

Section 1 – City of Kingston / Town of Ulster Albany / Ulster Avenue Corridor Management Plan

RFP – UC25 – 074

Proposal

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Prepared for Ulster County, the City of Kingston, and the Town of Ulster

Creating Communities of Lasting Value

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Section 2: Qualifications and Experience

Business Overview

I am a Rochester based AICP certified urban planner with a master's degree in urban and regional planning specializing in land use and transportation. I do business in my own name as a sole proprietor offering urban planning and project management professional services throughout New York State.

Typical services offered are:

1. Developing, coordinating, and implementing policies regarding planning.
2. Implementing and ensuring compliance with ordinances, codes, rules, and regulations for planning.
3. Recommending new ordinances, policies, procedures, or revisions to same to the Client.
4. Acting as a liaison with State / County departments and agencies having jurisdiction in planning for the Client.
5. Reviewing specifications of contracts prior to bidding.
6. Investigating complaints and processing suggestions relating to planning received from the public or other sources.
7. Preparing news items involving planning for release to the news media subject to approval by the Client.
8. Assisting with special projects and studies assigned by the Client.
9. Working with and providing information to the Client's attorney regarding legal matters associated with planning.
10. Recommending any changes in Planning Board or Department organization to the Client.
11. Attending Planning Board, Town Board, and special project meetings as requested by the Client.

In addition to my areas of expertise in land use planning and transportation planning, my experience includes specialized project management in rural public transportation programs, administration of brownfield assessment and remediation programs, data analytics, geographic information systems, public engagement, active transportation, NEPA, grant writing, general reporting, historic preservation, fleet electrification, surveying, road safety planning, and more.

I work on one or two prime contracts a year, and supplement these with routine services to local agencies and clients by referral.

Much of my career has been in the public sector working for county and parish government, where responsibilities were governed by strict regulatory compliance. I have extensive reporting experience, which is timely, and as a project manager I ensure work is completed to best possible quality for the time and budget available. There are few planners in New York State with technical qualifications and capacity as a firm to assist you with this project, and I sincerely hope my merits will be considered.

A timely example of implementing changes to programs managed during my business would be the currently active procurement debrief and feedback survey, which has been distributed to non-successful selection teams to improve the quality of new submissions and to learn more about prospective clients. This will save the cost and expense to develop proposals which are unsatisfactory.

I have no immediate intentions to hire staff for work on this project. If other project partners are needed, this engagement will be through a subcontract or ordinary business transaction subject to Ulster County approval and the terms of the primary contract. I will be your sole point of contact for this contract award.

Guiding Values

1. Accessible Language

I began my planning career while studying a generalized curriculum at Monroe Community College. At the time, the City of Rochester was just beginning to explore infilling the sunken expressway dividing its downtown from adjacent neighborhoods. While studying, I attended dozens of meetings and can still remember how confusing the jargon can be for the uninitiated. From the very beginning, I resolved to communicate the value of planning without reinventing our language. I offer education with outreach, avoid unnecessary acronyms, and use accessible language whenever possible.

2. Quality over Quantity

Larger firms take all the work they can get. While they may promise capacity, more often than not, they are already behind schedule on a dozen projects. I limit the amount of work I agree to take on to what's possible. If you're reading this, it means I want to give you my undivided attention. Choosing me means getting your deliverables on time or ahead of schedule.

3. Fairness in Procurement

It is my pleasure to get to know everyone that I do business with, and how to support them. I believe hard work, initiative, and individual achievement should be encouraged, particularly those who have overcome or are struggling with social and economic disadvantages. I align my business practices to support those who have struggled in their upbringing, education, or employment history through my procurement practices.

4. Advancing the Planning Profession

Want to push the boundaries in planning? As a sole proprietor, I have the freedom to do things better than those restricted by overwork and office politics. Together we can push the planning profession forward with new ideas, cutting edge approaches, and fresh perspective.

Resume

Sole Proprietor

Professional planning and project management services.

Rochester, New York

September 20, 2025 to Present

Livingston County

Senior Planner

Geneseo, New York

October 17, 2024 to September 19, 2025

Professional planning work involving responsibility for administration of grant funded and state-mandated programs, the design and implementation of planning studies and functioning as a team lead on major planning projects. Work is performed under the general supervision of the Planning Director with independent judgement in the planning of the details of work. This position includes leading on a wide range of contract solicitation and administration, and grant writing.

City of Hammond

City Planner

Hammond, Louisiana

November 13, 2023 to August 9, 2024

Top management level position directing all operations related to planning and reporting to the Director of Administration. Significant flexibility in accomplishing tasks including demography, enforcing planning and zoning policies, interpreting the Unified Development Code, implementation of comprehensive and similar plans, serving as delegate at Regional Planning Commission meetings, research, stakeholder engagement, annexation, record keeping, initial review of building permit applications, managing flood-plain information, addressing within the city limits, and such other duties. Direct supervision exercised over one planning coordinator and limited supervision of permit technicians.

Lafayette Consolidated Government

Planner II

Lafayette, Louisiana

June 1, 2021 to November 9, 2023

Professional planning work of an advanced level including researching, analyzing and reporting on planning projects and programs. Formulating, modifying, and administering current and long-range master plans and presenting reports to Boards and Commissions. Exercises limited supervision of clerical and technical employees during project assignments. Project assignments are of a complex nature, undertaken with a great deal of independence.

University of New Orleans Transportation Institute

Graduate Researcher

New Orleans, Louisiana

January 1, 2020 to May 31, 2021

Conducts surveys, analyzes data, prepares reports and makes presentations on a variety of transportation projects.

City of New Orleans

Internship

New Orleans, Louisiana

Summer, 2021

City of Providence

Mayoral Fellow

Providence, Rhode Island

Summer, 2019

Education

University of New Orleans

Master of Arts, Urban and Regional Planning

Dually specialized in land use planning, and transportation planning.

New Orleans, Louisiana

June, 2021

University at Buffalo

Bachelor of Arts, Environmental Design

Summa Cum Laude.

Buffalo, New York

May, 2019

Monroe Community College

Associate in Science, Individual Studies

With distinction.

Rochester, New York

June, 2017

Certifications

- American Institute of Certified Planners
- FHWA Responsible Charge Training
- FHWA Project Management Training

Involvement

- American Planning Association
- American Planning Association Upstate New York Chapter
- Congress for the New Urbanism
- Reconnect Rochester Liaison to the Town of Parma
- Landmark Society of Western New York Young Urban Preservationist Steering Committee

Professional Associations

I am a member of the American Institute of Certified Planners in good standing. AICP certification is widely recognized as a leading indicator of professional excellence in the planning profession and is a commitment to both ethical conduct and continuing education. It is a voluntary license. Only New Jersey and Michigan require state licensure to practice urban planning.

My AICP identification number is 35591.

The results of my score report demonstrate a perfect or near perfect aptitude for research and assessment methods, fundamental planning knowledge, communication and interaction, administration and management, and leadership.

AICP Score Report Results

<u>Concentration</u>	<u>Correct</u>	<u>Total</u>
Research and Assessment Methods	15	16
Fundamental Planning Knowledge	21	22
Communication and Interaction	18	20
Plan and Policy Development	17	22
Plan Implementation	13	18
Administration and Management	9	9
Leadership	8	9
Areas of Practice	15	19
AICP Code of Ethics and Professional Conduct	13	15

Urban Planning Legal Cases Studied

Pennsylvania Coal Co. v. Mahon, 260 U.S. 393 (1922)
Village of Euclid v. Ambler Realty Co., 272 U.S. (1926)
Headley v. City of Rochester, 272 N.Y. 197, 5 N.E.2d 198 (N.Y. 1938)
Golden v. Planning Board of Ramapo, 285 N.E. ed 291 (N.Y. 1972)
Southern Burlington County NAACP v. Township of Mount Laurel, 336 A. 2d 713 (N.J. 1975)
Village of Arlington Heights v. Metropolitan Housing Development Corp., 429 U.S. 252 (1977)
Penn Central Transportation Co. v. City of New York, 438 U.S. 104 (1978)
Metromedia, Inc v. City of San Diego, 453 U.S. 490 (1981)
Southern Burlington County NAACP v. Township of Mt. Laurel, 456 A.2d 390 (N.J. 1983)
Chinese Staff & Workers Association v. City of New York (1986)
Nollan v. California Coastal Commission, 483 U.S. 825 (1987)
Society of Plastics Industry v. County of Suffolk (1991)
Lucas v. South Carolina Coastal Council, 505 U.S. 1003 (1992)
Matter of WEOK Broadcasting Corp. v. Planning Board of Town of Lloyd (1992)
Dolan v. City of Tigard, 512 U.S. 374 (1994)
City of Edmonds v. Oxford House, 514 U.S. 725 (1995)
Gernatt Asphalt Products, Inc. v. Town of Sardinia (1996)
Tahoe-Sierra Preservation Council v. Tahoe Regional Planning Agency, 535 U.S. 302 (2002)
Kelo v. City of New London, 125 U.S. 2655 (2005)
Kaur v. New York State Urban Development Corp. (2010)
Stop the Beach Renourishment, Inc v. Florida Department of Environmental Protection, 560 U.S. 702 (2010)
Koontz v. St. Johns River Management District, 133 S. Ct. 2586 (2013)
Reed v. Town of Gilbert, 576 U.S. (2015)
Murr v. Wisconsin, 137 S.Ct. 1933 (2017)

References

Kennith “Ken” Boasi. *Director of Regional Operations*, Regional Transit Service, former colleague and Livingston County Public Transportation Group member. Work: (585) 654 – 0212
kboasi@myrts.com

Ken served on the Public Transportation Work Group at Livingston County which I facilitated. He can speak to my meeting facilitation skills.

Joseph “Joe” Bovenzi. *Deputy Director of Administration and Operations*, Genesee Transportation Council, former colleague. Work: (585) 232 – 6240. jbovenzi@gtcmpo.org

Joe is the chapter president for the American Planning Association Upstate Chapter. Joe can speak to my involvement with conference planning in 2026. Joe can speak broadly to my transportation skills, since I helped establish GTC steering committees in Livingston County.

Christopher “Chris” Brant. *Project Architect*, Bero Architecture, YUPs volunteer / board liaison. Personal: (585) 208 – 1073. Christopher.m.brandt@gmail.com

Chris participates on the Young Urban Preservationist Steering Committee, as well as the Landmark Society of Western New York’s board of directors. He is our liaison to the board. Chris can speak to my leadership ability and early success as a volunteer in event planning.

* **Cathie Gilbert.** *Planning Manager*, Lafayette Consolidated Government, manager. Work: (337) 291 – 8454. Personal: (337) 281 – 6600. CGilbert@lafayettela.gov

Cathie Gilbert was my first full time manager and a mentor in many ways. She formerly worked for both Detroit and Toronto. She can attest to all of my work in Lafayette.

Patrick “Pat” Gooch. *Senior Associate Planner / Planning Manager*, Monroe County Planning and Development, colleague. Work: (585) 753 – 1790. Personal: (718) 200 – 2366.

Pat is the point of contact for planning in Monroe County. As a Monroe County resident, I have volunteered for several public boards. Pat is also active in the Upstate Chapter and can confirm my involvement.

Barry O. Haywood. *Mayor*, Village of Dansville, former colleague. Work: (585) 335 – 5330. Personal: (585) 519 – 1374. Email: bhaywood@dansvilleny.us.

When he’s able to attend, Mayor Haywood is a member of the Livingston County Brownfield Advisory Committee which I was central to forming. Ask him about the St. Patrick’s Church roof collapse.

Megan Hillyard. *Director of Preservation Resources*, Landmark Society of Western New York, YUPs streeting committee liaison. Work: (585) 537 – 5958. Personal: (585) 330 – 7118.
mklem@landmarksociety.org

Megan Hillyard, formerly Megan Klem, is the staff liaison to the Landmark Society of Western New York. She can speak to my volunteering. Megan prefers email.

Michelle Kendall, MPH. *Executive Director*, Hammond Downtown Development District, colleague. Work: (985) 277 – 5683 Personal: (985) 373 – 0132. Michelleleighbkendall@gmail.com

Michelle Kendall and I collaborated during my time at the City of Hammond. She can speak to my leadership ability.

* **Alex Lazard.** *Executive Director*, Lafayette Public Trust Financing Authority, former colleague and ETRT Chairman. Work: (337) 504-2314. Personal: (337) 654-8831. servicing@lptfa.org

I met Alex Lazard at a coworker in the Lafayette Planning Division. He led much of our neighborhood outreach while I led on transportation projects. Ask Alex Lazard about my success in bringing public investment into our coteries.

Alex Livingston. *Village Trustee*, Village of Geneseo, Brownfield Advisory Committee member. Work: (585) 507 – 6427.

Alex Livingston is a young village trustee and member of the Livingston County Brownfield Advisory Committee. Ask Alex Livingston about my capacity for organizing people and investigating sites for potential contamination.

Tom Matthews. *President*, Livingston County Cares, former colleague, Personal: (585) 261 – 7029. matthews@geneseo.edu

Dr. Matthews and I collaborated on the Reducing Transportation Barriers Program. Ask Dr. Matthews about my fundraising.

Reuben Whitt. *Regional Manager*, RTS Livingston, former colleague. Work: (585) 658 – 4690 Rwhitt@myrts.com

I provided Reuben Whitt with substantial public transportation data. Ask him about my capacity for data analysis or meeting facilitation skills.

Experience

1. Highway Planning

I worked for the Lafayette Consolidated Government in southern Louisiana for over two years as their transportation planning expert and project manager. For many years, Lafayette was a cooperating agency on a highway expansion project garnering both substantial local support and local opposition. In 2018, Lafayette completed a local corridor redevelopment plan and created a fifteen-member advisory committee (ETRT) to oversee its implementation. In addition to providing all support for the ETRT's regular meetings and subcommittee working sessions, my work involved the direct project management of what grew from a few hundred thousand to over \$13,000,000 in funding for local road improvements within two years.

While the Lafayette Planning Division had some special project experience installing art boxes, murals, signage, and other beautification programs, large scale capital improvement planning was very new, and I began working far more collaboratively with our Public Works Department than had been the norm. For many of our engineering staff, my involvement was their first exposure to participatory community planning or operating within the context of a project steering committee, and my first exposure to project management.

As program and project manager for the Evangeline Corridor Initiative, I oversaw the request for proposals and contract management of a new planning level corridor plan for a major street improvement. This plan was paid out from two separate accounts, requiring me to create a general project ledger that successfully tracked payments over a two-year period from project scoping to completion. The project was completed over \$200,000 under budget, allowing us to go directly into engineering from planning. I am especially proud to set a new division precedent by donating a physical copy to the main branch of our local library.

Throughout my time administering the Evangeline Corridor Initiative program, the Louisiana Department of Transportation and Development would hold irregular meetings to present concepts of the new highway extension in advance of their supplementary environmental impact statement as a way of assessing public sentiments. At times I was tasked with advocating for the highway as a cooperative measure building support for our local road improvement program. Other times, I was tasked with taking a very close look at what the State was proposing to do out of concern that local impacts were being understated. Through my participation, reasonable alterations to the State's plan were made advancing our local planning goals. For example, providing additional space at the base of the new bridge crossing the Vermillion River would allow us to extend an important bike route beneath it, as well as complement the implementation of project proposals for an adjacent park in a master planning process. Thinking of the highway not only as an advocate, but also from the perspective of environmental compliance gave me a thorough exposure to the National Environmental Protection Act (NEPA) Section 106 review process. By getting a deeper appreciation for Section 106, I was able to position Lafayette to be more collaborative and less adversarial toward the project than it had been in the past and build a much stronger relationship with the state's project management team.

In my first year, the Planning Division was relocated to City Hall to be nearer to our Grants Division. As some of the ECI program's projects were financed through grants administered by our team, I interacted with them regularly. I also provided specialized expertise to grant leads when an application called for it. For example, with respect to navigating an operations plan for an electric vehicle charging station grant application. My other grants experience was centered around the transportation improvement program through the local Regional Planning Commission's call for projects. I attended RPC meetings regularly.

I attended Federal Highway Administration training and am authorized to manage federal transportation funds. I am very familiar with the FHWA's proven safety counter measures and understand how to use them to improve grant applications making roads as safe as possible.

2. Land Use Regulation

I spent a year serving the City of Hammond during Mayor Panepinto's last term with a highly adversarial City Council. While the political environment was challenging, I enjoyed working in a traditional land use role greatly. I worked directly on a variety of land use topics including mobile home regulation, multifamily housing regulation, occupational licensing, storage facility regulation, and the intersection of storage facility regulation with environmental hazard mitigation near public drinking water inlets. Most notably, I wrote a high-profile unified development code amendment regarding homeless shelter classification and zoning that avoided a substantial lawsuit against the City of Hammond and made headlines in the Advocate.

Louisiana and New York State's land use regulatory context are based on the same state enabling legislation adopted by each state in the 1920s and at the call of then Secretary of the U.S. Chamber of Commerce Herbert Hoover. In this way, a planning professional can understand principal regulatory review processes in New York even while having only primary experience working in the State of Louisiana. Certainly, since the 1920's New York State's regulatory context has become more sophisticated relative to Louisiana and other states. To address this, the New York State Department of State has published leading technical advisories on Zoning, Site Plan Approval, Variances, and all other subjects involving development review. I have studied all of these technical advisories, attended Department of State training courses, and I am as knowledgeable on land use regulation as any professional practitioner.

Even when practicing in Louisiana, I researched and applied techniques from these advisories in my work. For example, Louisiana does not have the concept of County or Parish referrals. Whenever a new development was adjacent to the parish or a parish owned facility, I referred the case to their them for comment. Before working with the City of Hammond, there was no rationale given when the City voted to deny an application. I introduced the concept of stating cause by following guidelines published by the New York State Department of State.

I worked on the first resolution adjusting the planning and zoning administration fees for the City of Hammond since 1982. I spoke with our building official and historic preservation coordinator and

included their fee increases in my resolution to avoid duplication of efforts. I endorse a strategy of subsidizing the planning fees and recouping the expenses in the building permit fees to encourage planning and lower upfront development costs, particularly in Towns and Villages where code enforcement is under the same accounting unit as planning.

3. Boards, Committees, and Similar Involvement

I served many committees and boards either as staff or participating on them myself. These include the Evangeline Thruway Redevelopment Team, Hammond Planning and Zoning Commission, Hammond Board of Adjustments, New Orleans Regional Planning Commission, Livingston County Brownfield Advisory Committee, and the Livingston County Public Transportation Work Group. In these settings, my leadership style is highly democratic, which I believe reflects the purpose of meeting in this context. My preference is for the Canadian model of corporate governance where the board works with the executive branch primarily through their chair.



Figure 1. Edward Company. (2025). Morgan Manning House, Brockport New York

Since November 2024, I have been volunteering with the Landmark Society of Western New York's Young Urban Preservation Steering Committee ("YUPs")¹. YUPs started around 2015 as a volunteer cohort of historians, architects, and planners interested in raising funds for historic preservation by organizing tours and putting on other events. YUPs has one thousand four hundred likes on Facebook and around one hundred email subscribers. The original pioneers of YUPs felt that they were aging out and have been finding others to lead organization. In September 2025, I introduced three new steering committee members and gave a presentation on potential 2026 fundraising goals and events including: reserving a penthouse overlooking the St Patrics Day parade, coordinating a catholic church tour, day trips to Toronto and the Buffalo Central Terminal, opening the Morgan Manning House to restoration tours during SUNY Brockport's homecoming, and a pumpkin sale benefitting a cemetery restoration project. We anticipate raising at least \$10,000 in 2026 through our events.

The Hammond City Planner serves as advisory staff support for the Hammond Planning and Zoning Commission, and Hammon Board of Adjustments. I provided the agenda, minutes, advertised notices, tracked committee terms, facilitated resolutions for new appointments, searched for prospective members, gave new member orientations, and worked with subject matter experts on specific text amendments aligning with their interests.

4. Downtown Development

I built a close relationship with the Hammond Downtown Development District's Executive Director both as a professional and as a neighbor. I offered the Downtown team planning professional services like site analysis and mapping. Downtown Development helped with community engagement and led economic incentive programs. We worked together on an active transportation project Tangipahoa Parish was leading through the Regional Transportation Council. The Executive Director had many questions for me on who does what, and on the subtext of transportation planning which I was able to communicate effectively. I enjoy working Downtown Development Districts, and I share their passion for keeping downtowns vibrant and activated.

1



Figure 2. Custom Downtown Gateway Sign

Downtown Development Districts have a unique connection to their business communities and are often the most insightful stakeholders when focusing on small area plans. I met regularly with the Lafayette Downtown Development Authority through their involvement on the Evangeline Thruway Redevelopment Team. I also collaborated with their project manager on a phase II plan for Congress Street improvement, on locations for potential electric vehicle charging stations, and on early concepts for Johnston Street improvements. I recall one conversation with their Director of Development and Planning where we discussed the methodology for installing the signature Downtown Gateway Sign with a custom manufacturer.

5. Rural Public Transportation / Section 5311

I administered Livingston County's Section 5311 Rural Public Transportation grant which specialized in mobility management by building a good relationship with the New York State Department of Transportation Public Transportation Division, meeting with them regularly, keeping them informed of programmatic challenges and achievements, reviewing funding applications together, and I oversaw the receipt the state's executed contract that had been delayed for over two years. I authored our 2025 and 2026 Rural Public Transportation (5311) grant application and secured over \$250,000 in program funding for operation.

In 2025, I issued a request for proposals attracting three new vendors to provide ride services in addition to the regional transit service. I was able to get two vendors to commit to service in the evening hours, something requested by human service case managers for two years. I wrote a one-page reference document listing the new rate structures for our new contracts and distributed them to each of our sponsoring department's invoice reviewers. This kept seven departments informed of the new rates, and how to find up to date information through the Planning Department if any vendor amended their contracts. The document listed the contract numbers, rates by service type, hours of operation, and

services offered. I sent a uniform invoice schedule based on the information from our bidding documents to each department creating consensus on one date for invoices regardless of sponsoring department. Our vendors who were being given conflicting due dates greatly appreciated the simplification.

The rides themselves were sponsored by each department for their own clients. This decentralized aspect of the program was necessary for verifying invoices scheduled by the mobility manager. Our vendors found the decentralized invoicing difficult to navigate; often not knowing where to send payment requests. While investigating a vendor complaint, I discovered our mobility management vendor was making many mistakes routing invoices to the departments following his pre-review. Since our mobility management company was contracted with separately one of our four ride service providers, this created at least the perception of a conflict of interest among other providers and department heads. When I received a complaint stating our mobility manager was failing to note the source of the funding used to pay for the rides booked, information necessary for routing the invoice, I discussed the issue over the phone and again during our bi-monthly check-in. When the situation did not improve, I took a more involved role in the invoice process by writing clear reference materials for the vendors to know who to bill under what circumstances regardless of the mobility manager's advice. I scheduled one-on-one meetings with the vendors to provide an overview of our invoice process.

When our mobility management vendor notified the Planning Director they would not renew their contract for the next two years of our grant, I led efforts identifying a new vendor while analyzing the feasibility of bringing these services in house. I spoke with our human service department directors in a series of one-on-one meetings the following week to get input on the next RFP's scope of work, and distributed a program evaluation survey to collect feedback directly from case workers. I spoke with other rural transit directors throughout New York State to get a sense of what services should cost, compare their organizational structures against our own, identify common roles and responsibilities, and formed a peer network anticipating the possibility a new vendor could not be solicited by the end of the current contract.

The mobility manager provided monthly reports I would reference in my regular reports to the Board of Supervisors, and quarterly reports used to support reimbursement requests to NYSDOT. The reports our vendor provided were basic trip counts noting organization and funding sources. To get more usable operational information, I developed a matrix in excel providing instant statistical analysis of absolute change from month to month, as well as the level and degree of statistical significance of variation in each month. During one check-in, the mobility manager reported we should be concerned with the Department of Social Services ridership numbers decreasing in absolute terms. After analyzing his numbers with thin the statistics model, I discovered there was only around a 10% variance. Since the change was not unreasonable, we decided to wait before meeting the Department of Social Services to discuss cause. Without other intervention, the numbers returned to normal in the two months that followed. This demonstrates the added value of statistical analysis in mobility management.

I analyzed rides booked in 2023 by hour of day and discovered a large peak in demand at 9:00am and a smaller peak at 1:00pm. Using Geographic Information Systems, I found the areas with the largest trip concentrations and identified the highest demand locations in Livingston County. Livingston County

RTS moves ten times as much as Livingston County through its program, meaning our data could provide a rough but significant survey for their systems planning. I invited the Regional Manager of Livingston County RTS to a meeting to discuss findings as a collaborative partner, and it was decided to extend one route to the Government Center Building following the meeting because of the trip volume. Other data would be used to inform a comprehensive project reimagining all routes and schedules. Additionally, I communicated the peak demand analysis to our human service departments to shift demand away from the 9:00am peak to 10:00am. This allowed RTS to move more of our clients and reduce our departmental budgets dependence on taxi companies in the mornings. This resulted in more trips booked at a lower cost.

I oversaw the program's first triennial audit, built a friendly relationship with our auditor, provided all information requested, and our audit passed without any deficiencies noted.

I made our first quarterly reimbursement submission to New York State following our contract's delayed execution. Since the program had not been reimbursed in over a year, we had multiple vendors on separate contracts to seek reimbursement from, and our negotiated in-kind service tracking was unorthodox, having these costs reimbursed was a difficult achievement.



Figure 3. Summer Days Festival, Geneseo New York, Raising Money for Public Transportation

I facilitated a charitable partnership called the Reducing Transportation Barriers Program (“Cares”). Cares is unique in New York State. It is an agreement between the Livingston County and Livingston County Cares; a locally based charity primarily focused on facilitating service projects among SUNY Geneseo students in disaster recovery. Livingston County Cares provided fund management services for donations funding trips which were ineligible for funding from other sources. In two years, we raised over \$10,000. \$7,000 of the new funding came from a grant application to the Rochester Area Community Foundation, a much larger regional charity, which I wrote in the name of the Livingston County Cares Board President. Livingston County Cares raised \$3,000 more from the Geneseo Rotary and through the local Presbyterian Church’s annual chicken barbecue during the 2025 Geneseo Summer festival. I pursued several methods to stimulate the use of funds by our departments after the successful fundraising. For example, removing individual limits set by each department.

6. Wayfinding and Signage

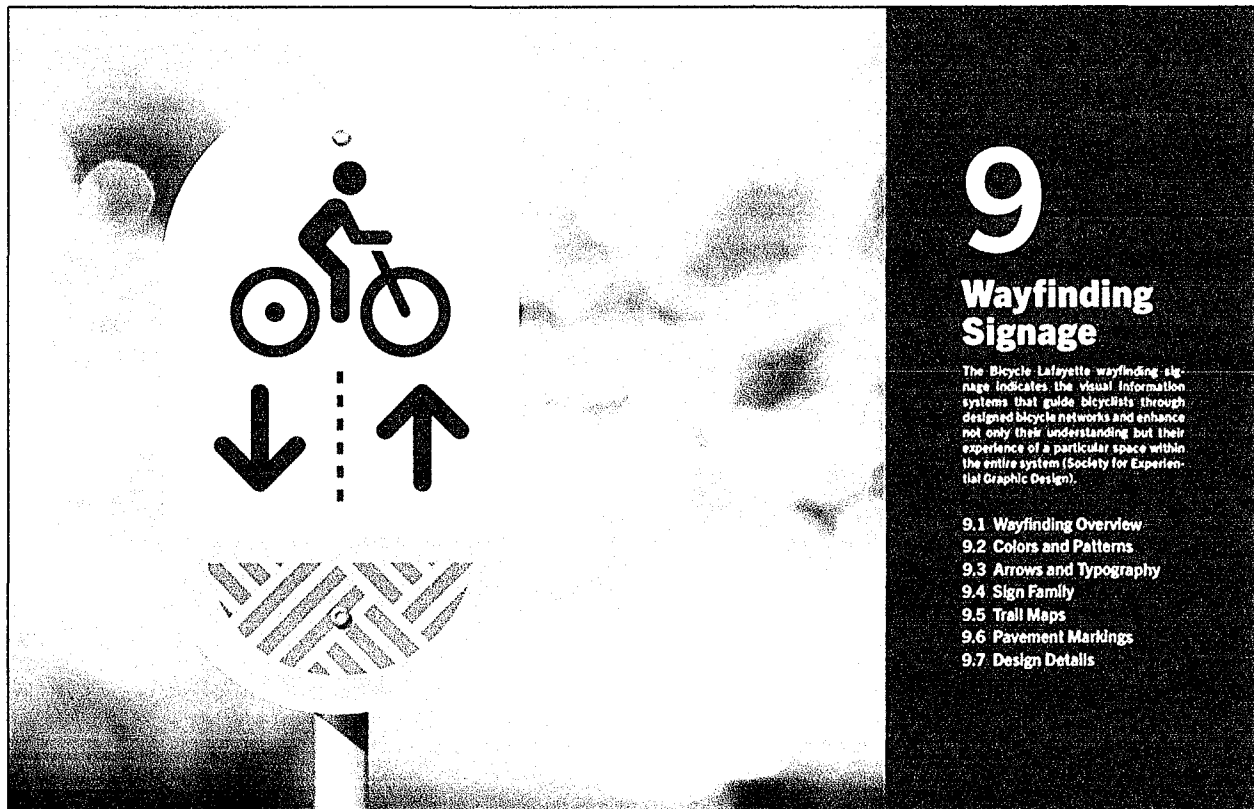


Figure 4. Example of Wayfinding Signage Used

One project related to the Evangeline Corridor Initiative was the installation of new signage totems throughout the city. As the heart of Cajun country, we originally proposed French as the primary language and English as secondary language to draw attention to the importance of French cultural heritage. We ultimately included English as the primary language with some pressure to do so from Mayor-President Guillory.

7. Fleet Electrification and Electric Vehicle Charging Station Plans

Lafayette Consolidated Government owns the largest and most cost effective municipally operated electrical power plant in Louisiana. As the transportation planning lead, I worked with Lafayette Utility Systems, our grant writers, and our vehicle maintenance team to develop a fleet electrification plan for a grant application getting Lafayette's share of the formula funding allocated by the State for fleet electrification.

Fleet Assessment										7/11/2023		
Vehicle name	LCG ID	Type	May 2023 Fuel Price		Fuel Efficiency		Annual Miles Driven			Annual Costs		
			Gasoline / Diesel per Gal.	Electricity per kWh	Avg Miles per Gal	Avg Miles per kWh	Gas or Diesel	Electric	Total	Annual Fuel Cost	Estimated Oil Change	Total Annual Cost
Alpha	10000	Gas	\$3.08	\$0.0420	25.7	2.890173	13,500		13,500	\$ 1,618	\$ 32	\$ 1,650
Beta	10001	Hybrid	\$3.08	\$0.0420	25.7	2.890173	6,750	6,750	13,500	\$ 907	\$ 16	\$ 923
Gamma	10002	Electric	\$3.08	\$0.0420	25.7	2.890173		13,500	13,500	\$ 196	\$ -	\$ 196

Edward Company

Figure 5. Edward Company. (2023). Excerpt of Fleet Assessment.

Electric vehicles have high upfront costs while their fuel costs are only 10% of gas-powered vehicles. Electric cars can be more economic for vehicles that are constantly driving, especially since the Lafayette Utility System had one of lowest rates for electricity in the United States. The fleet manager provided a comprehensive database of vehicles including VIN number, annual mileage, and registered department. I calculated a break-even cost based on annual mileage, fuel cost, electricity rates, and vehicle cost factoring our in-house fueling station. Surprisingly, in most cases the travel demand did not near the breakeven point. In many cases, departments had one departmental vehicle, adding as few as 4,000 miles each year. Our fleet manager speculated our departments had been purchasing more vehicles than were needed to balance their budgets and it would be hard to justify the purchase of any new vehicles with the current surplus. We also did not have the specialized equipment necessary to service the heavier electric vehicles at our facility and would need to purchase a new lift. Often, we may begin with an assumption and fit our analysis to fit that assumption. This is a good example illustrating the importance of open-mindedness in any planning approach.

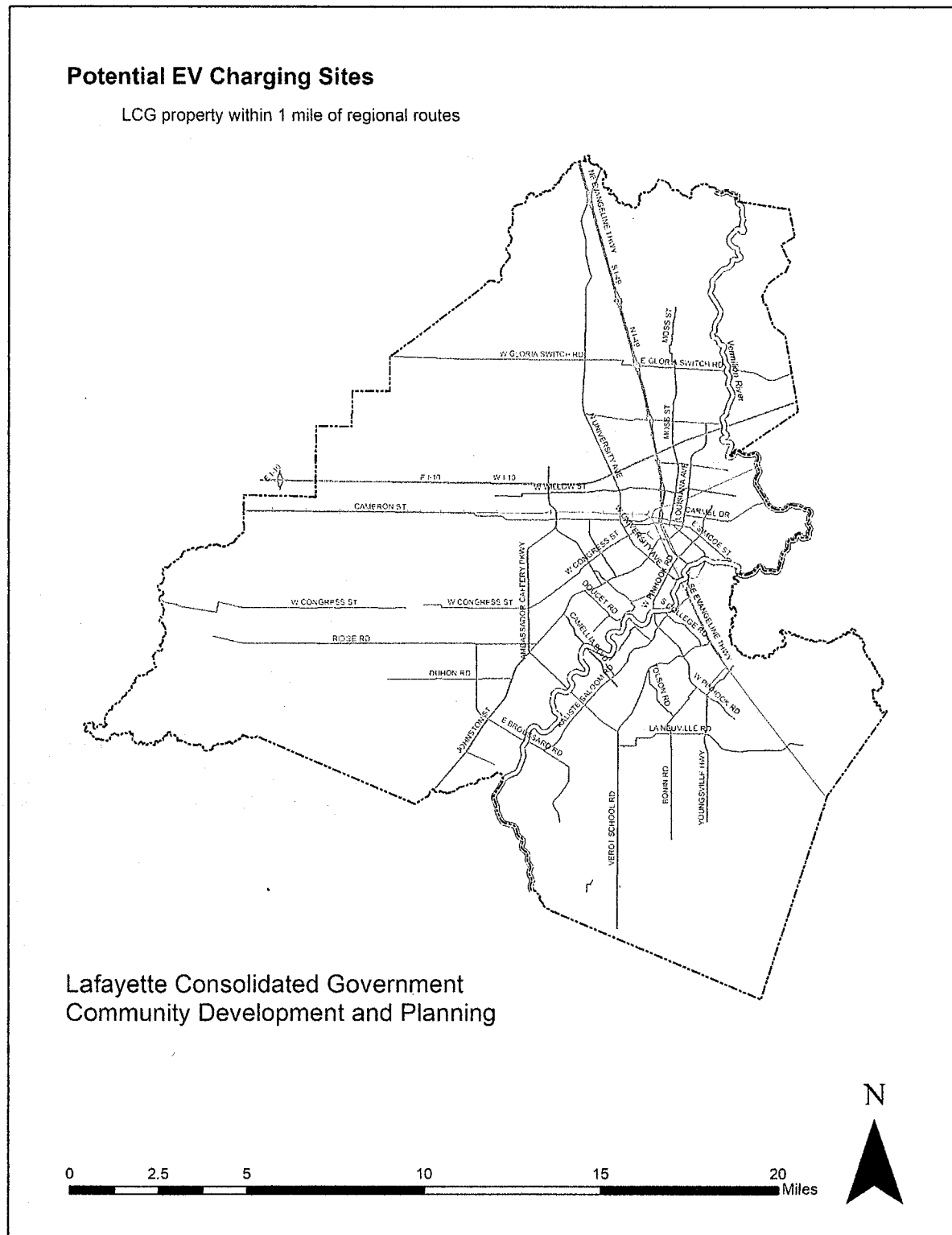


Figure 6. Edward Company. (2023). Map Depicting Property Within 1 Mile of Interstate Routes

I pivoted our EV grant application away from fleet electrification to focus on new community charging station deployment through the same grant. Lafayette Parish is situated at the intersection of two major highways, each with exits a half mile from where they intersect. This created a grid one mile by one mile with exceptional accessibility to interstate traffic, and having the highest quality transmission lines. I identified public locations for new vehicle charging stations within each of these four quadrants, including several regional parks being planned and one major shopping center.

There were a handful of charging stations throughout Lafayette installed at car dealerships for promotional value, but no public charging stations. Interestingly, in Louisiana it was illegal to sell electricity from charging stations without a state utility charter. As a loophole, dealerships were charging for parking and providing the electricity as a complementary service. This was akin to renting a room while using its electricity free of charge. The FHWA was unhappy with this work around and wanted a uniform charging rate structure for interstate travel. The FHWA threatened to withhold funding from their EV programs to states that hadn't provided legal exceptions. Louisiana complied with in 2023, passing a new law to make the sale of electricity for charging stations legal. This was my first experience tracking a state legislative bill from conception to its signature by the Governor.

8. Traffic Artbox Project

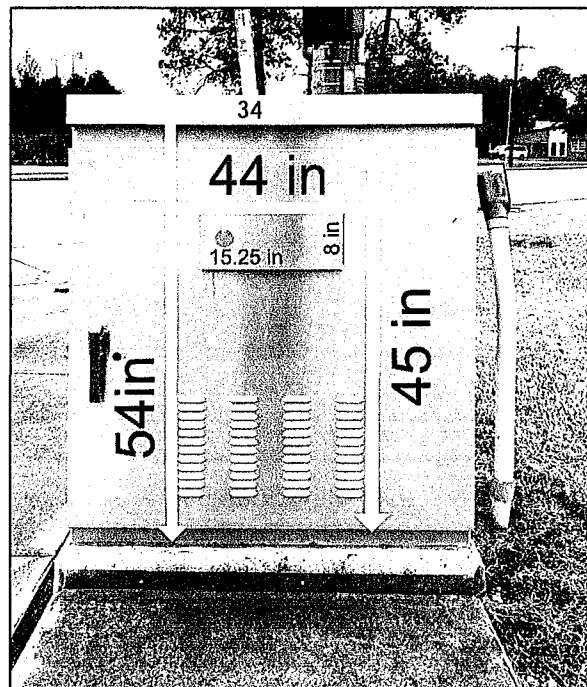


Figure 7 Traffic Signal Box Selected for Program in Lafayette Louisiana

Artboxes refer to a type of public art enhancement which is placed over traffic signal boxes improving the look. I identified a geographic information system ("GIS") database of all traffic signal boxes in the City of Lafayette, then narrowed the dataset to those areas represented by one of our five

Neighborhood organizations called coterie. I inspected the condition and appropriateness of the traffic signal boxes removing any inappropriate for the program from the dataset. The Acadiana Center for the Arts solicited artist submissions encouraging subjects exploring local heroes, histories, and identity. Submissions were scored by each of the five-neighborhood organizations independently, and awards were awarded and installed at locations based on community preferences. Artists received awards from a state regrant managed by the Acadiana Center for the Arts for public art, while the City of Lafayette agreed to maintain the boxes after installation. The Acadiana Center for the Arts also assisted several awardees format entries into a digital medium. We solicited a local fabrication company to install the artwork.

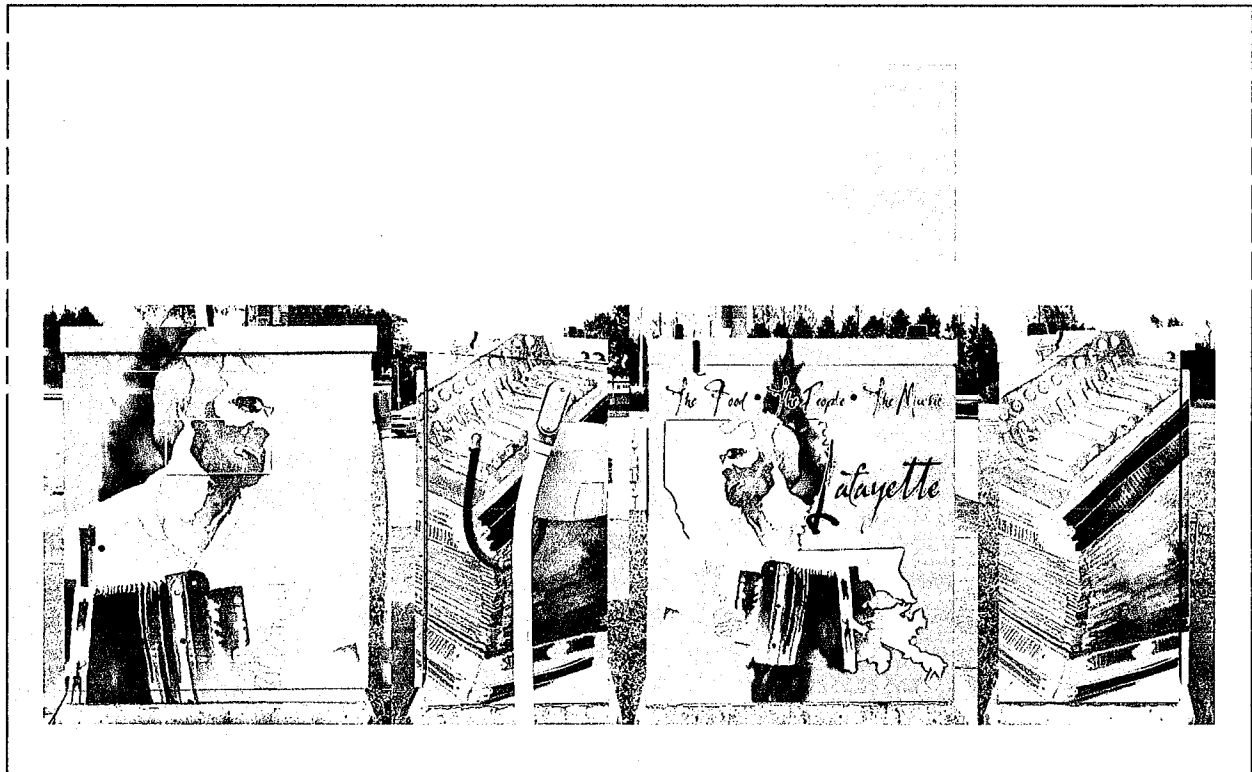


Figure 8 Terry Palmer. (2023). *Untitled Traffic Artbox Proof*. Installed at Surrey Street and Blue Boulevard, 30.211132, -91.994676.

9. Surveying

I conducted my first survey studying at the University at Buffalo to choose a final research project. I went to the West Side neighborhood and interviewed residents on which area of urban planning they felt would have the biggest impact on their quality of life. Functional areas included beautification programs, land use, housing, and more. Transportation ranked highest, and I focused on the final project on neighborhood transportation improvements.

Surveying was a major part of my work as a graduate researcher with the New Orleans Transportation Institute. My duties included cleaning data from prior surveys. For example, High Point Drive might be input as Highpoint drive by one respondent but not the next. I reviewed and analyzed a survey of students on their experiences with remote learning during the COVID-19 lockdown. I learned best practices from real world examples.

I defined survey criteria for the Lafayette Consolidated Government's bike plan, provided a matrix to weigh data according to demographic characteristics, and recommended changes in format that would make analysis more useful. For example, asking for numeric answers rather than requesting ordinal data. I assisted the Livingston County Mental Health Director with her survey before it was sent out to the Board of Supervisors and improved the legibility substantiality.

10. Data Analysis

Most plans include some kind of demography, or analysis of other tracked variables. The aim of the analysis should always be to ensure that the results of the public decision-making process have a greater degree of technical validity. Over the past few years, particularly among within comprehensive plans, I have become concerned with the amount of analysis without contextualization. Analysis means finding the story behind the data. I provide two times as much analysis as facts and figures.

Examples of typical sources of demographic information for my work have included: the Census, Department of Housing and Urban Development, Department of Labor, Environmental Protection Agency, Federal Highway Administration, the Center for Disease Control, and the Pew Research Center.

I am also proficient in applied calculus.

11. Data Collection

The University of New Orleans Transportation Institute received a pilot grant to install sensors along newly built trail projects. The federal government requires trail improvements to be data driven, and this pilot tested the feasibility of sensors to provide performance data. If we could demonstrate more people using the trail after improvements, it would prove the added value and allow for comparative cost benefit analysis with other trail projects. I counted bicyclists and pedestrians as they passed a trail or intersection to calibrate the sensors and note site conditions. In one location along a park, the sensor was chest high at the bottom of an expressway overpass. People jogged down the trail, noticed the sensor subconsciously, stopped just past the sensor, turned around, jogged back up the trail for another lap, and our sensor was recording every pass as a new traveler. We had half a dozen joggers running past it like clockwork, and the data was not very much use.

12. Public Engagement and Communication

I attended public meetings on planning projects since I was a student at Monroe Community College, including many I could have done better. I prefer public involvement at the start of the project, when initial data collection is completed, and at the end of a project for input prior to a final proposal.

I applied this approach during my outreach for the Willow Castille Streetscape Improvement Plan. I met dozens of people in our community with a perspective on our work. One participant represented members of the Castille family who managed the north half of Castille Avenue. After speaking with him about the improvement of the street, the Castille family submitted complementary plans for subdivision approval to our development office. For example, the main street aligned with our proposed location for a midblock crossing. While we couldn't anticipate this result at the start of the planning process, by reaching out to the community early on and staying in touch with them, we brought about a project that was much larger than we initially intended.

I served on closed project steering committees. These tend to be more appropriate for planning topics that require very regular meetings, or topics without public appeal. Recent experiences include:

1. Livingston County Brownfield Advisory Committee
2. The Genesee-Finger Lakes Regional Planning Council's Climate Action Plan Committee
3. The Genesee Transportation Council's Safe Streets and Roads for All Committee
4. Town and Village of Nunda Active Transportation Plan Committee

I issued public notices to newspapers for grant applications and land use cases. Our Young Urban Preservationist events are advertised primarily through social media. I wrote press releases,² and timed the release of the Livingston County Cares press release to be distributed just prior to their annual gumbo sale fundraiser driving traffic to their website.

13. Intersection Improvement Projects

Early in my career I planned a tactical improvement introducing a unique crosswalk, new bus shelter, consolidation of signage, a water fountain, plantings, park banners, school banners, and bird houses to the intersection and surrounding properties. The project cost under \$10,000 and gave students a safer way to cross a busy road on their way to school. Since our bus shelters operated with a flexible contract for trash pickup, this was also a way to be responsive to a community survey citing issues with trash accumulating along the street.

² Edward Company, County Partnership with Livingston CARES to Reduce Transportation Barriers Enters Second Year, March 31, 2025,

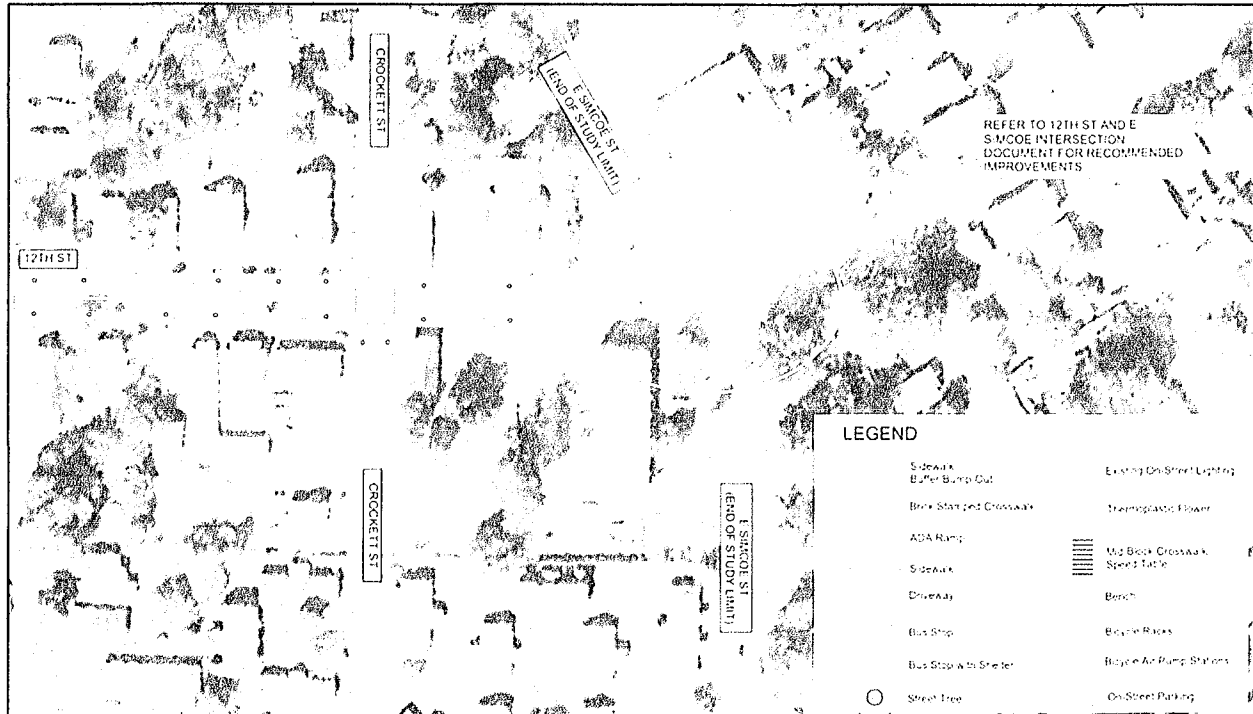


Figure 9. 12th Street Intersection Improvements

I planned an improvement project at the corner of 12th Street and East Simcoe Street in Lafayette. The private lot located on the corner of the intersection was so small that nothing could be done with it. It had a concrete slab in the center of the ground which often characterizes former use as a gas station that's become a brownfield. If the land could be donated to the city for the project, we might be able to reconfigure the intersection while removing that blighted parcel at the same time. Assessment records indicated the land was donated to a historically African American college in Georgia. Given its poor condition, I wondered if the college was aware the property was in their name. No one in our office had experience with land donations or right-of-way purchasing, but there was a position in the civil service directory for someone who did. I wrote a memo describing the situation that was initialed, through the Planning Manager, Director of Community Development and Planning, and Director of Public Works, and delivered to the Right of Way manager. While today I would have simply called, this illustrates how irregular the Planning Division's involvement in transportation projects had been before I began collaborating across departments. The Right of Way Manager expressed skepticism we would get a response from the Georgia based college. I recommended providing our planning documents to them describing the project³ which we included in our communications. The Right of Way Manager was excited when the college wrote back agreeing to discuss a donation at their next board meeting. Unfortunately, we did not hear their decision. As a brownfield, the college might have been concerned responding would make them responsible for land that was given to them which they may have never

3

formally accepted. I investigated the procedure for taking the lot through eminent domain, but ultimately this project was a lower budget priority than others and put on hold.



Figure 10. Congress Street Intersection, Part of Congress St Streetscape, Lafayette Louisiana

The most complex intersection improvement project I worked on featured a minor arterial split into a two-way couplet crossing a railroad before intersecting with the Evangeline Thruway. We began with a study on the feasibility of closing one one-way street and returning the northern street to two-way traffic. The reconfiguring would provide tighter turning radii and relocate open space to a more visible area. There were concerns that the north and south bound traffic traveling along Pierce Street would be unable to queue. The results of the feasibility study demonstrated the queuing would be tight, but not excessively.

The building adjacent to the northern couplet⁴ was a new multistory building with a commercial ground floor. I interviewed the building owner who explained that while the residential units were stable, the ground floor was struggling to attract attention and had already lost two restaurants in the short time they had leased it. I found literature suggesting one-way streets to be averse to commercial businesses and in cases where one-way streets were converted back to two ways, the effect on businesses were typically neutral to positive. This added to our project's story by demonstrating an alignment with business interests.



Figure 11. Section of Congress Street to be closed. Lafayette Louisiana.

⁴ 519 S Pierce St Unit 1101, Lafayette, LA 70501

The intersection improvement itself was a component of a larger street project for a segment of Congress Street restriped through a traffic calming pilot.⁵ My work was on the implementation of permanent improvements following that proof of concept. I spoke with the former project manager who was concerned by an early concept replacing street parking with street trees. The original pilot project promised the public Lafayette Consolidated Government would trade redundant traffic lanes for new parking. The former project manager felt that losing the on-street parking would be seen as a broken promise to the public. I pivoted to accommodating parking on the southern section of the roadway which would be closed and preserved more of the on-street parking where most appropriate.

There was only one single-family home on the southern side of the Congress Street project. During project discovery, I reviewed Sanborn maps and learned a whole stretch of neighborhood had been razed to extend Congress Street to the Evangeline Thruway during the 1960s. As a result, the house was the last building providing evidence of the former residential area connecting Downtown Lafayette to the northside. This made it possible to highlight the historical significance of the site through signage, and to discuss the Congress Street project in terms of its historical context.

12. Urban Wayfinding Project

One project related to the Evangeline Corridor Initiative was the installation of new signage totems throughout the city. We originally proposed to include French as the primary language and English as secondary to draw attention to the importance of French cultural heritage. We ultimately set English as the primary language with some healthy pressure from Mayor-President Guillory to do so.

⁵ Richard Burgess. (2016). *Changes to Lafayette's Congress Street aim to improve safety, spur new development*,

14. Brownfield Assessment and Remediation

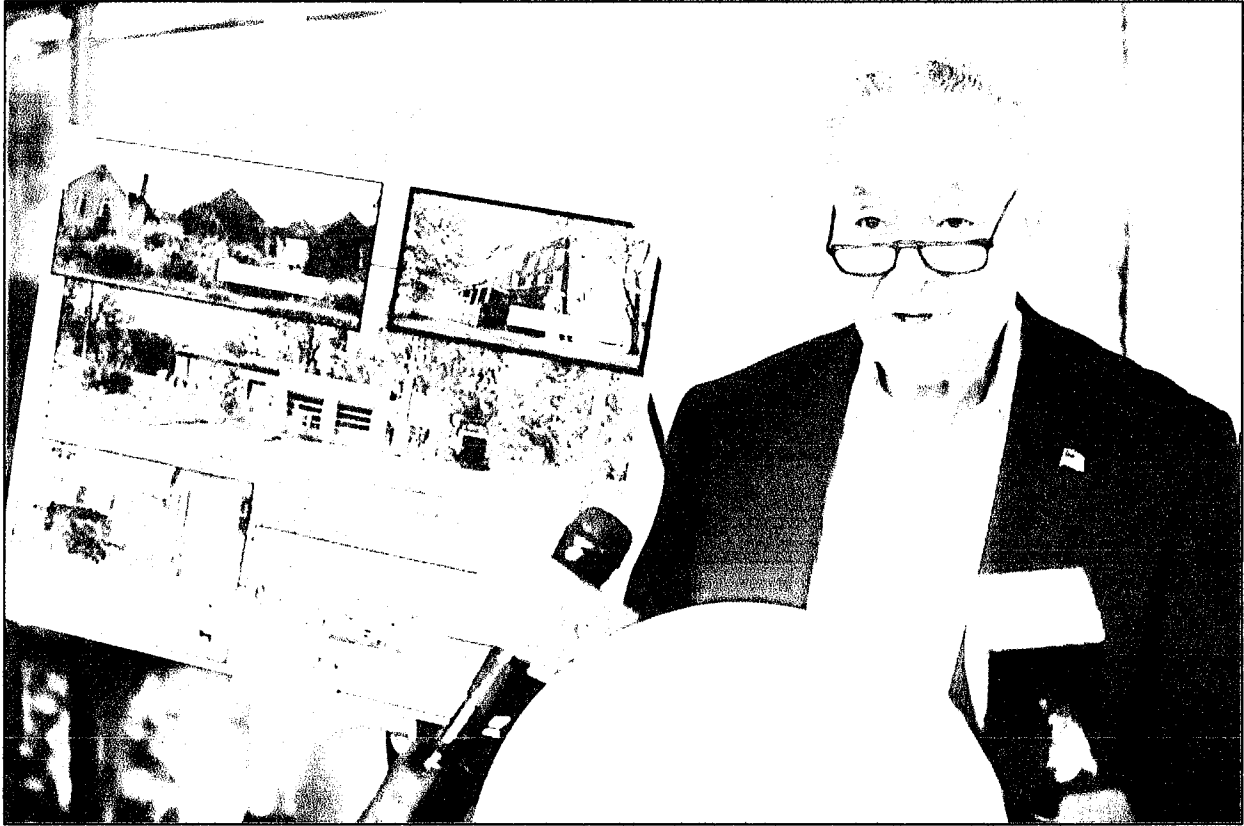


Figure 12. Sen. Charles Schumer holds up photos of Livingston County properties in need of cleanup money on Tuesday at 5 Chestnut St. in Geneseo

Senator Chuck Schumer visited Geneseo in May 2024 to announce \$1,500,000 in federal funding from the Environmental Protection Agency (“EPA”) for the assessment and planning of brownfield sites in Livingston County. The receipt of the award and getting the County’s newest environmental program off the ground was a major County priority. In writing the grant application, the former planning director speculated the involvement of the Town of Livonian, Village of Geneseo, Village of Dansville, and Catholic Charities of Steuben/Livingston. In reaching out to each of these municipalities to form the Brownfield Advisory Committee, it became clear their awareness of the grant application and program’s goals was minimal. I organized orientation documents for each of the member agencies, inspired their involvement, and executed a critical Memorandum of Understanding before our first reimbursement request due to the EPA. I organized monthly and quarterly meetings with our qualified environmental consultants, participated in field investigations of sites speculated as brownfields, and focused my attention on community engagement and project management.

I oversaw a second grant application for brownfield revolving loan funding, which was awarded to Livingston County in the amount of \$1,000,000. I partnered with our Industrial Development Board to oversee management of the revolving loan and attended introductory meetings with developers interested in pursuing projects in Livingston County that may benefit from the new resources.



Figure 13. Edward Campany. (2025). Remains of St. Patrick's Church in Dansville New York

On July 16, 2025, the former St Patrick's Church roof collapsed in the Village of Dansville. As one of our Brownfield Advisory Committee members, the Village's response to the roof collapse preventing rubble from collapsing near the Dansville Historical Society Building was nothing less than heroic. Throughout the evening, the Village and volunteer firefighters as young as 16 worked to control the fall of the building and prevent the spread of hazardous materials. An emergency sample of the building materials found asbestos had been painted thickly onto the old church walls and could be picked up by the wind if rubble was not regularly dampened by firetrucks. The building was most recently occupied by the Assembly of God Church which had declining membership leading to eventual church closure. By the time of the collapse, no one with the church could be reached. Meanwhile a 175-year-old title restriction indicated the property may revert to the Village of Dansville. The village originally sold

off the land for the Church from their adjacent park. Complicating the matter - a longstanding EPA rule disallows the use of clean-up funding by responsible parties, requiring remediation to benefit only property owners one transfer removed from the Assembly of God Church. If the Village acquired ownership of the property before remediation could take place, it would not be able to use revolving loan funding to clean up the site. I flew to Chicago soon after attending the National Brownfields Conference and spoke with our EPA Project Officer and one regulator who wrote the last set of major revisions to the brownfield remediation law. We decided to follow all applicable EPA guidelines on the assumption materials were hazardous, including paying prevailing wages, and the Village of Dansville would be eligible for reimbursement once funds were received from the EPA. As of September 2025, the site remains only partially demolished. Demolition contractors have taken advantage of the situation by placing bids as high as \$600,000 for the removal. This experience illustrates that anything can happen at any time and the importance of planning for issues before there's an emergency.

Brownfield assessments are often conducted through transportation planning projects. I can locate freely available environmental analyses in many cases from state and federally funded road projects. I can search available information in state and federal databases as well, and infer likely brownfield sites from Sanborn maps. This analysis is sometimes called a phase 0 study or a desktop survey. Depending on the project needs, this level of review may be perfectly sufficient for planning purposes. For phase I and phase II environmental assessments, I partner with a qualified environmental professional ("QEP") with a more specialized education.

15. General Reporting

I have written monitoring plans, quarterly reports, newsletters, monthly board updates, audits, press releases, and more to keep committees and the public aware of project status. I have templates available for every kind of technical writing a project may need.

16. Land Records and Subdivision

I searched clerk of court databases researching development cases, verifying substandard surveys, and supporting other departments purchasing property for public use. Despite being prohibited by both statute and a local ordinance, the Parish Assessors' office recorded subdivision plats without local approvals. Once recorded, subdivisions were reflected on cadastral / parcel maps for taxation whether the lots were legitimate. For this reason, I was unable to rely on assessment records for any development review and became proficient in searching for clerk of court records for primary sources.

Private deed restrictions are more widespread than most realize, and especially in communities developed prior to the adoption of zoning ordinances in the 1920s. Beneath every zoning system is a complex web of covenants, easements, and private agreements with a direct impact on land use. For example, a common restriction limits the future sale of land to residential and single-family construction. A zoning map amendment from single family to multi-family or a mixed-use designation may be appropriate considering the comprehensive plan only, but within the context private restrictions, the zoning change is ineffective. One value a zoning map adds to a community is the convenient ability to

invest in a property understanding what to expect from neighboring ones. A map amendment signaling non-residential use possibilities on deed restricted land miscommunicates to prospective buyers. Regard for deed restriction should be a part of any zoning ordinance.

In Louisiana, a private street can become public either by a resolution, or by a public agency maintaining the private road for one year. Determining maintenance history requires substantial record review among multiple departments. The development community was aware of this, and on at least one occasion a developer tempted me to classify his private road as public by misrepresenting its history. Language used in a right of way this right of way determination:

Be advised that the apparent right of way located on that unnamed street in Section 18 T62-R8E, indicated on the map by Max Bodin filed in the Office of the Tangipahoa Clerk of Court in book 1095 page 305, is not owned by the City of Hammond.

I reviewed a major subdivision plan which received preliminary approval and was sold illegally to four real estate developers before final approval was given. The matter had to be handled with sensitivity, because these licensed real estate professionals should have known to do their due diligence. They also should have known their land could not be sold or advertised for sale until final subdivision approval is given regardless of their circumstances. I discovered public improvements required by the preliminary plan were never made and others were improperly constructed. The new road was obviously substandard, and our City Engineer refused to provide his professional opinion. The dry retention pond was wet and breeding mosquitoes. The lighting was installed in places elsewhere than indicated in the plans, and there was no report on whether the lighting worked. The site had grading draining onto railroad right-of-way. The new housing may have had several backyards contaminated from former railroad operations adjacent to them. The only thing built correctly were the fire hydrant installations. To make matters worse, I was told by officials at City Hall they had met with the real estate agents at the site and told them to install the lighting and the fence at locations not indicated on the preliminary plans. The fence was built on top of an access easement that was intended by the planning commission to give pedestrians two means of access to the cul-de-sac. The Mayor of Hammond came to my office and said, "this is the subdivision I want to push through." Ultimately, I did not remain with the City of Hammond and was absolved from providing my professional opinion on the case. This example illustrates the importance of having a professional planner, engineer, environmental scientist, electrician, sewer and water supervisor, and fire code official involved in subdivision review. It illustrates the danger of a subdivision review system that depends on only one city planner or building official.

17. Housing and Urban Development Projects

My first experience with housing planning was working with the City of New Orleans. Their Planning Department was drafting a comprehensive rewrite of its zoning ordinance to legalize more housing types in a wider range of districts. Previous attempts had been made to permit accessory dwelling units, multifamily housing units, density bonuses, etc. In each of these efforts, reforms were picked apart in public debate. With housing costs continuing to rise and concern artists could not afford New Orleans much longer, they hoped one large rewrite would survive the political process with less scrutiny and

greater effect. I reviewed cottage court⁶ concepts but ran into issues considering the way mortgages are written. For example, imagine four single-family houses. Put these four single family houses onto one lot of record. Now they aren't single family homes; it's one quadraplex. Everything can be purchased with one subsidized FHA loan, and three of the four units can be rented out. The historic emphasis of zoning in favor of single-family designation is not just to control aesthetic or neighborhood character. It is control which preserves the promise of the FHA loan program as one prioritizing lower and middle-class wealth building over land-lording. In many cases the national conversation on housing focuses narrowly on the types of housing style available when mortgage lending is influenced to a greater degree by forms of ownership influenced by zoning. I believe in aligning zoning practice within the context of national lending practices, and this sets me apart from most housing planners.

I worked on a project called 12th Streetscapes which ran through the middle of Lafayette's McComb Veazey neighborhood. Despite being zoned commercially, the street was almost entirely residential street broken up by a few corner stores and one church. 12th Street had been rezoned to commercial at the request of the community following workshops informing the last comprehensive plan. The community almost certainly did not consider the effect commercial zoning on FHA loan approval. Any first-time home buyer can be qualified to receive a subsidized federal loan, but the property purchased must be in a residential zone. In effect, by choosing commercial designation, the community had redlined⁷ their neighbors living on 12th Street; preventing new homeowners from taking advantage of this federal program. In a disadvantaged community with many who would be ideal for the first time home buyer program, I believe this rezoning was not in the public interest despite being driven by public input. Important public decisions should be informed by technical expertise, and at this time planners are no mortgage experts.

While providing comments to Livingston County RTS on their Reimage the Routes project switching from dial-a-ride⁸ to a blend of fixed routes, my commentary included a list of homeless shelters and special need housing locations provided by the Department of Social Services. This supplemental data prioritized the needs of vulnerable populations over general travel demand.

In a graduate social policy course, I researched barriers to program entry for sensitive populations. The literature suggested around 40% of all homeless youth were LGBTQ; often first experiencing homelessness between the ages of 16 and 18. The primary provider of homeless services in the New Orleans area was Catholic Charities. My report recommended amending language deemphasizing the primary importance of faith community and emphasizing the church's historical role as a charitable institution to promote greater participation among LGBTQ homeless youth needing services.

I spent a year serving the City of Hammond during Mayor Panepinto's last term with a highly adversarial City Council. While the political environment was challenging, I enjoyed working in a

⁶ A type of housing that can be designed as a group of small, detached structures arranged around a shared court visible from the street.

⁷ Redline: to refuse a loan to someone because they live in an area deemed to be a poor financial risk.

⁸ A taxi-like on demand service

traditional land use role greatly. I worked directly on a variety of land use topics including mobile home regulation, multifamily housing regulation, occupational licensing, storage facility regulation, and the intersection of storage facility regulation with environmental hazard mitigation near public drinking water inlets. Most notably, I wrote a high-profile unified development code amendment regarding homeless shelter classification and zoning that avoided a substantial lawsuit against the City of Hammond and made headlines in the Advocate.

In my career, I have reviewed housing studies and plans sponsored by the City of Providence, New Orleans, Lafayette, Hammond and Livingston County. Some plans reviewed were as early as 1968, and others as recent as 2023. This is the forward section of the July 23, 1968 Minimum Housing Code for the City of Lafayette by former Mayor J. Raymond Bertrand:

Any citizen of a community who is to fully enjoy the benefits and privileges of a free society must come to know a personal moral obligation, to help in whatever way he can, his less fortunate friends and neighbors, even if his gift is no more than human compassion and understanding. It is our fervent hope that the enactment of this ordinance, intended to promote and support this compassion and understanding, will be accepted and encouraged by all our citizens. We, the public servants of the community, pledge ourselves in every effort to that end.

On team projects, I interacted regularly with Livingston County's liaison to their recently chartered Landbank. Through this collaboration, I learned many things about land banks that would be helpful to establish them in other jurisdictions.

18. Moratoriums

In 2024, the City of Hammond passed a moratorium preventing the construction of any new multi-family housing. There was an unorthodox variance procedure allowing some cases to be heard despite the temporary nature of the moratorium. In one of my first site plan cases, a local developer wanted to pursue this variance to the moratorium before the ordinance would even allow me to review his site plan. Before going to City Hall, the case was heard by the Planning Committee and voted down citing no proof of economic hardship. Despite this, the Chief Administrative Officer brought the case to the City Council, which agreed to allow the site plan to be reviewed with the developer's promise that it would not require a variance from any regulation in the code. Unfortunately, once I was authorized by City Council to review the case against our site plan criteria, it was clear the parking required more than one variance to go forward. The project was held until the moratorium lapsed due to inaction by the City Council to renew it. Moratoriums are becoming more common as a first response rather than the option of last resort. This case gives insight into properly writing a moratorium with a focus on resolving its causes. A good rule of thumb is not to let a moratorium go on for more than two years.⁹

⁹ Tahoe-Sierra Preservation Council v. Tahoe Regional Planning Agency, 535 U.S. 302 (2002)

19. Street Naming, Street Numbering, Address Systems

In the City of Lafayette, one resident insisted on renaming Willow Street as Martin Luther King Junior Drive for over a decade. When hosting one public meeting on the Willow Street and Castille Street Streetscape plan, we discussed it and I agreed to investigate the renaming process. In Lafayette, it required a petition. One of my more senior coworkers explained the street had never been renamed because the petition could not get traction. They also pointed out there was already a Martin Luther King Junior Drive, and those residents preferred to keep the name of their street.

In the City of Hammond, in addition to a petition, the procedure for renaming a street involved a focused environmental review documenting the history of the street name and the person it honored. It would be more difficult to rename Martin Luther King Junior Drive in Hammond than it would be in Lafayette because the change would need to be justified. I drafted one resolution to affect a street name change, provided research into it, and coordinated with and included lead time for the street department to order new signage. This resolution amending the street name also needed to be delayed because it coincided with election season, and the Department of Justice Bureau of Civil Rights was concerned that immediate renaming of the streets could compromise the voter registration. If the addresses changed, it could be seen as inconsistent with their paperwork if they came to vote.

You can often tell a county or state road from a local street by the address length. County and state roads cross multiple jurisdictions, so their numbers are often in the thousands. Research suggests most homeowners prefer a lower number for their personal addresses. They are easier to remember and are perceived as more personalized.

I reviewed multiple development projects in downtown areas fitted between lots without space for additional numbering. For example, an address between 23 and 25 High Point Drive. Fire Departments want a straightforward numbering system so when a call comes in, there is no confusion about where the trucks go. 911 had a special right to comment on street renaming for the same reason, which they consistently refused. Our methodology referenced an American Planning Association Technical Advisory on street naming conventions from 1950.¹⁰ It is full of timeless conventions. This example illustrates the importance of considering both the current law, and potential future development in subdivision approval by leaving space for new addresses.

20. Functional Classification Systems and Federal Aid Eligibility

In November 2023, there was an effort to update the highway functional classifications of all roadways in the United States. I reviewed every street, road, and private driveway in the City of Hammond and classified them based on federal standards and communicated them to the New Orleans Regional Planning Council as part of one coordinated comment. Below a certain classification, a road cannot be considered for federally funded projects. Our Parish Engineer only recommend three roads out

1. ¹⁰ American Planning Association, (1950), *Street Naming and House Numbering Systems*. Planning Advisory Service. Information Report No. 13.

of fear Louisiana DOTD would dismiss any more as burdening the network. My approach took the task at face value, and I recommended over fifty revisions which had become necessary because of local population growth and easing roadway classification standards. I performed this analysis in under three weeks.

21. Parking



Figure 14. Cover Illustration of The High Cost of Free Parking

The leading work on parking regulation and reform is Donald Shoup's *the High Cost of Free Parking*. I have studied and implemented its recommendations through my practice. While American's only pay a parking fee for approximately 1 out of 100 trips, economic analysis suggests the price of parking is baked into the cost of almost every service provided. A study of land values, housing costs, and many focused economic studies may benefit from considering parking's role in local land use regulation to improve affordability or reduce waste.

My first experience with parking policy was as a student at Monroe Community College studying Geographic Information Systems. I received shapefiles of all surface parking in the city from a geographer in the Rochester Planning Department. I analyzed the geographic information noting that over 24% of downtown Rochester was dedicated to surface parking as part of a larger analysis of expanding business opportunities along main streets.

In 2024 I performed a targeted literature review of subdivision codes for the City of Hammond finding parking regulations had not been updated since the 1970's and were based on studies

commissioned in the 1950s. I switched the department's policy from using this code to applying the Institute of Transportation Engineer's Parking Generation Manual¹¹ when setting minimum parking requirements for site plan approvals. Fortunately, the code allowed this without requiring a text amendment. In every case, the parking standards suggested by the studies of the ITE manual were substantially less than those required by the development code, saving the development community needless expense and the city loss of permeable ground cover.

In Louisiana I learned methods to incorporate underground stormwater detention barrels into the design or renovation of surface parking lots.

22. Park Master Planning

In 2023 there were five park planning efforts underway in Lafayette, including a new master plan for Heyman Park adjacent to the Evangeline Corridor,¹² reconfiguration of the George Dupuis Recreation Center / Brown Memorial Park to accommodate regional student athletic tournaments,¹³ and Moncus Park.¹⁴ In addition to these, there was a parish-wide stormwater management capital improvement program creating new park spaces across the parish.

Heyman Park involved significant public outreach and surveying to determine park improvements. The district's councilman was adamantly in favor of on an amphitheater despite very little popular support. This element was ultimately accommodated through a levy concept better protecting the park from river flooding. Our architect contracted to support the Heymann Park masterplan proposed two pedestrian bridges as a riverside promenade concept. The United States Coast Guard was solicited to review of the draft plans since the river was classed as navigable.

A stormwater improvement project adjacent to the Vermillion River included site of interest to the University of Lafayette. The location had a natural spring which might have been used by a local Indian Tribe for fresh water as they navigated the area for hunting. The tribe never signed a treaty with the United States, so it was unrecognized at a federal level. Archaeological surveys which would ordinarily take place as part of highway construction were therefore not conducted at that site. The City of Lafayette was removing soil for a new detention pond directly above the former natural spring. I am unaware anything was uncovered during construction but explore the prospect of state sponsored archaeological survey through their supplemental environmental impact statement.

23. Historic Preservation

I can write national district nominations. As an undergraduate student I studied historic preservation and selected the Buffalo Forrest Lawn Cemetery as a case study. One thing learned reviewing its nomination was the changing nature of ownership of cemetery land. Until the late 19th

¹¹ ITE standards had just been updated the previous October.

¹² Heymann Park: 30.216751, -91.996864

¹³ Brown Memorial Park: 30.270864, -91.996297

¹⁴ Moncus Park: 30.202386, -92.040565;

century individuals purchased the land for themselves or themselves and their immediate families. This meant that the land itself, and the responsibility for maintenance was individual. It was not until after we the public parks were developed in the United States that we began thinking of land ownership differently. Nowadays, we buy the rights to be buried in a cemetery, not the land itself. Older cemeteries are often poorly maintained because there is no-one alive to maintain it, or decedents no longer know it is their responsibility. This national register nomination was a complex study because there is no single, and in many cases no living, owner for the nominated properties.

I understand the differences between national historic district and local preservation district, as well as how to make the two works together. Generally, the federal district provides financial incentives while the local district provides restrictive protection. Ideally, a national nomination precedes a local one.

Admission to the national register of historic places is not purely honorific. Registration qualifies the property owner for rehabilitation incentives covering 20% of all remediation costs. Many states match this. In New York State and New Hampshire, 40% of redevelopment of historic structures is paid for through federal and state incentives which is possibly the most generous incentive available to developers. New York State goes so far as to name economic development an express goal of its preservation incentive program. Many older and rural states are better positioned than developing ones to incorporate these incentive programs into other programs like those encouraging affordable housing or economic development.

Section 3: Proposed Plan

Approach

I propose to provide all the services advertised in this scope of work through four broad and progressive project phases: 1) Organization, 2) Study, 3) Consideration, 4) Adoption. These four phases will account for all the project tasks while leaving some flexibility for unforeseen circumstances and additional service needs.

Organization accounts for setting up project meetings, the project website, identifying stakeholders, and all other activities ancillary to the development of a quality corridor plan.

In many cases, fact finding can be greatly advanced by a literature review of previous plans and studies. To the extent practical, this will be the approach taken, especially with land use. Focus groups, survey's, aggregation of crash statistics, collection of traffic volumes, ext take place during this phase of project activity. It is the largest and most substantial area of concentration and includes much of the value added by urban planning.

Once there is an understanding, a draft plan or series of technical memorandums will be submitted to agencies, individuals, decision make, and the public for their consideration and input designed to refine initial concepts. This is done after the public has an opportunity to assist with fact finding, and before formal plan adoption is requested.

Adoption involves the creation of a resolution in support of a final plan which has been broadly considered, as well as the press releases, implementation steps, and initial next steps to realize the plan contents. Since the basic services advertised in this scope of work exceed the indicated budget, this phase has been narrowed to the act of presenting and passing a resolution in favor of the final plan. If the budget allows, I may also provide grant writing assistance for the chosen alternative, press releases, organizational documents for an implementation committee, and things of this nature.

The remaining pages of this section follow the advertised scope of work and deliverables, "basic services," noting any assumptions which have been made that impact the price proposal. Where additional services are proposed that the selection committee should consider, these are accounted for separately as a second cost proposal and following a second project schedule.

Task 1: Kickoff, Plan Coordination, and Public Engagement Plan

Basic Services

1. Meet with the TAC to confirm the project's goals and objectives, review the proposed scope of work, and project schedule, outline the public engagement strategy, and identify project data needs.
2. In coordination with the TAC, finalize the geographical boundaries for the study, including the intersections / screen lines to be included in the subsequent data collection activities (task 2).
3. Develop and finalize a data collection plan that describes how the Proposer will collect all necessary project data including traffic volumes / classifications / speeds, turning movement counts at study intersections, and any other data needed. The data collection plan must include a work schedule that avoids conflicts with construction projects, holidays, or special events that may produce atypical results. Crash data will be provided by the UCTC or NYSDOT through the State's CLEAR Crash Data Viewer, and if necessary, through consultation with local law enforcement agencies.
4. Proposers will develop a Public Engagement Plan for review at a Kick-off Meeting. The Plan will include at a minimum:
 - a. Development of an innovative approach to public engagement that results in an informed and involved public.
 - b. A MINIMUM of two public engagement sessions as well as one presentation of the study findings to local officials. The initial public meeting should allow the public to propose and evaluate project objectives.
 - c. Development of an approach to allow the public to submit preferences regarding a preferred alternative.
 - d. Proposers should consider an appropriate stakeholder approach that provides special attention to key stakeholder groups, such as businesses and property owners in the corridor and first responders.
 - e. Proposers are encouraged to integrate adaptive public engagement techniques, such as pop-up events in the study area that seek to capture feedback from every-day users of the corridor who may not otherwise attend traditional public meetings.
 - f. Development of a project brand/logo/title that facilitates project identity, publicity and notoriety is encouraged.
 - g. Proposals should include sufficient resources to ensure that all residents and business owners on or adjacent the study area are aware of the project and have an opportunity to provide meaningful input if they choose.
5. Proposers will be responsible for all public outreach material including presentation boards, handouts, flyers, social media cards and content, etc., and will staff the meetings as deemed adequate by UCTC. A project web page will be maintained by UCTC, and the Proposer will provide material and plan elements for posting.
6. Proposers should include other appropriate means of outreach including newsletters, flyers, surveys, social media, YouTube content, etc., or similar, as part of their response to the RFP.

Deliverables: Draft and final Technical Memorandum No. 1 including project boundary locations, data collection plan, public engagement plan, associated project logos and web materials, TAC meeting agendas and summaries.

Assumptions:¹⁵ The cost proposal for this sections should reflect the time to plan for each of the above activities to be included in the engagement strategy and not reflect the labor to undertake the efforts.

Additional services:¹⁶

1. Identification of project partners.
2. One-on-one meetings with steering committee members.

¹⁵ Assumptions are noted where they impact the base cost proposal.

¹⁶ Additional services are optional, and will be reflected separately in both the cost proposals and schedules.

Task 2: Corridor Assessment - Inventory And Assessment Of Existing Conditions

Base Services¹⁷

1. Identify and review relevant local regulations and plans to identify land use policies and design concepts that support or run counter to achieving the goals of this project. This literature review must include local comprehensive plans, zoning laws and maps, and previous planning or design studies such as those identified above.
2. * Analyze traffic volume data, LOS, speed data, etc. Proposer's traffic count contract with NDS to provide additional traffic volume data as part of its annual traffic count program if project schedules align.
3. * Analyze crash data and crash rates against similar, representative facilities in New York State. The crash analysis shall pay particular attention to issues at any noted priority locations identified by the UCTC Road Safety Study, NYSDOT or noted as part of the public outreach. Analysis should differentiate between modes with an emphasis on vulnerable road users. As warranted, the analysis of pedestrian and bicycle crashes should cover a period greater than five (5)-years (taking the COVID-19 pandemic into account). Access to the NYSDOT CLEAR system will be provided by UCTC.
 - a. CLEAR data should be reviewed to ensure crash summaries match the recorded crash information (e.g., direction).
4. Conduct travel pattern analysis using Replica (or similar), determining common origins and destinations within the corridor, through-traffic, traffic make-up, and purpose.
5. * Observe and record pedestrian, bicyclist, and vehicular circulation patterns at key nodal points and as noted during public outreach; evaluate existing pedestrian and bicycle facilities and amenities (e.g. sidewalk capacity, locations, condition, ownership and maintenance responsibilities) and provide data on the pedestrian and bicyclist use in the Corridor; document 5-year bike and pedestrian crash history.
6. * Review as-built drawings and other roadway imagery to inventory and document the characteristics and condition of the roads and intersections within the study areas, to include, at a minimum, the number, type, widths, and locations of travel lanes, sidewalks, and crosswalks within the corridor; shoulder and median widths and types; intersection geometries; right-of-way widths; and locations and types of traffic control devices; signs; speed limits. Conditions and intersections outside of the corridor will be similarly addressed only as needed.
 - a. Regarding locations and types of traffic control devices: Traffic signal age, ownership, and modes of operation including vehicular and pedestrian phase intervals, timing, detection, and other relevant information will be documented.
 - b. NYSDOT plans for future improvements will be determined.
 - c. As part of the roadway characteristics, review the location of belowground sewer and water infrastructure to the extent possible and assess age and upcoming replacement schedules that may coincide with roadway improvement opportunities.

¹⁷ Base services which should be considered vital to the effort as opposed to ancillary are differentiated with a star (*).

7. * Inventory public transit operations that operate in the corridor, including hours of operation, routes, schedules, and accommodations associated with passenger boarding and alighting. Note that schedules are likely to change in the immediate future because of an on-going route optimization plan.
8. * Analyze information on planned transportation improvements and land use developments as proposed in the corridor including inventory of current land use, ownership, and public resources that will have a bearing on potential project recommendations and implementation measures. Included in this is the development of a corridor zoning and land use map. This is not intended to be an exhaustive analysis.
9. Review existing resources including local comprehensive plans, zoning, and UCTC and NYSDOT studies and plans to document the community goals and expectations for the plan area. The community goals and expectations will be re-affirmed at the first public meeting and, if necessary, modified. The TAC will play a central role in identifying relevant existing resources.
10. Conduct traffic volume and classification counts on road segments related to the arterial and surrounding area in accordance with NYSDOT standards (EB 18-005: Traffic Monitoring Standards for Contractual Agreements), or collect and summarize existing count data. The minimum duration of the counts must be a continuous 72-hour period, taken during the workweek (6:00 a.m. Monday through noon Friday) and on a Saturday midday peak between 11:00 a.m. and 1:00 p.m.; mid-week data (Tuesday, Wednesday, and Thursday) is preferred; the UCTC Traffic Count Program contract with NDS may be utilized as part of this component.
11. Conduct peak hour turning movement counts at key study intersections, if determined to be needed in Task 1-Project Kick-off and Data Collection Planning. Turning movement counts should occur on a non-holiday weekday (Tuesday, Wednesday, and Thursday), during the morning and afternoon peak periods: 7:00-9:00 a.m. and 4:00-6:00 p.m., and on a Saturday midday peak between 11:00 a.m. and 1:00 p.m.; the UCTC Traffic Count Program can be utilized as part of this component.
12. Assess pavement conditions through either visual survey or NYSDOT information or reports; determine previous pavement maintenance schedules and estimate likely upcoming maintenance targets to identify potential opportunities for short term improvements to striping or alignment and long-term corridor needs.

Deliverables: Proposers will present preliminary findings of Task 2 during a TAC meeting. Meeting objectives will include a review of available data; identification of data gaps; preliminary assumptions and conclusions regarding corridor safety, operations, and needs; recommendations for any additional data collection; and an assessment of readiness for Task 3. Raw data will be summarized for review by TAC members and compiled for archive/final report appendices. A meeting summary to be prepared by the Proposer.

Assumptions: Task 2.1 includes a review of the local development regulations for both the City of Kingston and Town of Ulster, the UCTC Road Safety Study, and two other plans averaging 120 pages. Sufficient traffic volume and crash data exists but is not yet summarized. Task 2.6 indicates prior surveys have been completed for both sections of the corridor. Task 2.6 NYS plans for corridor can be determined

through the public outreach process. Task 2.6 Peak hour turning counts will not be necessary or is already available.

Additional Services:

1. Relate the right-of-way determination to all utilities.
2. Engage all utility companies to determine location and planned improvements.

Task 3: Existing Conditions Analysis

Basic Services

1. Compile data collected as part of Tasks 1 and 2 above and prepare a comprehensive Existing Conditions Analysis, including the following:
 - a. Utilizing crash data from Task 2 above, note any clusters of crashes or patterns implying inadequate geometries, pedestrian-vehicle conflicts, or other factors. The Proposer will compare crash rates to statewide rates for similar facilities and identify locations that are above the statewide average. The Proposer will identify any specific non-standard features that correlate with high crash rates and, where necessary, prepare collision diagrams and associated summary sheets to aid in problem identification.
2. Identify and describe any facility elements in the study area that do not meet current design standards or best practice.
3. Develop a traffic micro-simulation model of the primary corridor and key intersecting streets and intersections, incorporating data collected from previous tasks to replicate existing transportation conditions, which will serve as the base existing conditions scenario.
4. Conduct a Level of Service analysis for the corridor and surrounding collectors, arterials and signalized intersections.
5. Use the micro-simulation model to test the transportation strategies and recommended projects developed for Task 4 below, measuring their impacts on future traffic operations in the study area for a selected horizon year. The Proposer will test various operational concepts.
6. In consultation with the TAC, engage stakeholders, either separately or collectively, to gather input on transportation concerns in the study area utilizing a mix of the following:
 - a. Outreach should include an opportunity for the public to review and evaluate project objectives.
 - b. Electronic survey.
 - c. Focus group meetings with key stakeholders (such as property owners, first responders, etc).
 - d. Hold at least one public workshop/open house event to present findings from the existing conditions analysis, push the public to the electronic survey, and gather additional feedback on issues, needs, and concerns related to the study area.
 - e. Process should seek to learn from the user experience in the corridor and assess situations including perception of traffic safety, walkability / rideability, user comfort, “near-misses,” etc
 - f. Workshop will be organized with direct input from the TAC.
7. Draft and final analysis will be visualized through GIS story mapping or other graphic aids to the maximum extent possible.

Deliverables: Public outreach materials for review prior to issuance/execution, including survey, workshop publication, sample correspondence, and social media templates for issuance by UCTC. Summary of public outreach process, including survey results. Draft and Final Technical Memorandum No. 3 Draft and Final Existing Conditions Analysis.

Assumptions: Task 3.5c will be a total of three public meetings in Ulster County. Client will make accessible meeting locations available to the Consultant. Task 5.7 should be priced to create graphics.

Additional Services: none.

Task 4: Develop Proposed Corridor Alternatives

Basic Services

1. Drawing from information gathered under previous tasks, building upon information provided by the public, develop a series of holistic transportation alternatives for presentation to the public. Alternatives should be developed based on their ability to meet various project objectives, which may include:
 - a. Crash and speed reduction.
 - b. Transit Accessibility and service improvements.
 - c. Bicycle and Pedestrian Safety.
 - d. Reduction in travel time/Improved LOS.
 - e. Land use access and circulation improvements to neighborhoods and businesses.
 - f. Aesthetic improvements.
2. Alternatives will recognize that certain project objectives may not be fully compatible with each other. One purpose of conducting this evaluation will be to illustrate the need to weigh trade-offs when developing a final, preferred alternative. Trade-offs presented can include cost and time to complete. To that end, clear, objective measures of effectiveness will be used to evaluate each alternative. The micro-simulation model will be used to test the transportation alternatives, measuring their impacts on future traffic operations in the study area. The Proposer will test various operational concepts and features, including FHWA Proven Safety Countermeasures where feasible. Identify changes to local zoning or comprehensive plans that might mitigate safety and operational issues in the study area. Alternatives will be presented to the public for evaluation and ranking.

Deliverables: Development of alternatives, presentations to the public with virtual or public workshop and public input scoring mechanism, allowing for rating and ranking of alternatives.

Assumptions: Task 2.2 does not cover text amendments but does include general recommendations for integrating land use regulatory improvements. The total number of alternatives will be narrowed to two primary alternatives as an outcome of this task.

Additional Services: None

Task 5: Preferred Alternative

Basic Services

1. Based on the evaluation of alternatives in Task 4, including input provided by business owners, area residents, stakeholder groups, and the public at large, integrate findings into a comprehensive final report that meets the objectives of the study. Included here will be an overall development plan for the corridor that highlights the anticipated future conditions in the corridor and a ranked list of short-, mid-, and long-term improvement areas, the deficiencies they address, and implementation strategies/recommended projects. Plan should include:
 - a. Evaluation of the corridor's current function, significant operational deficiencies, and improvements to increase their efficiency and reliability.
 - b. Recommended short-, mid-, and long-range project alternatives, planning level cost estimates, and implementation strategies. Recommendations should align with standards set forth in Chapter 7 of the NYS Highway Design Manual and differentiate between 1-R, 2-R, and 3-R projects
 - c. Safety improvements to better protect pedestrians, bicyclists, transit customers, and vehicle occupants as ranked above.
 - d. Roadway design concepts that support active transportation, public transportation access, corridor efficiency and enhances the general livability, sustainability, economic vitality, and visual quality of the corridor based on present and future conditions.
 - e. An Executive Summary to facilitate ease of distribution.

Deliverables: Draft and final plan detailing proposed short-, mid-, and long-range alternatives, incorporating graphics and maps to visualize recommended improvements, Advisory Committee meeting summary, and Public Workshop summary. As part of the Final Plan an appendix will be included that responds to any public comments on the Draft Plan.

Assumptions: Approval will be given to the general content of the final plan prior to it being professionally edited and illustrated.

Additional Services

1. Draft of a resolution adopting the plan for use by client and stakeholders.

Project Matrix

Ulster County Corridor Plan		Project Phase			
		Organization	Study	Consideration	Adoption
Task 1. Kickoff, Plan Coordination, and Public Engagement Plan	1.1				
	1.2				
	1.3				
	1.4				
	1.5				
	1.6				
Task 2. Corridor Assessment - Inventory and Assessment of Existing Conditions	2.1				
	2.2				
	2.3				
	2.4				
	2.5				
	2.6				
	2.7				
	2.8				
	2.9				
	2.10				
	2.11				
	2.12				
Task 3: Existing Conditions Analysis	3.1				
	3.2				
	3.3				
	3.4				
	3.5				
	3.6				
	3.7				
Task 4: Develop Proposed Corridor Alternatives	4.1				
	4.2				
Task 5: Preferred Alternative	5.1				

Project Schedule

The advertised scope of work can be completed twenty-four weeks from a notice to proceed, which accounts for bi-monthly check-in meetings, agenda, and minutes. Under this schedule, the target date of fourteen-months will be exceeded by eight months, and work will be delivered 57% ahead of time. If desirable, this schedule can be amended to allow additional time for public input provided check-in meetings are deferred during the deliberate delay.

Schedule of Basic Services

<u>Task</u>	<u>Description</u>	<u>Completion</u>
	Notice to Proceed	February 1, 2026
Task 1	Kickoff, Plan Coordination, Public Eng...	March 31, 2026
Task 2	Corridor Assessment – Inventory and As...	May 31, 2026
Task 3	Existing Conditions Analysis	June 30, 2026
Task 4	Develop Proposed Corridor Alternatives	July 31, 2026
Task 5	Preferred Alternatives	July 31, 2026

Schedule of Basic and All Additional Services

<u>Task</u>	<u>Description</u>	<u>Completion</u>
	Notice to Proceed	February 1, 2026
Task 1	Kickoff, Plan Coordination, Public Eng...	March 31, 2026
Task 2	Corridor Assessment – Inventory and As...	May 31, 2026
Task 3	Existing Conditions Analysis	June 30, 2026
Task 4	Develop Proposed Corridor Alternatives	July 31, 2026
Task 5	Preferred Alternatives	August 31, 2026

DBE/MBE/WBE/SDVOB Participation

If any portion of this work is sub-contracted, I agree to take the following affirmative steps:

- Placing qualified M/WBE on solicitation lists;
- Assuring that M/WBE are solicited whenever they are potential sources;
- Dividing total requirements, where economically feasible, into smaller tasks or quantities to permit maximum participation by M/WBE vendors;
- Establishing delivery schedules, where permitted, which encourage participation by M/WBE; and
- Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

DBE's demonstrating individual disadvantaged circumstances regardless of race, sex, or rebuttable presumptions are preferred sources.¹⁸

Investments in DBEs, MBEs, WBEs, and SDVOBs are accounted for separately. For purchases above \$4,000, letters of engagement or short form contracts are prepared. For purchases under \$4,000, engagements are through ordinary business transactions and documented by receipt.

¹⁸ See Interim Final Rule titled, "Disadvantaged Business Enterprise Program and Disadvantaged Business Enterprise in Airport Concessions Program Implementation Modifications,"

Figures

ANNOUNCEMENT OF VACANCIES ON BOARDS COMMISSIONS

23. A vacancy will exist on the Evangeline Thruway Redevelopment Team for a four-year term effective 10-01-2023.
24. A vacancy exists on the Keep Lafayette Beautiful Committee for the remainder of an unexpired two-year term thru 11-30-2024.
25. A vacancy will exist on the Lafayette Airport Commission for a four-year term effective 11-01-2023.
26. A vacancy will exist on the Lafayette Public Trust Financing Authority for a five-year term effective 11-01-2023.

Individuals wishing to submit a resume for the above volunteer vacancies must be a registered voter and a resident of Lafayette Parish. Yearly ethics training for all appointees is required as is financial disclosure under certain circumstances. Resumes are to be forwarded to Veronica L. Arceneaux, Clerk of the Council, P.O. Box 4017-C, Lafayette, LA 70502 or emailed to BCLafayette@LafayetteLA.gov no later than noon, Tuesday, August 22, 2023 with appointment(s) to be made at the Tuesday, September 5, 2023 Regular Meeting of the Lafayette City Council. Resume submissions are public record.

Figure 15 Announcement of Vacancies for Evangeline Corridor Initiative, Lafayette Consolidated Government, Agenda, Tuesday August 8, 2023.

Budget			
September 8, 2000			
Status of Funding by Project Edward Company 337 2111 7199 edcompany@aol.com			
Exchange the Thruway Redevelopment Team Exchange the Corridor Initiative Program			
FY 2000 Budget			
DESCRIPTION	EST. REQUEST	AMOUNT	TYPE
EC Economic Analysis	\$ 500,000	\$ 500,000	State Tax
EC Jefferson Street Phase 1	\$ 50,000	\$ 50,000	State Tax
EC Old Federal Court House Frontage	\$ 50,000	\$ 50,000	State Tax
EC Congress Street Streetwide Phase 1	\$ 4,700,000	\$ 4,700,000	Bond Program
EC Cumberland Street Intersection Improvement	\$ 1,000,000	\$ 1,000,000	State Tax
EC Pence and 10th Street Intersection Improvement	\$ 400,000	\$ 400,000	State Tax
EC Cumberland and 10th Street Intersection Improvement	\$ 300,000	\$ 300,000	State Tax
EC 10th Street Corridor Streetwide	\$ 2,500,000	\$ 2,500,000	State Tax
EC Jefferson Street Freeway - Port Road Streetwide	\$ 4,400,000	\$ 2,500,000	APPA Fund
EC 10th and Pence Intersection Improvement	\$ 300,000	\$ 300,000	State Tax
Total	\$14,750,000.00	\$12,750,000.00	
Request: ESTP Resolution 2000-002 (Apr. 11, 2000) Bond program: subject to further approval and sale of bonds. APPA: The American Petroleum Institute, Federal Road Budget Adopted September 8, 2000			

Figure 16. Example of Budget and Status of Funding

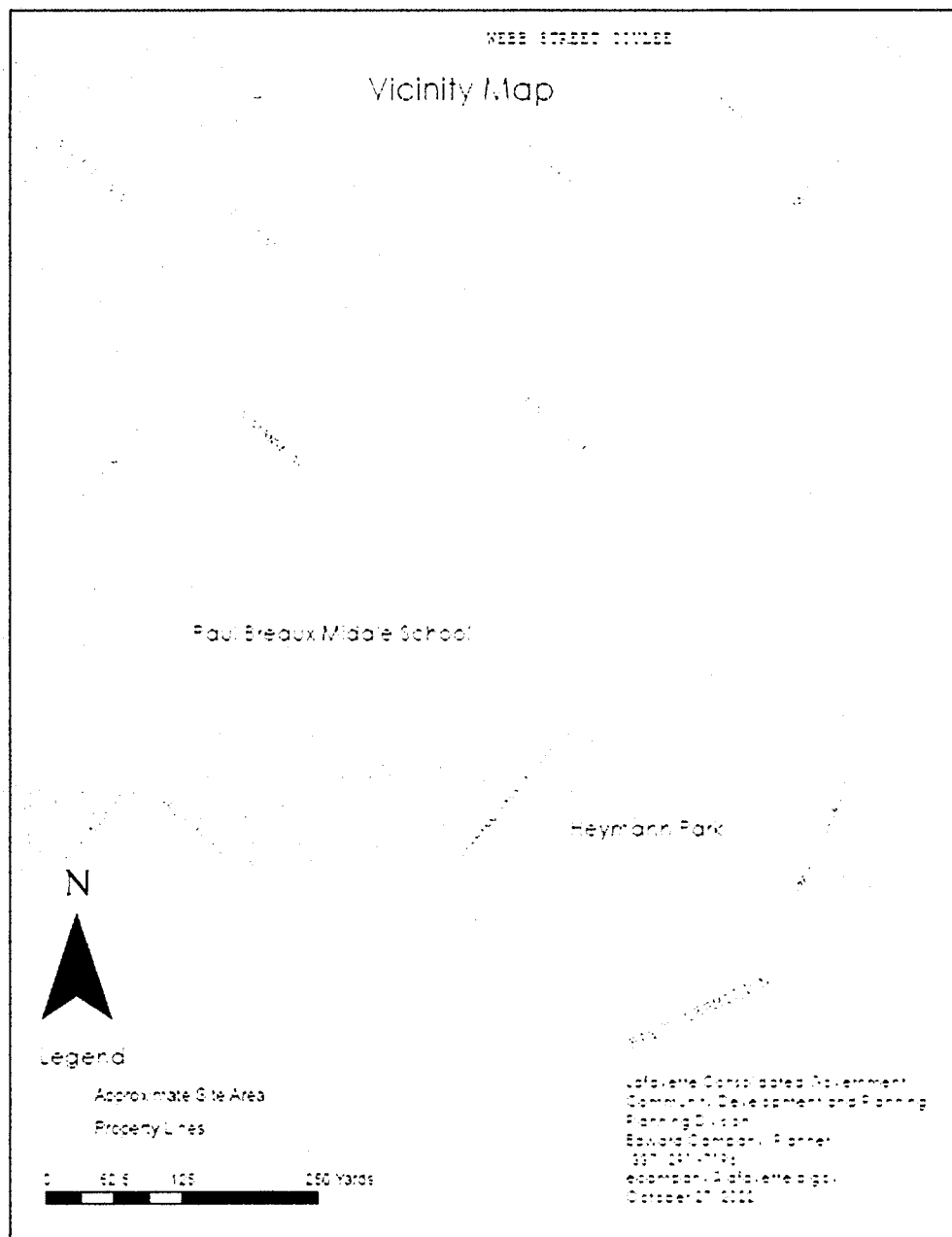


Figure 17. Simple Vicinity Map for Pinhook Spot Improvements



ORDINANCE OF THE HAMMOND CITY COUNCIL

NO. _____

An ordinance of the Hammond City Council amending the Unified Development Code defining group living facility, group care facility, homeless shelter, providing for inclusive zoning of each, and defining conditional uses.

BE IT ORDAINED by the Hammond City Council, that:

WHEREAS, on February 18, 2014, by Ordinance No. 14-5364, the Hammond City Council adopted the City of Hammond Louisiana Unified Development Code ("UDC"); and

WHEREAS, since its adoption, the UDC has played an essential role in the implementation of the comprehensive master plan for the City of Hammond; and

WHEREAS, the UDC provides for the regulation of local land uses as defined therein; and

WHEREAS, on January 23, 2024 the Hammond City Council voted to introduce an amendment to the glossary of the UDC regarding group living and homeless shelters; and

WHEREAS, this ordinance was referred to the Planning and Zoning Commission to be made more concurrent with generally accepted definitions; and

WHEREAS, defining group care facility is incidental to defining group living; and

WHEREAS, specifying zoning districts for each use and conditional use language is incidental to group living, group care, and homeless shelters; and

WHEREAS, public hearings on the consideration of this text amendment were held; and

Figure 18. Edward Company. (2024). Excerpt of Ordinance Drafted for the City of Hammond

City Planner Edward H. Campany wrote in a letter to the council the ordinance works "by striking a balance between the rights of individuals in need of quality residential and social service facilities, and the needs of the community at large."

The owners of each nearby business that have been vocally opposed to the project did not return a request for comment. However, Gary Recotta, who owns the repair company, threatened in a council meeting several months ago to pull his business from the location if the area "becomes a cesspool" after the shelter is built.

Figure 19. Excerpt from the Advocate. Tractors, barriers, angry meetings: Planned Louisiana homeless shelter faces strong pushback

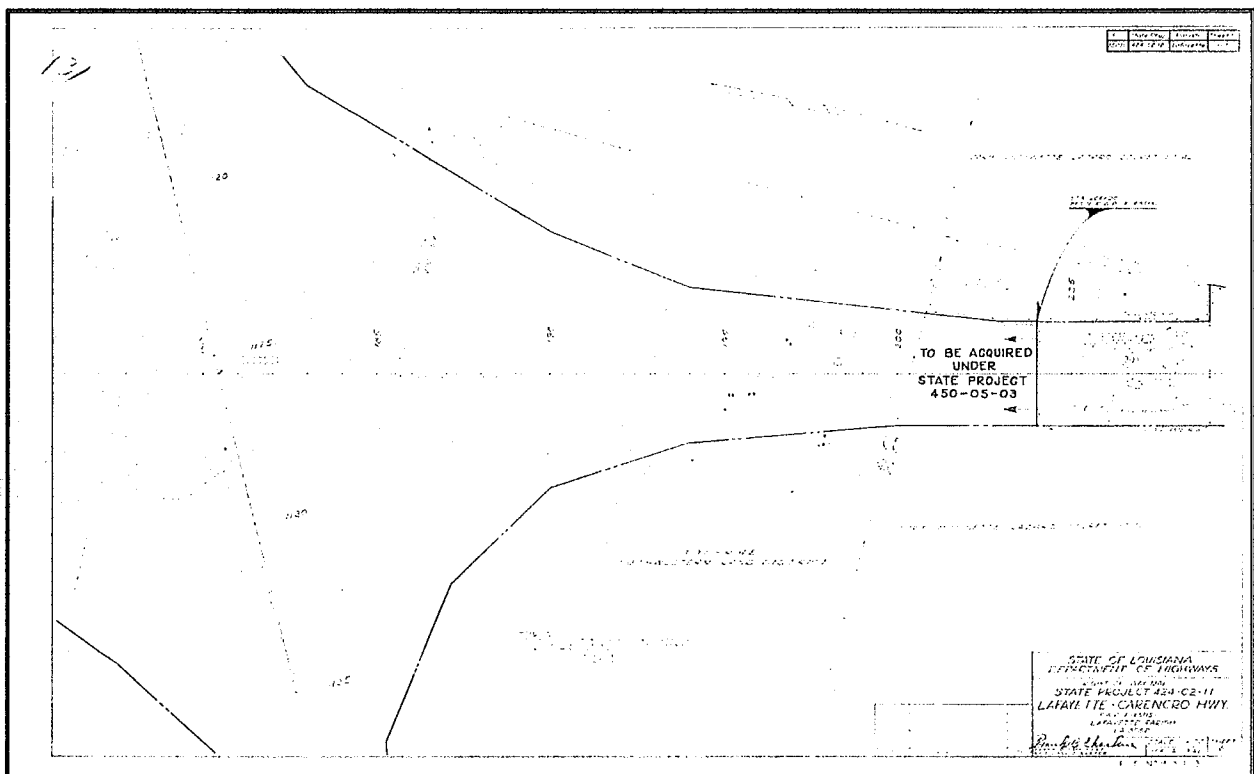


Figure 20. ROW Map Used as Basemap for Intersection Improvements

2024-34 TRANSPORTATION SERVICES - BID TABULATION				
January 23, 2025 @ 11:00AM				
VENDOR	ARC Glow	First Choice Ride Services	Medical Motor Service of Rochester and Monroe County	Quality Transportation Group
Start and end times for Monday - Friday	7:00AM-5:00PM	6:00AM-6:00PM (After hours until 12AM)	7:00AM-5:00PM	7:30AM-5:30PM
Start and end times for weekends	No Bid	Saturday - 10:00AM-7:00PM Sunday - 11:00AM-10:00PM After hours until 12AM	7:00AM-5:00PM	7:00AM-5:00PM
Guaranteed Response Time in hours M-F	4 Hrs	1 Hour	Less than 36 hrs notice = 2 Hours More than 36 hrs notice = 45 Minutes	15-20 Minutes
Guaranteed Response Time in hours weekends	No Bid	2 Hours	Less than 36 hrs notice = 2 Hours More than 36 hrs notice = 45 Minutes	1 Hour
Per Mile Rate	-	\$3.00/Mile	\$4.00/Mile	none
Livery rate	\$2.50/mile load/mile	No Bid	\$10.00 Load Rate - Per Mile Rate	\$140.50 per trip
Wheelchair rate	\$3.45 load/mile	No Bid	\$50.00 Load Rate - Per Mile Rate	No Bid
Door through door rate	No additional Charge	\$10.00 - Per Mile Rate	\$40.00 Load Rate - Per Mile Rate	\$153.60 Per trip
Group rate (5+)	\$3.45 load/mile	\$25.00 - Per Mile Rate	\$30 person, \$45 per wheelchair	SUV seats 5 pass \$153.60 per trip
Stretcher rate	No Bid	No Bid	\$100.00 Load Rate - Per Mile Rate	No Bid
Trip Rate (1-way) or pick up fee	\$15 for Livery, \$30 for Wheelchair	\$25.00 - Per Mile Rate	Outlined above	\$140.50 Per trip
On-Demand: Any scheduled trip with less than 36-hour notice	No additional Charge	\$35.00 - Per Mile Rate	No additional Charge	\$153.60 Per trip
Fixed Schedule: Any scheduled trip with greater than 36-hour notice	No Bid	Per Mile Rate	No additional Charge	\$140.50 Per trip
Guaranteed Response Time in hours Holidays	No Bid	2.5 Hours	MMS recognizes 14 major holidays otherwise outlined above	1-2 hours for on call if not pre-arranged
Cancellation Fee	Based on Fee Schedule	Based on Fee Schedule	Based on Fee Schedule	Based on Fee Schedule
Addendum	x	x	x	x
Attachment D	x	x	x	x
Non-Collusion	x	x	x	x
Signed bid	x	x	x	x

Figure 21. Bid Tabulations summarizing results of ride services vendor solicitation

Bike Rack Installation Options

On Existing Concrete				
Location	Property Address	Racks	Surface Detail	Concrete (sqr yds)(4')
Rosa Parks @ Jefferson Intersection	101 Jefferson St	4	C, Exist. Concrete	0
Pontiac Point Park	100 Moss St	4	C, Exist. Concrete	0
McComb Community House/Habitat for Humanity	423 Twelfth St	3	C, Exist. Concrete	0
Heymann Park by basketball	1500 S. Orange St	3	C, Exist. Concrete	0
Parc Putnam Sidewalk	625 S. Lafayette St	4	C, Exist. Concrete	0
Orl	324 Jefferson St	4	C, Exist. Concrete	0
Totals:		22 racks		

New Concrete Pads				
Location	Property Address	Racks	Surface Detail	Concrete (sqr yds)(4')
Heymann Park @ Frisbee tee	1500 S. Orange St	3	N3 (New pad 8x10)	9
McComb Pocket Park	269 S. Magnolia St	3	N3 (New pad 8x10)	9
Beaver Park near tennis courts	500 Fisher Rd	3	N3 (New pad 8x10)	9
Parc International @ Polk mid-street, facing back of sci museum	200 Garfield St	4	N4 - Modified	10
Parc International @ Taylor mid-street, by kids museum driveway	200 Garfield St	4	N4 - Modified	10
Heymann Park by pavilion & playground	1500 S. Orange St	4	N4 (New pad 8x13)	11.5
Heymann Park at end of Orange St	1500 S. Orange St	4	N4 (New pad 8x13)	11.5
Totals:		25 racks	7 concrete pads	70 sqr yds

New Footings, in Paver Areas Downtown				
Location	Property Address	Racks	Surface Detail	Concrete (sqr yds)(4')
Vermilion Lofts	436 E Vermilion	2	PC (Pavers on concrete)	0.2
Garfield/Jefferson Intersection, Dwyers, LaCarentia, The Office, parking	300 Bk. Jefferson St	4	PC (Pavers on concrete)	0.4
E Main/Jefferson Intersection, Pat's	627 Jefferson St	4	PC (Pavers on concrete)	0.4
Parc San Souci @ Gallery Parking	200 Bk. E. Vermilion	2	PL (Pavers on limestone)	1
LeCentre	735 Jefferson St	3	PL (Pavers on limestone)	1.5
RnB	911 Jefferson St	3	PL (Pavers on limestone)	1.5
SOLA	100 E. Vermilion	2	PL (Pavers on limestone)	1
Totals:		20 racks	7 sites, 20 concrete footings	6 sqr yds

Figure 22. Bike Rack Installation Options Summary

COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES

100 DEVELOPMENT COURT, KINGSTON, NY 12401

PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: www.ulstercountyny.gov/Departments/General-Services

**RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER
ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN**

RFP-UC25-074

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**THE FOLLOWING SHEETS MUST BE
COMPLETED AND RETURNED
WITH YOUR PROPOSAL**

RESPONSE RETURN FORM

VENDOR NAME: Edward Company^A

TITLE: Sole Proprietor

PHONE NUMBER: 585 694 6634

E-MAIL: EHCOMPANY@GMAIL

ADDRESS: 23 High Point Drive Spencerport NY 14559

AUTHORIZED SIGNATURE: Edward H. Company II

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RESPONDER'S NAME: Edward Company

RFP RESPONSE CHECKLIST

Please note below is a list of documents which must be submitted in full as part of this proposal. Failure to submit any of the documents as part of your proposal may be cause for rejection of the proposal.

Please check each item indicating your compliance.

THIS CHECKLIST MUST BE COMPLETED & SUBMITTED AS PART OF YOUR PROPOSAL.

☒ **RESPONSE CHECKLIST**

☒ **ONE (1) ORIGINAL AND ONE (1) PHOTOCOPY OF TECHNICAL PROPOSAL**

☒ **ONE (1) FEE/COST PROPOSAL ORIGINAL AND (1) PHOTOCOPY**

☒ **ONE (1) ELECTRONIC COPY TO INCLUDE TECHNICAL PROPOSAL, FEE PROPOSAL IN WORD AND PDF
FORMAT**

☒ **ASSUMED NAME CERTIFICATION**

☒ **ORGANIZATION INFORMATION FORM**

☒ **DISCLOSURE OF OWNERSHIP INTEREST CERTIFICATION FORM**

☒ **LIVING WAGE ACKNOWLEDGEMENT AND ACCEPTANCE DECLARATION**

☒ **AFFIDAVIT OF NON-COLLUSION**

☒ **IRANIAN DIVESTMENT CERTIFICATE (NOTARIZED)**

☒ **MACBRIDE FAIR EMPLOYMENT PRINCIPLES**

☒ **INSURANCE REQUIREMENTS**

☒ **ADDENDUM(S) ACKNOWLEDGED (IF APPLICABLE)**

PLEASE SUBMIT YOUR COMPLETED PROPOSAL UNBOUND & UNSTAPLED

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RESPONDER'S NAME: EDWARD COMPANY or ETC

ASSUMED NAME CERTIFICATION

***If the responder's 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.**

ASSUMED NAME: None

If the responder is an individual, the proposal must be signed by that individual; if the responder is a corporation, by an officer of the corporation, or other person authorized by resolution of the board of directors, and in such case a copy of the resolution must be attached; if a partnership, by one of the partners or other person authorized by a writing signed by at least one general partner and submitted with the proposal or previously filed with the Director of General Services.

The submission of this proposal constitutes a certification that no County Officer has any interest therein. (Note: In the event that any County Officer has any such interest, the full nature thereof should be disclosed below.)

INSURANCE STATEMENT

Responder agrees as follows - please mark appropriate box(es):

Insurance Certificate as requested is attached

☐

OR

I certify that I can supply insurance as specified if awarded the contract

☒

Insurance Certificate filed on _____
DATE

FAILURE TO PROVIDE SPECIFIED INSURANCE SHALL DISQUALIFY RESPONDER

Edward Company
AUTHORIZED SIGNATURE

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ORGANIZATION INFORMATION FORM

RESPONDER NAME: EDWARD COMPANY

TYPE OF ENTITY: CORP. _____ PARTNERSHIP _____ INDIVIDUAL X OTHER _____

FEDERAL EMPLOYER ID #: 395080930 OR SOCIAL SECURITY #: _____

NYS DOS ID #: _____ DUNS # (FTA Projects): 114 182 629

DATE OF ORGANIZATION: 6/1/2015

IF APPLICABLE: DATE FILED: _____ STATE FILED: _____

If a non-publicly owned corporation:

CORPORATION NAME: _____

LIST PRINCIPAL STOCKHOLDERS: (owning 5% or more of outstanding shares)

LIST OFFICERS AND DIRECTORS:

NAME	TITLE
<u>Edward Company</u>	<u>Sole Proprietor</u>

If a partnership:

PARTNERSHIP NAME: _____

LIST PARTNERS NAME(S):

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DISCLOSURE OF OWNERSHIP INTEREST CERTIFICATION FORM

Pursuant to Ulster County Resolution Number 8 of 2023, please list the following information (if necessary, use additional sheets):

1. The names of all individuals with an interest in, ownership or control of 10% or more of the profits or assets of _____ ("the Company") seeking to do business with Ulster County, or individuals owning or controlling 10% or more of the stock of said business in the case of a business entity that is a for profit corporation.

EDWARD CAMPANY

2. The names of all principals, partners, officers, or directors of the Company seeking to do business with Ulster County and their immediate family members and members of household.

EDWARD HAROLD CAMPANY II (self)

Edward H. Campany I, father

Mitchell Scott Campany, Brother

Dylan Matthew Campany, Brother

Mother deceased

3. The names of any subsidiary business entities directly or indirectly controlled by Company.

None

4. For business entities holding 10% or more of the profits or assets of the Company, the names of all principals, partners, officers, or directors of that business entity and their immediate family members and members of household.

None

INITIALS: HL

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ACKNOWLEDGMENT AND ACCEPTANCE DECLARATION

Living Wage Act - Local Law Number 6 of 2021

(To be completed by each respondent to a bid/proposal solicitation
when that solicitation has included Living Wage Advertisement/Solicitation Language.)CONTRACTING AGENCY: Ulster County

AGENCY CONTRACT NUMBER: _____

VENDOR NAME: EDWARD COMPANYDATE PREPARED: 12/15 PREPARED BY: EDWARD COMPANYVENDOR TELEPHONE NUMBER: 585 694 6634VENDOR EMAIL ADDRESS: EHCOMPANY@gmailVENDOR MAILING ADDRESS: 23 High Point Drive, Spencertown 14559

As the authorized representative of the above-referenced bidder or proponent, I hereby acknowledge that the bidder/proponent understands that the contract or agreement that will be executed with a successful bidder/proponent pursuant to this solicitation is subject to the Living Wage Act and the regulations associated therewith. The bidder/proponent hereby agrees to comply with the Living Wage Act and the associated regulations if awarded a contract pursuant to this solicitation. I am authorized to make the above representations on behalf of the bidder or proponent.

**AUTHORIZED REPRESENTATIVE
CERTIFICATION:**X Edward CompanyNAME: EDWARD COMPANYTITLE: Sole ProprietorDATE: 12/15/25

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CERTIFICATION AND SIGNATURE FORM**AFFIDAVIT OF NON-COLLUSION**NAME OF RESPONDER: Edward Company PHONE NO.: 585 694 6634 EXT: 14554BUSINESS ADDRESS: 23 High Point Drive FAX NO.: none

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.

Edward Company Sole Proprietor
Signature & Company PositionEDWARD COMPANY Sole Proprietor
Print Name & Company PositionEdward Company
Company Name12/15/25
Date Signed395080930
Federal I.D. Number

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RESPONDER'S NAME: Edward Company**CERTIFICATION OF COMPLIANCE WITH THE IRAN DIVESTMENT ACT**

Pursuant to State Finance Law §165-a, on August 10, 2012 the Commissioner of the Office of General Services (OGS) posted a prohibited entities list of "persons" who are engaged in "investment activities in Iran" (both are defined terms in the law) on the OGS website at: <http://www.ogs.ny.gov/about/regs/docs/ListofEntities.pdf>

By submitting a bid in response to this solicitation or by assuming the responsibility of a Contract awarded hereunder, each Bidder/Contractor, any person signing on behalf of any Bidder/Contractor and any assignee or subcontractor and, in the case of a joint bid, each party thereto, certifies, under penalty of perjury, that once the Prohibited Entities List is posted on the OGS website, that to the best of its knowledge and belief, that each Bidder/Contractor and any subcontractor or assignee is not identified on the Prohibited Entities List created pursuant to SFL § 165-a(3)(b).

Additionally, Bidder/Contractor is advised that once the Prohibited Entities List is posted on the OGS Website, any Bidder/Contractor seeking to renew or extend a Contract or assume the responsibility of a Contract awarded in response to this solicitation must certify at the time the Contract is renewed, extended or assigned that it is not included on the Prohibited Entities List.

During the term of the Contract, should the County receive information that a Bidder/Contractor is in violation of the above-referenced certification, the County will offer the person or entity an opportunity to respond. If the person or entity fails to demonstrate that he/she/it has ceased engagement in the investment which is in violation of the Act within 90 days after the determination of such violation, then the County shall take such action as may be appropriate including, but not limited to, imposing sanctions, seeking compliance, recovering damages or declaring the Bidder/Contractor in default.

The County reserves the right to reject any bid or request for assignment for a Bidder/Contractor that appears on the Prohibited Entities List prior to the award of a contract and to pursue a responsibility review with respect to any Bidder/Contractor that is awarded a contract and subsequently appears on the Prohibited Entities List.

I, Edward Company, being duly sworn, deposes and says that he/she is the
Sole Proprietor of the company

Corporation and that neither the Bidder/Contractor nor any proposed subcontractor is identified on the Prohibited Entities List.

SIGNED Edward H. Company

SWORN to before me this

_____ day of _____

202 _____

Notary Public: _____

EDWARD H. CAMPANY II
23 High Point Drive, Spencerport, New York 14559
(585) 694 - 6634
ehcampany@gmail.com

December 15, 2025

Martelly
Anacolie Martelly (Principal Buyer)
Ulster County Department of General Services
100 Development Court
Kingston, NY 12401

Regarding Section 5 – City of Kingston / Town of ulster Albany / Ulster Avenue Corridor
Management Plan Iran Disinvestment Statement

Dear Anacolie Martelly,

By submission of the bid referenced above and by signing below, I certify under penalty of perjury that I am not on the list created pursuant to paragraph (b) of subdivision 3 of State Finance Law Section 165-A (Iran disinvestment).

Sincerely,

A handwritten signature in black ink, reading "Edward H. Campany II". The signature is fluid and cursive, with a double horizontal line at the end.

Edward Harold Campany II, AICP

No enclosure

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RESPONDER'S NAME: Edward Company

MACBRIDE FAIR EMPLOYMENT PRINCIPLES

Ulster County Resolution 108 of March 8, 2001, in an attempt to prevent discrimination in all forms, provides the requirement that vendors who do business with Ulster County read, initial and return the attached statement as part of their official document.

Please read and initial either Statement #1 or Statement #2.

DO NOT INITIAL BOTH STATEMENTS.

- EC 1. The Bidder, and any individual or legal entity in which the Bidder holds a 10% or greater ownership interest and any individual or legal entity that holds a 10% or greater ownership interest in the Bidder, has no business operations in Northern Ireland.
- ___ 2. The Bidder, and any individual or legal entity in which the Bidder holds a 10% or greater ownership interest and any individual or legal entity that holds a 10% or greater ownership interest in the Bidder shall take lawful steps in good faith to conduct any business operations they have in Northern Ireland in accordance with the MacBride Fair Employment Principles and shall permit the independent monitoring of their compliance with such principles.

Edward Company
AUTHORIZED SIGNATURE

EDWARD COMPANY
PRINT NAME:

COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES 100 DEVELOPMENT COURT, KINGSTON, NY 12401 PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: www.ulstercountyny.gov/Departments/General-Services		
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INSURANCE REQUIREMENTS:

The following insurance acknowledgement must be completed and signed and submitted with this bid even if the bidder is unable to provide their certificate of insurance with their bid.

BIDDER NAME: Edward Company, if a successful bidder, agrees to provide an insurance certificate with endorsement, in compliance with the insurance requirements set forth in this bid. Insurance certificates, with County of Ulster listed as additional insured, must be supplied within ten (10) business days or as specified in the notice of award or the award may be rescinded.

BID TITLE: UC25-074

Authorized Signature: Edward H. Company III

Name & Title of Authorized Signer: Edward Company, Sole Proprietor

Dated: 12/15/2025

Insurance Agency: TBD

Address of Agency: TBD

Contact Person At Agency: TBD

Phone Number of Agency: TBD

Current Policy Limits:	<u>0</u>	G/L Occurrence
	<u>0</u>	G/L Aggregate
	<u>0</u>	Umbrella or Excess
	<u>0</u>	Automobile
	<u>0</u>	Professional or Other Required

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RESPONDER'S NAME: Edward Company

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUMS

The responder acknowledges receipt of the following addendums to the Documents (Give number and date of each):

Addendum No. 1, dated 12/1/2025

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

SUBMITTED BY (Signature)

Edward Company

AGENCY/COMPANY NAME

EDWARD COMPANY