY

RESOLUTION NO. 2695

RE: Authorizing and Approving Proposal Letter from West Group Law LLC

WHEREAS, the Ulster County Resource Recovery Agency (the "Agency") is engaged in Solid Waste Management and Recycling in Ulster County;

WHEREAS, the Agency sometimes requires outside consulting and professional services such as engineering or legal services, and

WHEREAS, the Agency temporarily requires legal services for the purpose of reviewing contracts, providing legal advice and assistance with changes to the Agency's enacting statute, and

WHEREAS, West Group Law LLC has submitted a proposal for such services, and

WHEREAS, the Agency's Executive Director has reviewed such proposal and recommends Board approval of said proposal;

NOW, THEREFORE BE IT,

RESOLVED, that the Agency Board does hereby authorize and approve the Proposal Letter submitted by West Law Group LLC, attached hereto, in the same form and substance as presented to this meeting, or with such non-substantive changes as approved by Agency Counsel and Executive Director; and be it

FURTHER RESOLVED, that the Executive Director of the Agency is authorized to sign the Proposal Letter and the Executive Director and Agency staff are hereby authorized to take all steps necessary to implement the First Amendment, and be it

FURTHER RESOLVED, that this Resolution shall take effect immediately.

Moved by: Seconded by:

Vote: Ayes: _____ Nays: _____ Absent: _____

Date: November 12, 2026

Financial impact: See attachment

WEST GROUP
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Teno A. West, Managing Partner
(917) 922-6226
twest@westgrouplaw.com

Marc Rider
Executive Director
Ulster County Resource Recovery Agency
999 Flatbush Road, PO Box 6219
Kingston, NY 12401

November 4, 2026

Re: Ulster County Resource Recovery Agency – Proposal to Provide Legal Services

Dear Executive Director Rider:

West Group Law PLLC ("WGL") is pleased to submit this Proposal to the Ulster County Resource Recovery Agency ("UCRRA") to assist you by providing critical legal services in support of your solid waste management system including your alternative disposal project. WGL is prepared to assist the UCRRA in meeting its potential legal needs. In addition, WGL's experience as legal counsel to boards and commissions on general legal matters, day-to-day operational issues, lends itself well to providing attorney services available in real time. WGL attorneys are available to attend board and other meetings as requested. Further, having previously represented UCRRA, WGL is well-positioned to assist the UCRRA in the furtherance of its solid waste goals.

Founded by attorneys who previously practiced in large national and international law firms, WGL is a boutique municipal law firm that provides responsive legal solutions with cost-effective results. With offices in New York, Massachusetts, Rhode Island, Pennsylvania and Connecticut, we represent clients throughout the country.

As you will see in our Proposal, our attorneys have represented local governments and other public entities for more than 30 years in connection with solid waste issues, public-private partnerships, water and wastewater systems, alternative project delivery methods, projects structuring requests for proposals, contract negotiations, land use zoning and development, construction litigation, construction law, environmental and regulatory matters. We focus a great deal of our practice on New York state and local laws, policies and regulating agencies and have overseen numerous governmental procurements, contract negotiations and other transactions.

WGL has served as special counsel to the Rockland County Solid Waste Management Authority (the "Authority") for 30 years, and in such capacity has assisted the Authority in all legal matters, including the development and management of its countywide solid waste disposal system; all day-to-day operations, including with respect to various contractual arrangements, labor and employment matters, assisted in the all of the Authority's procurement processes from start to finish, including challenges and litigation resulting from procurements; advised the Authority regarding compliance with various laws and regulations; and assisted in the acquisition of property, as well as a variety of other matters.

We understand the challenges local governments face because our attorneys once worked in senior positions in local governments. This experience enables us to provide local governments with efficient, creative, and low-cost solutions across the country. We chose this platform for a reason – to utilize our extensive collective experience, while allowing for nimble, efficient results for our public clients. Particularly for UCRRA, WGL attorneys are experienced in the peculiar nature of land acquisition, development, procurement, permitting and environmental review for solid waste processing and disposal facilities, including energy and fuel recovery options.

We thank you for extending us the opportunity to submit our qualifications for these services and welcome the opportunity to provide our legal expertise. We are excited for the chance to represent UCRRA.

Sincerely yours,

WEST GROUP LAW PLLC

Teno A. West

Teno A. West, Managing Partner

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FIRM BACKGROUND

Members of WGL have spent their careers serving local governments and agencies. We understand the challenges local governments and public entities face because, as indicated above, our attorneys once worked in senior positions in local governments. This experience enables us to provide local governments and public entities with efficient, creative, and low-cost solutions. We chose this platform for a reason – to utilize our extensive collective experience while allowing for nimble, efficient results for our public clients.

WGL and its attorneys have provided a broad array of services to public entities in New York, which include:

- Binghamton-Johnson City Joint Sewage Board
- City of Binghamton
- Broome County
- Development Authority of the North County
- Nassau County
- Nassau County Village (East Rockaway, Freeport, Garden City, Lynbrook, Malverne, Rockville Centre, and Valley Stream)
- Onondaga County
- Orange County
- Putnam County
- Ramapo Local Development Corporation
- Rockland County Sewer District No. 1
- Rockland County Solid Waste Management Authority
- Sullivan County
- Tompkins County
- Town of Brookhaven
- Town of North Hempstead
- Town of Orangetown
- Town of Oyster Bay
- Town of Poughkeepsie
- Town of Ramapo
- Wayne County
- Westchester County
- Ulster County Resource Recovery Agency
- Rensselaer County
- Rockland County

In addition to our significant experience in New York, members of WGL have successfully represented local governments and other public entities throughout the nation in connection with a broad array of municipal matters. This gives us the national perspective of understanding how challenges were addressed by other local governments and allows us to bring a fresh approach to our clients. These local governments and public entities include, among others:

- City of Coachella, California
- City of Stockton, California
- Los Angeles County, California
- Water Research Foundation, Denver, Colorado
- Borough of Naugatuck, Connecticut
- City of New London, Connecticut
- Tri-Town Board of Water Commissioners, Massachusetts
- Tulsa Metropolitan Utility Authority, Oklahoma
- City of Philadelphia, Pennsylvania
- Lemon-Tunkhannock Joint Municipal Sewer Authority, Pennsylvania
- Luzerne County, Pennsylvania

- Materials Innovation and Recycling Authority, Connecticut
- Florida Keys Aqueduct Authority, Florida
- City of Fort Pierce, Florida
- Monroe County, Florida
- City of Annapolis, Maryland
- City of Rockville, Maryland
- City of Attleboro, Massachusetts
- Town of Braintree, Massachusetts
- City of Brockton, Massachusetts
- Town of Bourne, Massachusetts
- City of Fall River, Massachusetts
- Town of Falmouth, Massachusetts
- City of Fitchburg, Massachusetts
- Town of Framingham, Massachusetts
- City of Holyoke, Massachusetts
- City of Lawrence, Massachusetts
- Lynn Water and Sewer Commission, Massachusetts
- City of Marlborough, Massachusetts
- City of Taunton, Massachusetts
- Springfield Water and Sewer Commission, Massachusetts
- Newtown Township, Pennsylvania
- Pittsburg Water and Sewer Authority, Pennsylvania
- Government Development Bank for Puerto Rico, Puerto Rico
- Puerto Rico Aqueduct and Sewer Authority, Puerto Rico
- The ARC of Blackston Valley, Rhode Island
- Blackstone Valley Development Corporation, Rhode Island
- City of Cranston, Rhode Island
- City of Newport, Rhode Island
- City of Providence, Rhode Island
- Town of Smithfield, Rhode Island
- City of Woonsocket Budget Commission, Rhode Island
- Rhode Island Resource Board, Rhode Island
- Rhode Island Airport Corporation, Rhode Island
- Warwick Sewer Authority, Rhode Island

EXPERIENCE & QUALIFICATIONS

We are extremely qualified to provide critical legal services to solid waste authorities and districts. WGL attorneys have advised local governments and public agencies for more than 30 years on solid waste management and resource recovery related services. Our engagements have included the long-term planning for solid waste management needs, drafting of solid waste management plans and effective legislation to implement those plans, construction and acquisition of solid waste management facilities, procurement and negotiation of a wide variety of solid waste disposal arrangements including conversion technology, waste-to-energy, bio-solids, long haul, waste transfer, rail-haul, materials recovery and co-composting, anaerobic digestion, digester gas recovery and conversion, as well as the construction and operation of related solid waste disposal facilities, and the development of regional solid waste systems.

WGL has extensive experience working with environmental regulatory agencies at all levels. This experience includes legal challenges, permit applications and permit renewals. We prepare and negotiate complex design and construction agreements for solid waste management facilities, including "fast-track," fixed price, cost plus, design-build, design-build-operate, build-to-suit and public and private venture contracts. We assist in establishing clients' administration procedures and help to educate clients' employees on documentation during the design and construction process.

Our representation of local governments has regularly required us to draft, negotiate and litigate all types of solid waste-related contracts. We are regularly called upon by our municipal clients to draft and negotiate contracts for almost every conceivable purpose, including multimillion-dollar solid waste projects, public-private partnerships, design-build and design-build-operate projects, land/facility acquisitions and disposals, and privatization.

1. Solid Waste Management

Our attorneys have extensive experience representing public entities in the negotiation and development of agreements with private entities. For example, we advise the **Rockland County Solid Waste Management Authority, New York** on the development and management of its county-wide solid waste disposal system. We serve as special counsel to the Authority and provide legal representation in connection with the Authority's day-to-day operations, including with respect to various contractual arrangements. In such capacity, we advised the Authority on the development of a co-composting facility and a materials recovery facility and on the acquisition of two existing transfer stations and an additional solid waste management facility. The Authority is comprised of eleven (11) facilities that serve the **County of Rockland, New York**. 225,000 tons of recycling are redirected by the Authority. And the Authority as accepted and processed over 900,000 pounds of e-waste in 2021.

WGL is currently advising **Tompkins County, New York** in connection with amending its local solid waste management and recycling laws, as well as representing it in negotiations with a private contractor for the amendment and extension of an operating agreement for its recycling and solid waste center. We also previously advised the County on restructuring its annual user fee to structure it in a more equitable fashion.

WGL has in the past represented **UCRRA** with NYSDEC matters, the modification of user fees under enabling act, landfill operations, flow control analysis and County funding requirements. We look forward to the opportunity to continue this representation.

Attorneys for WGL have also worked with the New York City Department of Sanitation on the long-term solid waste export agreements to manage, transport and dispose of municipal solid waste out of the City limits. Additionally, Managing Partner Teno West advised the **Onondaga County Resource Recovery Agency, New York** in connection with negotiating waste delivery issues with Covanta. Mr. West also assisted the **City of Bristol, Connecticut** in structuring an inter-municipal solid waste disposal agreement with the Bristol Resource Recovery Facility Operating Committee, Connecticut. Furthermore, WGL represented the **City of Taunton, Massachusetts** with respect to the negotiation and procurement to design, build and operate a solid waste management facility that involved cutting-edge solid waste conversion technology to address regional solid waste management needs.

Recently, we represented the **Town of Bourne, Massachusetts** Board of Health as they navigated the Massachusetts Department of Environmental Protection's complex site assignment process in relation to the Town's landfill expansion project. WGL's guidance and management of the process for the Board of Health resulted in the first combined vertical and horizontal expansion for a landfill in Massachusetts in a decade and preservation of a critical, existing transfer infrastructure.

2. Recycling/Transfer Facility Operations and Long-Haul Agreements

WGL attorneys have advised the **Rockland County Solid Waste Management Authority, New York** on a number of transfer station and recycling facility operations issues. Currently, we are assisting the Authority in connection with design-build procurement, construction and renovation of a state-of-the-art Materials Recovery Facility ("MRF") that will be one of the most advanced such facilities in the country once complete. We also represented the **Town of North Hempstead Solid Waste Management Authority, New York** in the procurement of operation and maintenance services for its transfer station and for the processing, transportation, recycling and disposal of the Authority's solid waste and recyclables. We also have advised the Rockland County Solid Waste Management Authority and the Town of North Hempstead Solid Waste Management Authority on landfill disposal agreements, as well as long-haul trucking agreements for the transportation of solid waste from local transfer stations to distant landfills.

We have also represented Rockland County Solid Waste Management Authority on the procurement of private companies to operate the Authority's transfer stations, materials recovery facility, yard waste facilities, and concrete and asphalt crushing facility, and to transfer and dispose of materials delivered thereto, as well as with respect to design-build improvements to such facilities. Attorney's at WGL have also assisted **Sullivan County, New York** in connection with the construction of a transfer station necessitated by the closure of its landfill, as well as **City of Taunton, Massachusetts** with respect to the procurement and contract negotiations to design, build and operate a solid waste management facility that involved cutting-edge solid waste conversion technology to address regional solid waste management needs, as well as assisting the City with respect to the procurement, contract development, regulatory compliance, and site assessment, (including Massachusetts Environmental Policy Act and state or federal permitting) in connection with an alternative solid waste disposal project that led to a five-year contract for rail haul and expansion of the local transfer station.

In addition, Managing Partner Teno West represented the **City of New Britain, Connecticut** in the procurement of a private contractor for design-build improvements to the City's existing transfer station, as well as operation of such facility and transfer and disposal of municipal solid waste delivered thereto. Mr. West further advised the **Tunxis Recycling Operating Committee, Connecticut** in connection with contract interpretation issues for recycling agreements.

3. Biosolids

While food waste diversion and donation laws are being passed by states, WGL has been on the forefront of assisting its clients with projects to meet the new guidelines. For example, we are representing the **Rockland County Solid Waste Authority, New York** in the development of a biosolids project to become a formal recycling facility in compliance with the New York Food Donation and Food Scraps Recycling Law. This representation includes assisting in the preparation of all Environmental Assessment Forms, classification of actions, and Environmental Impact Statements under SEQRA. Additionally, we are assisting the **City of Fitchburg, Massachusetts** in connection with a project to repurpose an existing wastewater treatment plant into a regional biosolids and food waste processing facility. Furthermore, we are working with the Borough of Naugatuck, Connecticut to explore options for alternative ways to process food waste and biosolids, specifically through an anerobic digestion facility to minimize the amount of food waste that ends up in landfills. We also represent the **City of Brockton, Massachusetts** in connection with a procurement for new biosolids processing equipment utilizing the City's special legislation. Additionally, we are working with the **Borough of Naugatuck, Connecticut** to explore options for alternative ways to process food waste and biosolids, specifically through an anerobic digestion facility to minimize the amount of food waste that ends up in landfills.

4. Alternative Disposal Projects

WGL has immense experience in relation to alternative disposal options available for solid waste processing. We are currently advising the **Rockland County Solid Waste Management Authority, New York** on its long-term solid waste disposal options, including the potential development of a facility utilizing alternative waste disposal technologies for the disposal of all County municipal solid waste. This representation is in relation to ensuring SEQRA compliance for the construction and development of an alternative waste disposal system to create renewable energy from municipal solid waste and other waste streams. Furthermore, WGL represents the **Borough of Naugatuck, Connecticut** in connection with the procurement and negotiation of a 20-year lease to operate, maintain, repair, replace, and manage the Borough's sludge incineration facilities as an alternative to traditional landfill disposal. Additionally, attorneys at WGL have worked with the **Town of Bourne, Massachusetts** with respect to counseling the Board of Health on the siting, development, operation, and environmental permitting aspects through the Massachusetts Department of Environmental Protection's complex site assignment process for an anaerobic digestion facility.

Further experience includes assisting the **County of Los Angeles, California** in the structuring of a conversion technology project whereby the County wished to provide an alternative to the disposal of solid waste in landfills; advising the **City of Philadelphia, Pennsylvania** in the procurement of a private contractor to privately finance, design, build, operate and maintain a 65,000 tons per year bio-solids processing center; on the procurement of design-build-operate- agreements for waste-to-energy facilities for the **County of Hawaii**; counseling the **Metropolitan Government of Nashville and Davidson County** in connection with the decommissioning of its waste-to-energy facility and the procurement of a gas-powered district heating and cooling system for downtown Nashville; counseling the **County of Monroe, Florida** in connection with negotiating a waste supply agreement with a municipal energy solutions company as part of a gasification facility project, as well as advising on waste delivery agreements to the County's transfer station; advising a group of communities in **Fairfield County, Connecticut** in procuring new solid waste disposal options; and leading a consolidated group of engineers, local procurement officials, financial advisors and public works officials in an international procurement for an advance technology solid waste management facility to replace a regional landfill for the **City of Taunton, Massachusetts**.

5. Flow Control and Franchising

WGL attorneys have significant experience with the implementation and enforcement of flow control laws, and we have successfully defended legal challenges to such laws. We provided extensive legal services to help both the **Rockland County Solid Waste Management Authority, New York** and the **Town of North Hempstead, New York** implement, from start to finish, some of the first post-United Haulers flow control laws in the country. WGL attorneys worked with both entities to develop extensive licensing procedures and enforcement mechanisms. Both flow control laws contain licensing provisions that require haulers to meet rigid safety and environmental standards. Both laws additionally detail what constitutes violations of the laws, and provide for enforcement through the imposition of civil penalties and administrative sanctions.

In advising both public entities, WGL attorneys initially analyzed the meaning and impact of the *United Haulers* decision in 2007, in which the United States Supreme Court confirmed the constitutional validity of flow control laws that direct waste to publicly owned solid waste management facilities. We quickly determined that flow control laws will be justified when they are part of a public policy favoring an integrated public solid waste management system when such system is specifically tailored to benefit the locality. Environmental, public safety, and, to a lesser degree, economic benefits further bolster justification for the implementation of flow control laws. Based on this experience, our attorneys have developed expertise with respect to the various constitutional issues associated with the implementation of flow control laws.

WGL attorneys further advised both public entities on the legislative process for the implementation of flow control laws – ranging from the drafting of findings statements and resolutions to obtaining required approvals to meeting filing deadlines and notice requirements. Members of the firm additionally provided economic analysis and advised the public entities on various political and practical issues, such as balancing solid waste management needs with legitimate local business concerns.

In addition, WGL attorneys analyzed legal alternatives and options available to **Broome County, New York**, concerning flow control, and assisted in the possible implementation of flow control measures for the County. And in **Sullivan County, New York**, members of the firm advised the County on whether to adopt a County flow control law to aid the operation of the solid waste management system for a district, an authority, or an agency.

We have also assisted numerous communities in New York, Massachusetts, and Connecticut with analyzing whether flow control laws enacted prior to United Haulers needed to be modified or reenacted based on the United States Supreme Court's decision. WGL has successfully defended challenges to flow control measures in court.

In advising on flow control issues over the years, we are also familiar with franchising as an option for controlling the delivery of waste. Members of the firm have advised on franchising issues for clients in Florida, California, and New York. Should UCRRA wish to direct waste to a private facility, rather than a publicly owned facility, contractual franchising could be a viable alternative to regulatory flow control measures.

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BIOGRAPHICAL INFORMATION

Managing Partner Teno West would be the attorney in charge throughout any engagement. In addition, the proposed WGL team includes Partners Josh Meyer, Steven Torres and Stephanie Kosmos, as well as Senior Counsels William Lawrence and Jillian Jagling. In addition to the attorneys listed in these qualifications, there are a number of other attorneys practicing at WGL with expertise in the specific practice areas described herein, and they would be available to assist in areas relevant to the needs of the UCRRA.

Teno A. West | Managing Partner

Mr. West serves as the Managing Partner of West Group Law PLLC and would serve as the engagement partner for any matter with the UCRRA. His practice focuses primarily on representing municipal governments in the areas of procurement and construction law, municipal law, public contracts, environmental, regulatory, public-private partnerships, solid waste management, litigation, administrative law, and water and wastewater law. He is a nationally recognized expert in the areas of his practice. He is a regular speaker at the International Solid Waste Association. Mr. West has served as the lead negotiator for the development of several cutting-edge environmental and civic municipal infrastructure projects throughout the United States. Mr. West has special experience in the development of urban renewal and municipal construction projects representing local governments and development corporations in the procurement, construction, operation, and financing of a variety of civic projects, including sports stadiums, municipal buildings, and educational facilities. The value of infrastructure projects that he has assisted with exceeds $15 billion. Mr. West has assisted governments with the drafting and enactment of legislation necessary for such alternative delivery methods to be lawfully implemented. Additionally, his practice includes counseling his clients with respect to environmental infrastructure projects, including water, wastewater, combined sewer overflow, solid waste, co-composting, materials recovery, and conversion technology and waste-to-energy projects.

His litigation experience includes representing public clients on numerous matters, including in connection with challenges to project approvals, bid protests, construction claims, and contract enforcement, legislation, environmental matters, and Freedom of Information Law issues. Mr. West has extensive experience in representing government agencies and local governments in the public procurement process and is a frequent lecturer on this and related subjects. His experience as a lawyer was preceded by a unique opportunity to serve as the Town Manager of Hardwick, Vermont and Town Administrator of Carlisle, Massachusetts. In his capacity as a municipal manager, he also served on regional solid waste district governing boards in both states.

Mr. West has a J.D., cum laude, from New England School of Law, earned a Master of Public Administration, with honors, from the University of Vermont, and attained his undergraduate degree, cum laude, from St. Michael's College. While attending New England School of Law, Mr. West was Lead Articles Editor of the New England Law Review. He is a member of the Design- Build Institute of America and the Construction Resource Initiatives Council. Mr. West is admitted to practice in New York, New Jersey, Massachusetts, Connecticut and Pennsylvania.

Josh J. Meyer | Partner

Mr. Meyer has national experience in the area of infrastructure, procurement and construction law, and routinely advises clients with respect to special contract and procurement matters. Mr. Meyer has served as lead negotiator and special procurement and contract counsel for municipal clients throughout the United States in connection with the privatization of numerous new and existing public infrastructure assets. He has drafted and negotiated complex performance-based contracts with various national and international companies relating to the private design, construction and operation of water and wastewater systems, solid waste disposal facilities and energy-related projects. In addition, Mr. Meyer has provided legal, business, risk allocation and finance advice in structuring and developing procurement and contract documents, including operation and maintenance contracts, design-build contracts, design-build-operate contracts, guaranty agreements, requests for proposals and low-bid documents. He has advised clients on all aspects of design and construction risk allocation, project financing, land acquisition and development, vendor procurement, contract negotiation, security for performance, environmental regulatory matters and labor issues.

Mr. Meyer currently represents Nassau County in connection with the redevelopment of the Nassau Veterans Memorial Coliseum site consisting of a $229 million public-private partnership that transformed the 43-year old Coliseum and plaza into an attractive, first-class destination for sports and family entertainment. His representation included the drafting of all procurement and evaluation documents, facilitating the request for qualifications and request for proposals procurement processes, and negotiating all contract documents, including simultaneously negotiating full leases with the two selected finalists. Mr. Meyer previously represented Nassau County in connection with the development and negotiation of a contract to privatize the operation, maintenance and management of the County's sewer system, which includes three major wastewater treatment plants, 53 sewage pump stations and approximately 3,000 miles of sewers. The sewer system is responsible for the collection, treatment and disposal of sewage in a large area of the County, and has a current customer base of approximately 1.0 million residents.

Mr. Meyer earned his J.D. from Brooklyn Law School and his undergraduate degree in political science from Siena College. He is a member of the Design-Build Institute of America, the National Council for public-Private Partnerships and numerous other associations. Mr. Meyer is admitted to practice in New York.

Steven A. Torres | Partner

Steven Torres has more than 25 years of experience in municipal law, including construction and public-private partnerships and has been a project advisor and chief legal counsel who has managed in excess of two- billion dollars in project value in the areas of utilities, water and wastewater, transportation, building construction and renewable energy. Mr. Torres has significant knowledge and experience in state, federal and local regulations including zoning, land use planning, and building and environmental permitting. His range of experience in state and federal regulatory permitting, enforcement, compliance and litigation includes work under the Resource Conservation and Recovery Act, Clean Water Act, Safe Drinking Water Act, National and State Environmental Policy Acts, the Comprehensive Environmental Response, Compensation and Liability Act among others.

Mr. Torres is nationally recognized in his practice area and is a frequent lecturer, guest speaker and teacher/mentor to other practitioners. He is also an author, editor and lecturer for various national, international and regional government or industry trade groups. Mr. Torres has

had several essays published in the areas of labor law, international law, municipal law and constitutional law. He is a sought-after speaker on municipal law, renewable energy, emerging technology and alternative delivery construction project development. Mr. Torres has been a national panelist for the Design-Build Institute of America, the National League of Cities, the American Water Works Association, the International Municipal Lawyers Association, the Solid Waste Association of North America, the Massachusetts, New Hampshire and New York municipals and bar associations and other national and regional organizations.

Prior to joining West Group Law PLLC, Attorney Torres served for thirteen years as a city attorney for four consecutive mayoral administrations in two cities. He served in the U.S. Air Force from 1987-1990 as a nuclear operations officer. He earned his J.D. from Suffolk University Law School, cum laude, and received his undergraduate degree in Computer Science from Daniel Webster College.

Mr. Torres is admitted to practice in New York and Massachusetts, as well as the United States District Court for the Eastern District of New York; the United States District Court for the Southern District of New York; and the United States District Court for the District of Massachusetts. Mr. Torres is the President of the Design Build Institute of America and a member of the International Municipal Lawyers Association as a Program Lead relating to Construction Contracts Drafting Initiative (Design Build and Alternative Delivery).

Stephanie B. Kosmos | Partner

Stephanie Kosmos has more than fifteen years of legal experience advising clients on all phases of project development and asset ownership, including risk analysis, procurement practices and procedures, contract negotiation, asset operation, and regulatory compliance matters in the municipal infrastructure sector. She has represented governments of all sizes, including local governments, counties, public authorities and agencies located throughout the country, as well as private companies on project development and asset ownership.

Her areas of expertise include design-build-operate and public-private partnerships for new and existing government facilities and services, including water and wastewater systems, solid waste disposal facilities and services and energy related projects.

Ms. Kosmos earned her J.D. from Boston University School of Law, where she was Editor-in- Chief for the Probate Law *Journal*, and her undergraduate degree from Boston University, College of Communication. Ms. Kosmos is admitted to practice in New York.

William A. Lawrence | Partner

Mr. Lawrence represents local governments and other public entities in structuring procurements and negotiating contracts for the design, construction, operation, management, and financing of public works facilities in the water/wastewater, solid waste, and social infrastructure sectors. He has counseled on numerous issues in connection with public projects, including navigating procurement laws and other competitive bidding requirements. Mr. Lawrence has significant experience with issues at the municipal level, such as reviewing and analyzing charters, ordinances, and by-laws, as well as freedom of information and open meetings laws.

His experience includes advising on: a potential county-wide sewer system restructuring in New York; the development of a new sewer system in response to a DEP-mandated sewage plan in Pennsylvania; the planning for the procurement, on a design-build-operate basis, for a

solid waste management facility that would involve cutting-edge solid waste conversion technology in Massachusetts; the statutory framework pursuant to which a large-scale wastewater P3 may be pursued in New York; ongoing issues related to the development and management of a large solid waste management authority's county-wide solid waste disposal system in New York; the implementation of a solid waste flow control law in New York; the procurement of a construction manager at-risk contract for a groundwater desalination program in Texas; and the statutory framework for a toll road P3 project in New Jersey.

Mr. Lawrence's litigation experience includes advising public entities in connection with contract disputes, bid protests and other challenges to competitive procurements, environmental and insurance matters, and Freedom of Information Law issues.

He served as a Central Staff Court Attorney for the New York State Court of Appeals prior to entering private practice. In that role, he researched and composed memoranda of law for the Judges of the Court, analyzing all procedural and substantive issues raised in civil motions for leave to appeal, appeals selected for *sua sponte* resolution on the merits, and certified questions.

Mr. Lawrence earned his J.D. from Fordham University School of Law and his undergraduate degree from Villanova University. Mr. Lawrence is admitted to practice in New York and Pennsylvania.

Jillian N. Jagling | Partner

Jillian Jagling is an accomplished attorney with experience in both the public and private sectors. She represents and provides legal advice to public entities, including local governments and public authorities, in connection with the construction, improvement and operation of all types of public facilities and operations, including water and wastewater facilities, municipal buildings, recreational facilities, transportation systems, solid waste management, and other public projects and facilities.

Her practice includes structuring procurements from start to finish, including drafting and managing the procurement process, drafting and negotiating contracts, project financing, contract management and governance, as well as disputes. Many of these public projects incorporate alternative project delivery models including design-build, design-build-operate, and public private partnerships. She also provides counsel on matters related to municipal law and regulations, including energy management, zoning, land use, planning, conservation, and labor and employment, among others.

Additionally, Ms. Jagling advises for-profit and nonprofit businesses on corporate formation and dissolution, operating agreements and bylaws, contract drafting, negotiations and interpretation, and trademarks.

Ms. Jagling's previous roles include an Associate with another law firm and in-house counsel with an insurance company. Ms. Jagling also served in the United States Army Reserves for eight years, during which time she was with the 3rd Legal Support Operations Unit in Boston, MA as a paralegal.

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PROFESSIONAL REFERENCES

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COSTS

WGL is cognizant of the financial limitations of government and is committed to providing pricing arrangements that serve the best interests of our clients. To that end, we work with our clients to develop a fee arrangement that fits the scope, nature, and subject matter of an engagement.

For services provided by WGL to the UCRRA, the rate shall be $350 per attorney hour.

We will provide the UCRRA, on a monthly basis, with a complete statement detailing the precise services provided during the preceding month. WGL employs a practice management structure to ensure efficient use of lawyers experienced in their respective areas of practice.

WGL does not bill for support staff, routine out-of-pocket expenses, or travel time or expenses.