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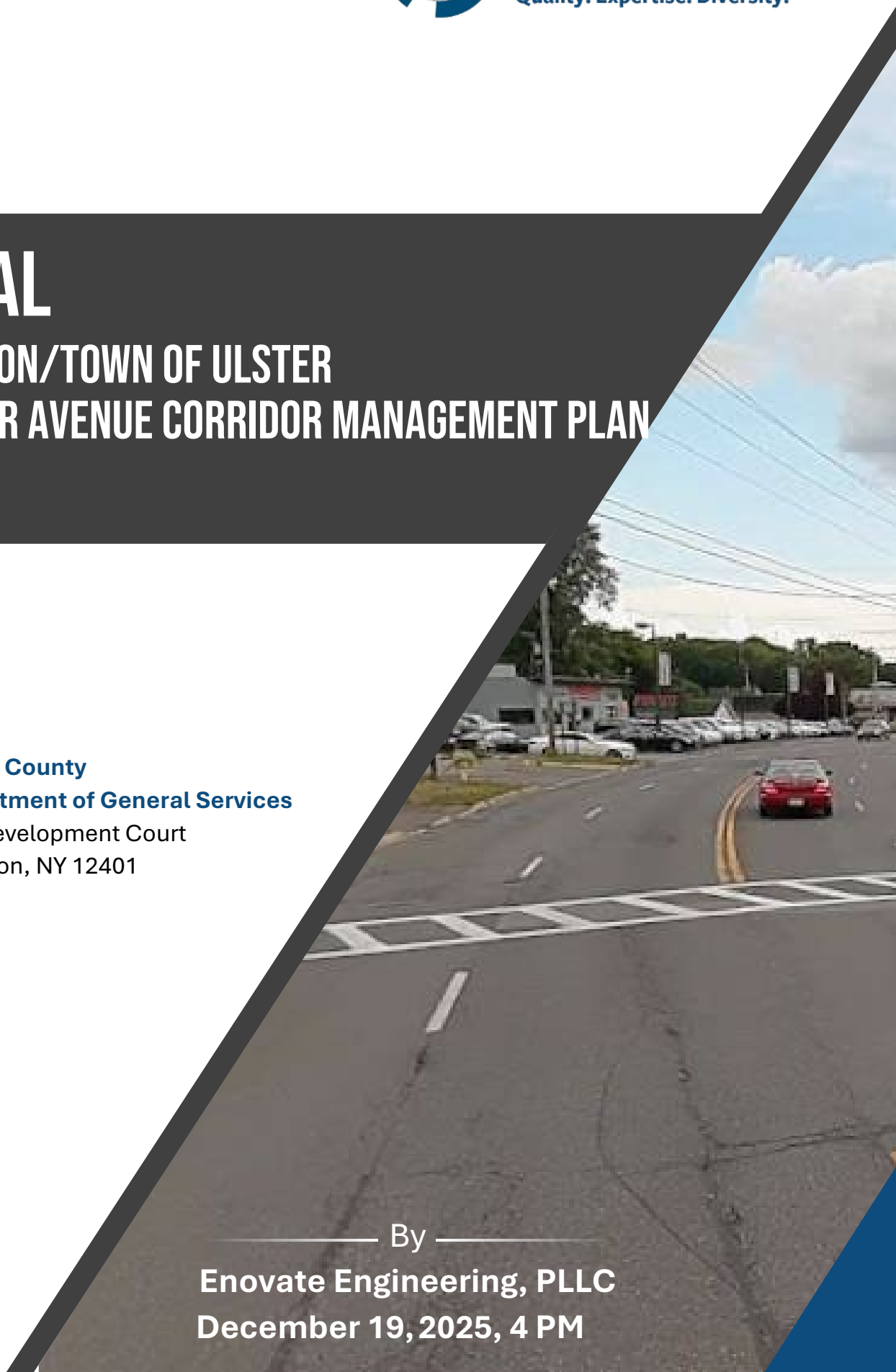
TECHNICAL

CITY OF KINGSTON/TOWN OF ULSTER
ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN
RFP UC25-074



PREPARED FOR

Ulster County
Department of General Services
100 Development Court
Kingston, NY 12401

By

Enovate Engineering, PLLC

December 19, 2025, 4 PM

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December 16, 2025

Ulster County
Department of General Services
100 Development Court
Kingston, NY 12401

Re: City of Kingston / Town of Ulster, Albany/Ulster Avenue Corridor Management Plan, RFP-UC25-074

Dear Sir or Madam:

Enovate Engineering, PLLC is responding to the County of Ulster Department of General Services to provide professional services for the Albany/Ulster Avenue Corridor Management Plan as solicited in the RFP issued November 13, 2025 and subsequent Addendum 1. We are proposing as a Prime, single-entity Small Business Enterprise (SBE) and Women's Business Enterprise (WBE).

Our team has reviewed the RFP and understands Ulster County's intent to develop a comprehensive Albany/Ulster Avenue Corridor Management Plan that elevates safety, multimodal accessibility, transportation efficiency and corridor liveability for all users. We recognize that the County seeks a data-driven plan that assesses existing conditions holistically - spanning travel demand, crash patterns, land use, traffic operations, transit access and pedestrian/bicycle infrastructure - and provides a ranked set of short-, mid- and long-term improvements supported by implementation strategies and planning-level cost estimates.

Enovate brings a multidisciplinary team of Professional Engineers, Transportation Planners and Traffic Engineers with direct experience delivering corridor studies, safety assessments, multimodal design concepts and public-facing planning efforts for municipalities, MPOs and NYSDOT. Our team structure is set up so each proposed staff member is an *active* employee with a workload that supports the 14-month schedule required in the RFP, including recurring coordination with UCTC staff, the Technical Advisory Committee (TAC) and key stakeholders.

We fully support the County's emphasis on transparent, inclusive and innovative public engagement, including the requirement for at least two public sessions, structured opportunities for residents and business owners to provide input and the use of digital tools such as interactive project webpages, survey platforms, mapping interfaces and adaptive outreach techniques. Our approach incorporates these requirements while enable the public to meaningfully evaluate project objectives, understand trade-offs between alternatives and register their preferences for a preferred alternative.

Our technical process aligns with the RFP's detailed Scope of Services, including:

- Development of a data-collection plan and coordination with UCTC's existing traffic count program
- Robust analysis of crash data, including CLEAR-based review of pedestrian and bicycle crash history
- Use of Replica or comparable tools for travel pattern analysis
- Evaluation of operations through micro-simulation modelling and LOS assessment
- Identification of roadway, transit, pedestrian and bicycle deficiencies relative to current design standards
- Development and testing of holistic corridor alternatives - including those incorporating FHWA Proven Safety Countermeasures - supported by measurable performance metrics

We appreciate the opportunity to assist Ulster County in shaping a safer, more accessible and future-ready Albany/Ulster Avenue corridor.

Regards,

Áine O'Dwyer | CEO

Section I: Title Page & Table of Contents

Title Page

RFP Number: RFP-UC25-074

Closing Date/Time: December 19, 2025, 4 PM

Responders Name: Enovate Engineering, PLLC

Address: 400 Connell Avenue, Suite 5300, Berkeley Heights, NJ 07922

Telephone: 908.363.5299

Contact for Inquiries: Warren Michelsen, PE, PTOE, Vice President of Transportation, 347.721.7728, wmichelsen@enovateengineering.com

Contact for Contractual Obligations: Aine O'Dwyer, CEO, 732.520.5087, aodwyer@enovateengineering.com

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Section II: Qualifications and Experience

Enovate

Enovate has provided traffic engineering and transportation planning services for nearly a decade, supported by senior staff with more than 20 years of individual experience in transportation planning, traffic analysis and roadway safety. The firm was founded to deliver technically rigorous mobility solutions for public and private clients across the tri-state area and our work today reflects a strong understanding of the operational, regulatory and planning contexts that shape regional transportation systems. Our staff includes Professional Engineers and transportation specialists with expertise in traffic engineering, multimodal planning and safety analysis.

Over the course of our practice, we have completed a range of assignments comparable in scale and complexity to the Albany/Ulster Avenue Corridor Management Plan. Enovate has conducted traffic and parking studies, intersection and signal analyses, truck turning reviews and roadway circulation assessments that support community mobility and development planning. These studies regularly involve detailed evaluations of existing traffic conditions, impact forecasting and the development of practical data-driven recommendations for local and regional transportation networks.

In New York, Enovate provides technical support and expert consultation to NYSDOT, which includes the review of traffic studies and collaboration with applicants to minimize development impacts on State, County and local roadways. We also conduct safety studies statewide, performing crash analyses, field audits and investigations at high-crash locations that lead to actionable mitigation strategies for corridors and intersections. This experience has given our team a strong record of working effectively with State and County agencies and other system providers on assignments requiring coordinated input, regulatory review and shared decision-making.

Our expertise spans multiple modes, reflecting our belief that sound transportation planning comes from understanding the full context of a corridor. We have conducted safety investigations and multimodal analyses in diverse urban environments ranging from New York City to mid-sized Hudson Valley communities such as New Paltz. Our staff has designed bike lanes, contributed to bus rapid transit projects, completed pedestrian analyses and developed streetscape improvements that include curb extensions and pedestrian islands. These Complete Streets elements guide our approach when developing alternatives that balance the needs of all roadway users.

Enovate maintains a proven capability to deliver work that is both technically precise and responsive to stakeholder needs. The firm was recognized with a 2023 NJAA Distinguished Engineering Award for an innovative municipal traffic study that applied advanced data collection and public engagement methods. The techniques used in that project, including scenario visualization and multimodal needs assessment, translate directly to the public-facing expectations outlined in RFP-UC25-074.

Our Transportation Team and Co-Workers wearing their "Engineering Roads and Running Them Too" T-Shirts at a recent Corporate Fun Run

Our firm operates with a management structure designed to support assignments of this scope. Each project is led by a dedicated Project Manager with authority over staff coordination, task execution and quality control. Our internal review process emphasizes accuracy and the timely delivery of all reporting, which has resulted in a consistent record of contract compliance and positive performance evaluations from clients. We maintain sound fiscal practices and have a strong history of meeting budget expectations on public-sector contracts.

Staff retention is a priority for Enovate. The firm invests in training, professional development and technical certifications that support long-term staff growth and a stable project team. This commitment strengthens our capacity to recruit and keep experienced personnel who contribute to high-quality work and reliable service delivery throughout the life of a project.

We are proud to have received multiple awards for both employee satisfaction and fiscal responsibility resulting in Enovate outperforming the economy and competitors to become leaders in our field.

Our Successes

Enovate completed a parking study for the Township of Cranford in Northern New Jersey last year. We utilized innovative data collection techniques and proposed improvement to overall communication efforts impacting overall utilization. This project was the winner of a NJ Alliance for Action Distinguished Engineering Award and contributed to multiple suggestions being implemented and alleviated parking demand issues.

Enovate proposed innovative data collection techniques through use of a drone to maximize observation time periods and data collection efforts. Creating a flight plan and putting in place the proper controls through the specialized Litchi software, photos were taken at specific locations and intervals to complete our parking assessment. Enovate staff is specially equipped to conduct drone flights per commercial licensure and is trained in coding the Litchi software.

The Township of Cranford has adopted, or is in the process of adopting, several redevelopment plans for areas within or near the Special Improvement District that are anticipated to contribute a substantial amount of new residential units and commercial space over the next 3-7 years, inducing additional traffic and parking demand. Enovate traffic engineers assessed the potential future demand for parking and evaluated that demand against the current parking inventory projecting new demand based on current land uses ordinances and pending/approved new development projects. The findings and strategic and implementable advice regarding parking strategies that innovatively and practically met future parking demand while taking into consideration existing and future mobility trends were provided to the Township.

Additional innovative and unique aspects of this project include our proposed improvements to both the overall communication efforts and ways to leverage technology to alleviate parking issues – both of these can have a great impact on the overall utilization. Some suggestions include website revisions to include contact forms, improvements to the on-line permitting process and additional information. Additionally, the use of QR codes on media throughout the downtown area could direct users to additional resources. The use of "smart meters" is encouraged as is additional capacity for electric vehicle charging at on- and off-street locations.

Proposed Staff

We offer you an experienced staff with additional resources as needed. Key to our organization structure is short and direct lines of communication as well as on-going management involvement to support the County. Understanding that projects may have varying needs throughout the life of the project itself, we offer the flexibility to staff the project adequately in accordance to project operations and efforts taking place. Key personnel proposed are currently available for this project and have participated and contributed to similar projects. Our staff of Project Managers, Engineers, Inspectors and Estimators are available to provide additional services as needed.

Resumes for key staff are included in *Appendix A: Resumes*

Organization Chart

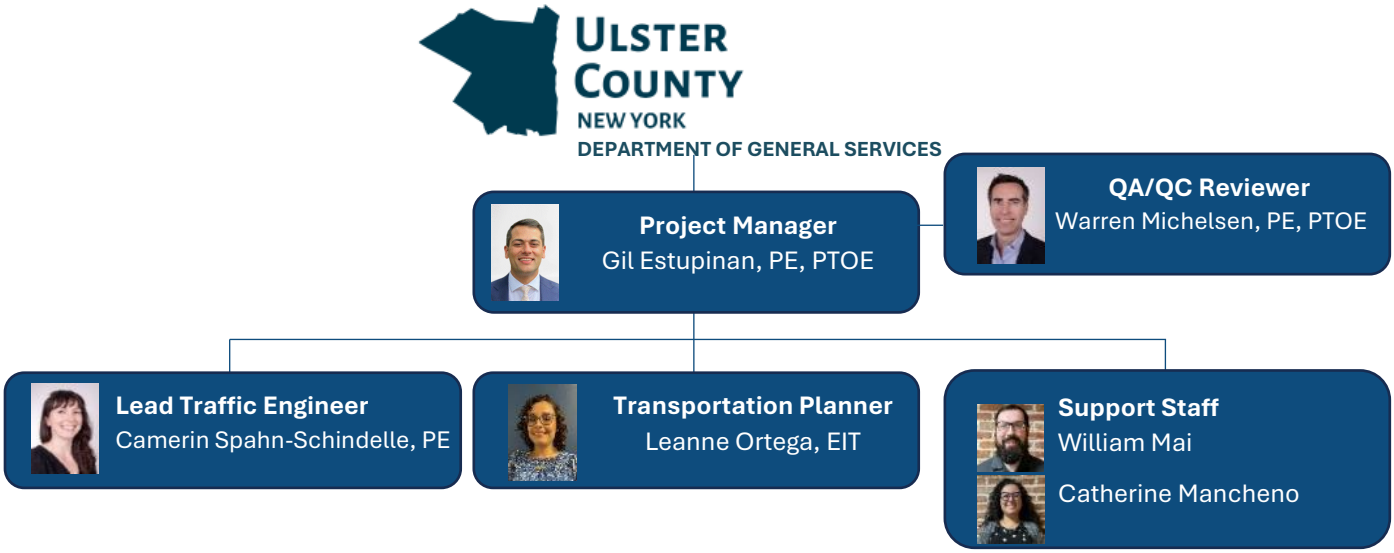


Figure 1 Organization Chart

Experience with References

Enovate's experience spans multiple transportation modes and diverse urban contexts, from New York City to communities such as New Paltz.

Enovate has provided traffic engineering and transportation planning services for nearly a decade, supported by staff with more than 20 years of individual experience in transportation planning, traffic analysis and roadway safety. Our team is currently working on or has completed more than 100 projects across New York and New Jersey including assignments directly for NYSDOT. This experience provides a strong understanding of regional transportation systems, regulatory processes and corridor planning challenges relevant to the Albany/Ulster Avenue Corridor.

Across both states, Enovate has completed traffic and parking studies, intersection and signal analyses and roadway circulation reviews in support of community mobility and development planning. Our work regularly includes evaluating existing conditions, forecasting development impacts and recommending practical, data-driven improvements to local and regional networks. In New York, Enovate provides technical support and expert consultation to NYSDOT by reviewing traffic studies and coordinating with applicants to reduce impacts on State, County and local roadways. We also conduct safety studies statewide, performing crash analyses, field audits and high-crash location investigations that result in actionable corridor and intersection safety recommendations.

Our work emphasizes safety for all users and includes the design and reconfiguration of roadways consistent with Complete Streets principles. Our staff have designed bike lanes, supported bus rapid transit projects, conducted pedestrian analyses and developed streetscape improvements including curb extensions and pedestrian islands, all of which inform our recommendations for this corridor.

Our firm is recognized for combining technical rigor with effective stakeholder collaboration. In 2023, Enovate received a NJAA Distinguished Engineering Award for an innovative municipal traffic study that applied advanced data collection and public engagement techniques directly applicable to the Albany/Ulster Avenue Corridor Management Plan.

Comparable Projects:

Fort Edward Solar Farm Traffic Study, Washington County, NY

Role
Subconsultant

CCE
$ 50K

Location
Washington County, NY

Completion
06 / 2025

Reference
ANS Geo, Inc.
4405 S. Clinton Avenue
South Plainfield, NJ

Vatsal Shah, PE
Principal Engineer
908.754.8800
vatsal.shah@ansgeo.com

Project Description
The Fort Edward Solar project was a 100 MW photovoltaic solar energy generation facility to be located in the Towns of Fort Edward and Argyle in Washington County, New York. The project had an estimated footprint of 750 acres, including solar arrays and other project features such as access roads, substation and an electrical interconnection to the National Grid 115kV circuit.

As part of this traffic study, Enovate conducted a traffic analysis regarding the impacts of construction trips on the surrounding roadway network. A big part of this effort was reviewing access routes to the new solar sites to ensure construction trucks were able to access sites and navigate intersections to and from I-87. This included modeling various sized trucks associated with construction in AutoTurn and developing mitigations as needed.

Services Provided
- AutoTurn (Truck Turning) Analysis
- Traffic Analysis
- Sight Distance Analysis

Greens Corners Solar Farm Traffic Study, Jefferson County, NY

Role

Subconsultant

CCE

$ 110M

Location

Jefferson County, NY

Completion

10 / 2021

Reference

ANS Geo, Inc.
4405 S. Clinton Avenue
South Plainfield, NJ 07080

Vatsal Shah, PE
908.754.8800
vatsal.shah@ansgeo.com

Project Description

Greens Corners Solar project was proposed to be built in the Towns of Watertown and Hounsfield, Jefferson County, New York. The facility study area consisted of approximately 3,031 acres. The proposed design area consisted of 1,070 acres of fenced-in PV areas to be developed. The majority of the site was agricultural land (corn, hay, soybean, cattle) and surrounded by residential and commercial properties, additional agricultural fields (corn, soybean, hay), Interstate Route 81 and scrub-shrub deciduous forest.

As part of this traffic study, Enovate reviewed access routes to the new solar sites to ensure construction trucks were able to access sites and navigate intersections to and from major truck routes. This included modeling various sized trucks associated with construction in AutoTurn and developing mitigations as needed.

Services Provided

- Traffic Study
- Conceptual Site Plan
- AutoTurn (Truck Turning) Analysis
- Pre-construction Documentation
- Construction Cost Estimates
- Analysis and Evaluation of Impacts

NYCDDC | Rodmans Neck Traffic Study, Bronx, NY

Role
Subconsultant

CCE
$ 275M

Location
Bronx, NY

Completion
05 / 2025

Reference
Dewberry Engineers Inc.
8401 Arlington Blvd.
Fairfax, VA 22031

Sara Dougherty
Senior Environmental Specialist
973.576.9687
sdougherty@dewberry.com

Project Description
NYCDDC proposed to redevelop the New York Police Department (NYPD) outdoor firing range facility located at Rodman's Neck in the Bronx, New York. The roughly 50-acre site is restricted to the public and operated by the NYPD and the City of New York Department of Corrections (DOC). The project includes renovating the existing range, rebuilding parking areas, overall grading and site drainage improvements, relocating and removing butler buildings and trailers and constructing five new buildings. All buildings required new utilities. The proposed project required compliance with the City Environmental Quality Review (CEQR). Based on the proposed improvements, detailed transportation, noise and air quality analysis was required pursuant to CEQR. Enovate completed the transportation analysis associated with these improvements and determined the impact of the proposed development on the surrounding roadway network as well as the traffic impacts related to construction and access.

Services Provided
- Transportation Analysis

NYSDOT | Highway Safety Investigation Services, Region 11, D038094, New York

Role
Subconsultant

CCE
$ 400,000 USD

Location
New York

Completion
06 / 2025

Reference
NYSDOT, Region 11 Hunters Point
47-40 21st Street
Long Island City, NY 11101

Subin P. Babu, PE
Traffic Safety & Mobility
718.482.7056
Subin.babu@dot.ny.gov

Project Description

Enovate provided Traffic Engineering Services focused on safety-related infrastructure projects. Tasks included conducting comprehensive safety investigations at various priority investigation locations (PILs) as identified by the NYSDOT. HSI study locations included the Cross Island Parkway, Grand Central Parkway, Bronx-Queens Expressway, Jackie Robinson Parkway and Clearview Expressway.

Enovate analyzed accident reports from the latest available two-year analysis period, identified and summarized accident history patterns and contributing factors. Enovate calculated accident rates and compared them to the statewide accident average for roadway facilities with similar characteristics. Collision diagrams were prepared highlighting the types of accidents involved. A road safety audit was conducted to identify any signing, pavement markings, or roadside appurtenances that should be removed, added or replaced to reduce accidents. In addition, traffic analysis was performed for local intersections near the Throgs Neck Bridge in the Bronx, NY that was experiencing heavy delays due to expressway traffic diverting to the local roads during peak periods. Enovate developed mitigated traffic signal phasing and timing recommendations to reduce delays on local streets and deter mainline detours.

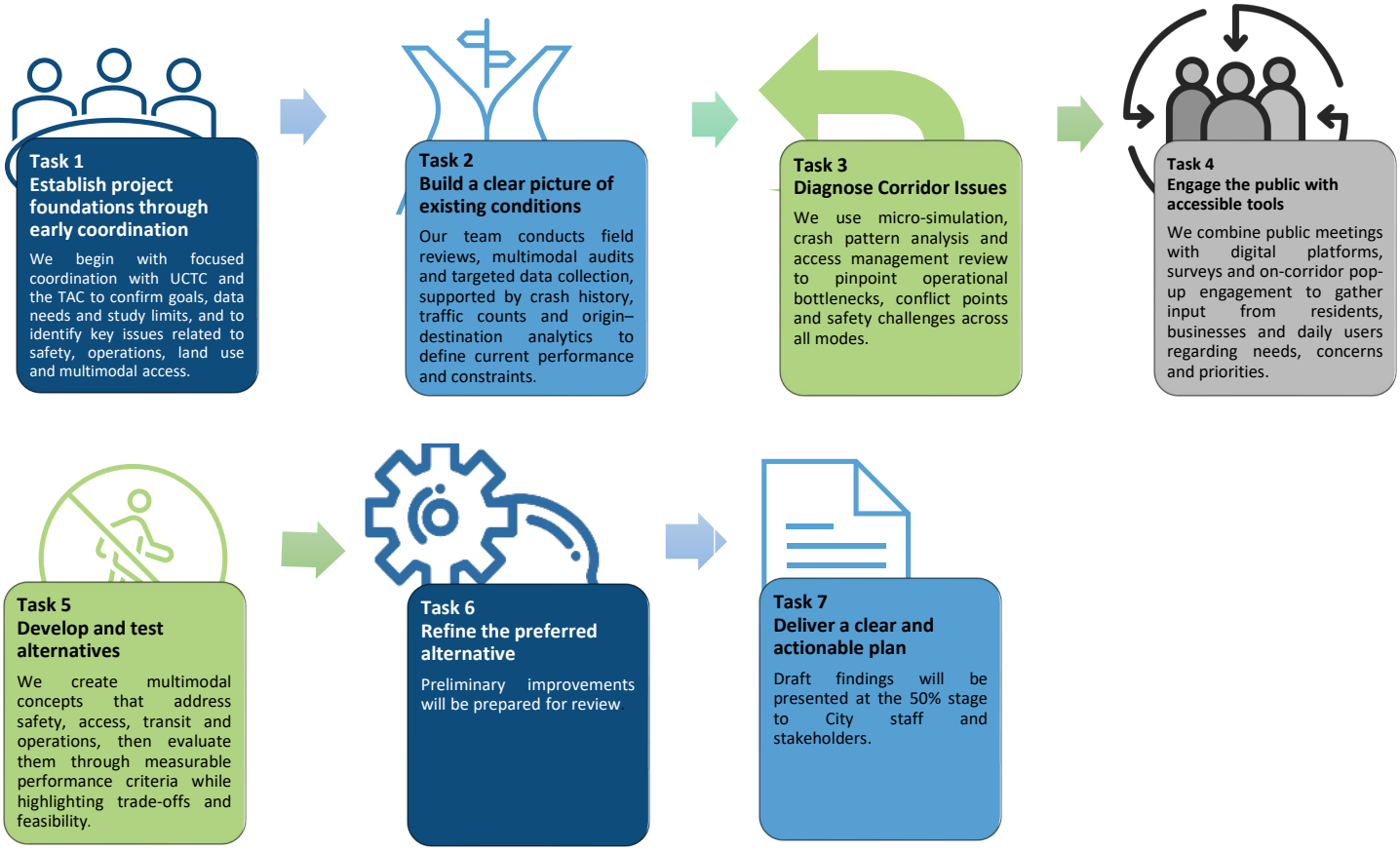
Services Provided

- Comprehensive safety investigations
- Analysis of accident reports
- Traffic Analysis along Corridors Collision Diagrams
- Road Safety Audit
- Safety Benefit Analysis

Approach

Our approach is built around a clear understanding that the Albany/Ulster Avenue corridor is a high-volume commercial connector with complex access patterns, limited multimodal infrastructure, frequent driveway activity and documented safety concerns for both vehicular and vulnerable users. The corridor's characteristics, including up to eighty driveway connections per mile, inconsistent pedestrian and bicycle accommodations, varied roadway widths and a history of pedestrian crashes indicate a transportation environment that requires a holistic strategy grounded in data, operational performance and public priorities. Our process blends advanced analytical tools with meaningful engagement so that each recommendation is grounded in real-world conditions and is responsive to community needs.

We begin with focused coordination with UCTC and the TAC to confirm goals, data needs and study limits and to identify key issues related to safety, operations, land use and multimodal access.



Section III: Proposed Plan

Scope of Work

Sourcing a wealth of experience in the Hudson Valley, Enovate will work collaboratively with the County to produce pointed and effective alternatives for the corridor. There is a large toolbox available to approach transportation safety and roadway design, but not all approaches will yield in the funding required to ultimately complete the work desired. Enovate will focus on creating actionable and realistic solutions for the County.

Kickoff, Plan Coordination and Public Engagement Plan

The Corridor Management Plan is an ambitious undertaking, and it is vital to work collaboratively to set clear goals and expectations from the start.

Our approach begins with establishing a baseline of expectations, goals and concerns with the County. We will host a project kick-off meeting to review the scope, schedule and public engagement strategy with the Technical Advisory Committee. It is important to note that NYS Route 32 runs along Albany Avenue between the roundabout at Broadway and Flatbush Avenue, where NYS Route 32 continues along Flatbush Avenue. Therefore, it is vital to engage the traffic engineering team at the Poughkeepsie office (Region 8) of New York State Department of Transportation (NYSDOT). It is important to acknowledge that Albany/Ulster Avenue do not exist in a vacuum and that promoting good traffic flow will benefit the surrounding corridors.

PHASE 1
TAC COORDINATION & PROJECT INITIATION

Our team will begin the project with a collaborative, data-driven kickoff with the Technical Advisory Committee (TAC). As roadway safety specialists, we view this meeting as critical to establishing a shared understanding of project purpose, performance goals and desired outcomes.

At the kickoff meeting we will:

- Confirm and refine the project's goals and objectives with special emphasis on improving safety for all road users - including pedestrians, cyclists, transit users and motorists
- Review and validate the proposed scope of work and project schedule, identifying opportunities to streamline processes and provide timely delivery
- Present our preliminary public engagement framework for TAC discussion to align with County expectations and community values
- Identify and catalogue all project data needs, including existing conditions data, crash history, roadway inventory, traffic operations data and land-use context
- Establish communication protocols, including meeting frequency, documentation standards and preferred TAC review workflows

Following the meeting, a refined Project Management Plan will be issued summarizing decisions and next steps.

PHASE 2
STUDY AREA DEFINITION & BOUNDARY

Working in close coordination with the TAC, we will finalize the geographic limits of the study. This includes confirming all intersections, corridor segments and screen lines necessary to conduct a meaningful and defensible evaluation of current and future safety and operations.

Our approach includes:

- Conducting a preliminary field reconnaissance and GIS-based spatial review to identify natural and contextual boundaries

- Reviewing prior planning documents, crash system queries and community input so that key areas of concern are included
- Developing an intersection and segment inventory for TAC review and confirmation
- Reviewing the study area supports for subsequent modeling, traffic analysis and public engagement activities so there is not unnecessary scope expansion that could dilute resources

Once finalized, the study boundary map will be documented and used to guide all data collection and analysis tasks.

PHASE 3 DATA COLLECTION PLAN DEVELOPMENT

There are approximately 8 traffic signals and 17 unsignalized intersections within the project's boundaries. After conducting a data gap analysis, we will finalize our data collection plan. It is assumed that turning movement counts will be conducted at each signalized intersection. As most of the unsignalized intersections along the corridor are connected to local streets feeding residential areas, they will be studied on a case-by-case basis.

We will prepare a detailed Data Collection Plan describing all methodologies, equipment, schedules and quality-control measures to be used. Our goal is to collect accurate, reliable data that captures typical operating conditions, ensuring a valid basis for safety and operations analysis.

The Plan will include:

- **Traffic volumes, classifications and speeds** collected via Automated Traffic Records (ATR)
- **Turning-movement counts** at all study intersections, conducted through Miovision to provide classification accuracy for bicyclists, pedestrians, heavy vehicles and micromobility users. This will give us access to a video of the counts so we can review any anomalies and review for correctness.
- **Supplemental data needs** including pedestrian gaps, driveway counts, transit operations, signal timing data and roadside inventory as warranted
- **Schedule** - a carefully coordinated data-collection calendar that avoids conflicts with construction activities, school closings, holidays or special events that could bias results
- **Crash data coordination** - UCTC and NYSDOT will provide CLEAR Crash Data Viewer files. Where necessary, we will coordinate with local police agencies to clarify crash narratives or obtain missing details.

A QA/QC protocol will accompany the Data Collection Plan to confirm for data completeness and accuracy.

PHASE 4 PUBLIC ENGAGEMENT PLAN

We recognize that meaningful and accessible engagement is essential to designing safe and community-supported transportation solutions. While the County is leading this effort, it is important to get the buy-in of the local municipalities along the corridor – including the City of Kingston, the Town of Ulster, and hamlet of Lincoln Park. At the kickoff meeting, we will present a comprehensive Public Engagement Plan that includes:

Innovative Engagement Strategy. Our approach blends traditional outreach with innovative, adaptive techniques to create an informed and involved public. This includes interactive online tools, mobile "pop-up" engagement booths, story maps and visually-rich materials that make complex transportation concepts intuitive for the general public.

Public Preference Tools. We will deploy digital surveys, comment maps and ranking exercises enabling the public to submit their preferred alternative.

Stakeholder-Focused Outreach. We will develop a stakeholder matrix identifying businesses, fronting property owners, freight operators, school districts, emergency responders, transit agencies and community groups.

This targeted engagement via interviews, focus groups and special briefings is so their unique needs are understood and integrated.

Adaptive, On-the-Street Engagement. Pop-up events in the corridor (e.g., at transit stops, local businesses, or community festivals) will capture insights from everyday corridor users who may not attend meetings. These engagements will be quick, accessible and designed to gather high-quality, place-based feedback.

Project Branding. Our graphics team will develop a compelling project title, logo and visual identity package to enhance visibility and support consistent messaging across all communications materials.

Minimum Two Public Engagement Sessions + Local Officials Presentation

- **Public Meeting #1 – Visioning & Objective Setting.** Designed to empower residents, business owners and corridor users to help define project priorities and values. Interactive stations will gather feedback on safety concerns, mobility challenges and desired outcomes.
- **Public Meeting #2 – Alternatives Review.** Presentation of draft alternatives with facilitated evaluation exercises, preference-ranking tools and focus on safety trade-offs and multimodal performance.
- **Presentation to Local Officials.** A concise briefing on findings, preferred alternatives and implementation pathways.

PHASE 5
PUBLIC OUTREACH MATERIALS & SUPPORT

Our team will be responsible for producing all materials necessary to support effective, equitable outreach. This includes:

- ☑ High-quality presentation boards, renderings and infographics
- ☑ Flyers, mailers, fact sheets and FAQs
- ☑ Social media content and graphic cards
- ☑ Digital surveys, comment forms and online engagement tools
- ☑ Meeting facilitation and staffing, including bilingual and ADA-accessible support
- ☑ Regular coordination with UCTC to supply content for the project webpage and timely updates

All materials will follow the project branding system developed under Phase 4 and will be geared toward promoting public understanding.

PHASE 6
EXPANDED OUTREACH METHODS

For broad and maximum equitable participation across the study area, we will deploy a diverse suite of outreach channels tailored to reach residents, business owners, commuters and traditionally underrepresented groups. Our team will integrate the following into the Public Engagement Plan and project communications strategy:

Digital Newsletters. Periodic project updates delivered via email distribution lists, municipal channels, business associations and community groups.

Printed Flyers and Corridor Mailers. Clear, visually appealing materials distributed to corridor residents, commercial destinations, schools and civic institutions.

Online Surveys & Interactive Maps. User-friendly digital tools that allow stakeholders to identify issues, evaluate concepts and rank preferences at their convenience. We would also create a collaborative map where stakeholders would submit suggestion pins along the corridor, and Enovate's team would review and publish the concern to the map. We will utilize existing access to the Participate Ulster site, ArcHub (including Survey123), and the UCTC WordPress site to provide these materials.

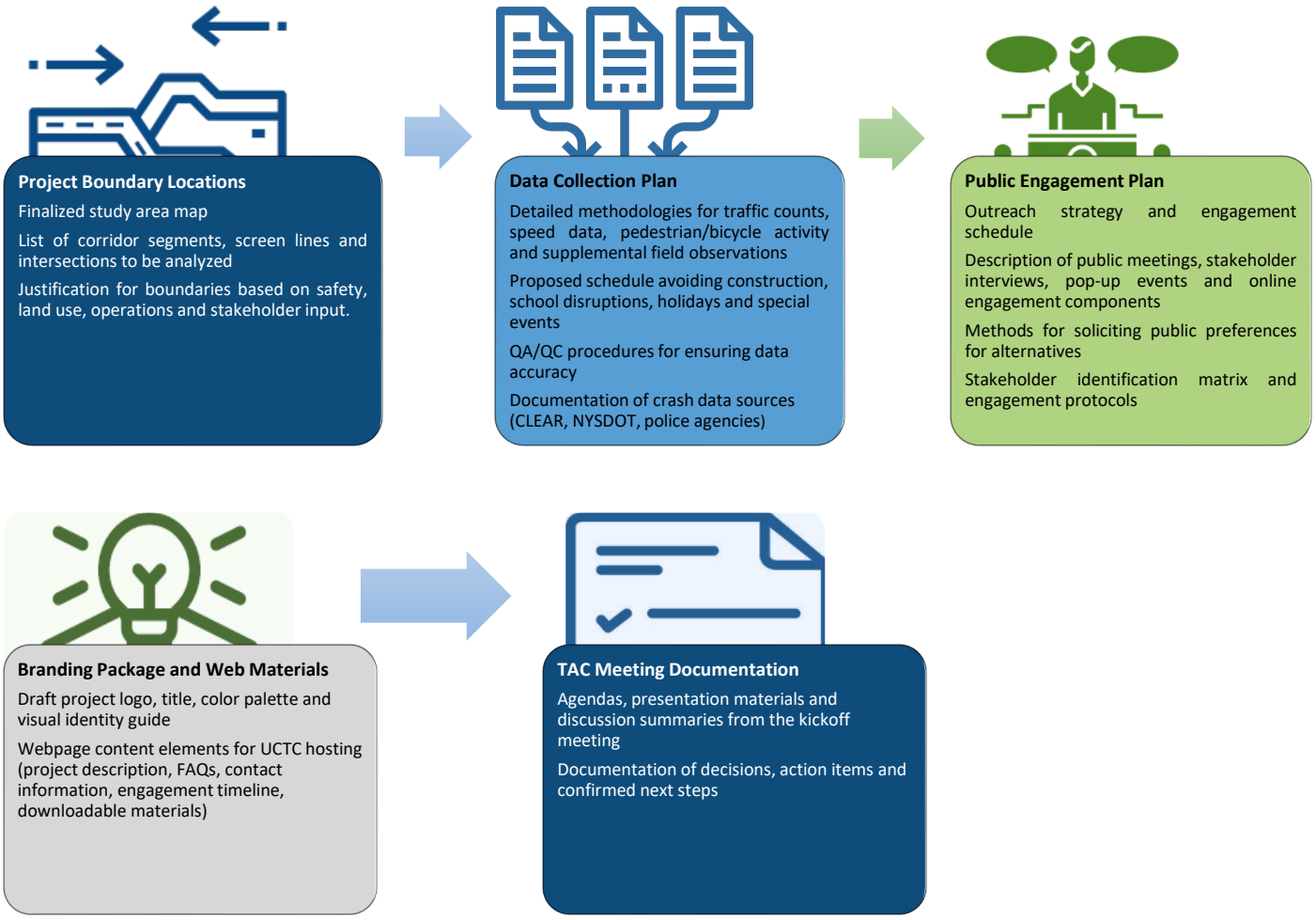
Social Media Outreach. Branded graphics and short content pieces optimized for Facebook, Instagram, X and community platforms. Posts will be coordinated with Ulster County's communication team to maximize reach.

Pop-Up Engagement Tools. QR-coded signs placed along the corridor, leading users to quick surveys or informational content.

All outreach media will maintain consistency with the project's brand identity and reinforce awareness of upcoming meetings, opportunities for input and project milestones.

Deliverables

Upon completion of Phase 1, our team will prepare **Draft and Final Technical Memorandum No. 1**. This document will be the foundational reference for all subsequent work tasks.



Technical Memorandum No. 1 will be submitted first as a draft for TAC review and comment. A revised final version will be prepared following feedback incorporation, ensuring full alignment before field data collection and public outreach/

Corridor Assessment

Our team approaches the existing conditions assessment as the technical and contextual backbone of the corridor study - a process that must be rigorous, multimodal and deeply attentive to the safety of all roadway users. Much of the corridor assessment and existing conditions analysis will happen concurrently. As such, the scope and goals of these efforts must be clearly defined to maintain sufficient resources for thorough public engagement and Alternatives Analysis.

Inventory and Literature Review

The assessment will begin with a comprehensive physical inventory and evaluation of the transportation system, land use context and environmental conditions throughout the corridor. Enovate will begin by reviewing all relevant local and regional plans, zoning ordinances, land-use regulations and prior studies, including comprehensive plans, design guidelines and transportation planning documents prepared by UCTC, NYSDOT and municipal partners. This review helps identify existing community visions, as well as any policies or design expectations that may either support or constrain transportation improvements. By grounding our work in the policy framework that governs the corridor, we oversee that recommendations are context-sensitive and aligned with local goals, which will be reaffirmed at the first public meeting.

In parallel, we will prepare a detailed physical inventory of the roadway and intersection characteristics throughout the study area using as-built drawings, NYSDOT and NearMap imagery, public records related to pavement and signing conditions, windshield surveys, and site walk-throughs as necessary. This inventory will include lane configurations, roadway widths, intersection layouts, sidewalks and crosswalks, shoulder and median types and right-of-way information. Traffic control devices will be cataloged as well as the presence and condition of signs, pavement markings and posted speed limits. We will also review NYSDOT's plans for future improvements along the corridor and, to the extent possible, identify relevant subsurface utilities such as water and sewer infrastructure that may influence the feasibility or timing of potential roadway improvements.

Finally, pavement conditions will be evaluated through field review and NYSDOT records to identify recent and upcoming resurfacing cycles, opportunities for near-term improvements such as restriping or minor geometric adjustments and long-term needs that may support more substantial corridor redesign concepts.

Data Collection and Fieldwork

The transportation system assessment will draw on both existing and newly collected operational data. We will analyze traffic volumes, speed data and Levels of Service for key roadway segments and intersections, combining current datasets with new counts where necessary. We will finalize the data collection plan drafted as part of the project coordination to aid in these counts. If project schedules align, we will coordinate with UCTC's traffic count program through NDS to supplement or update traffic volume information. Our focus is not only on understanding current congestion or performance, but also on identifying behavior patterns that influence safety - such as excessive speeds, high turning volumes, or vehicle mix issues that may contribute to conflicts with pedestrians, bicyclists and transit users.

Traffic volume and classification counts will be conducted in accordance with NYSDOT EB 18-005 standards, with a minimum 72-hour duration during representative weekdays and a Saturday midday period. Similarly, turning-movement counts will be conducted during morning and afternoon peak periods and Saturday midday peaks at key intersections identified during Phase 1. These counts will capture motor vehicles, bicycles, pedestrians and transit movements, ensuring a fully multimodal dataset for operational analysis.

Fieldwork will form another essential component of the existing conditions assessment. Our team will observe and document pedestrian, bicyclist and vehicle movements at key nodes identified either through initial TAC discussions or through early public input. These observations will help us assess sidewalk conditions, ADA accommodations, crossing opportunities, bicycle facilities and areas of recurring conflict or unsafe behavior. We will evaluate the condition, width and continuity of sidewalks, trails and shoulders; identify ownership and maintenance responsibilities; and document both existing bicycle and pedestrian activity and the five-year history of bicycle and pedestrian crashes. These multimodal observations include vulnerable road users that are often underrepresented in traffic datasets and fully considers them from the outset of the study.

Public transportation will be documented through close coordination with Ulster County Area Transit and other transit providers. This will include documenting routes, service patterns, boarding and alighting conditions and any forthcoming changes related to UCAT's ongoing route optimization process. Understanding transit operations is essential for identifying opportunities to improve reliability, safety and access - especially for riders making first- and last-mile connections through the corridor.

We will also assemble information on planned transportation projects, private development proposals and expected land-use changes within the corridor. This will include a high-level zoning and land-use map illustrating existing uses, ownership patterns and major public destinations that may influence mobility needs. While not intended as a full market analysis, this review helps indicate that future growth and land-use trends are reflected in the development of alternatives.

Safety Analysis

Safety analysis is central to our approach. We will begin by reviewing a minimum five-year history of crashes using data from the NYSDOT CLEAR system, expanding the period analyzed for pedestrian and bicycle crashes to account for anomalous conditions during the COVID-19 pandemic. The five-year crash review will provide a high-level understanding of crash patterns in the area and provide a larger sampling of crashes. A detailed crash analysis will be reviewed for a 3-year period, summarizing crash types and contributing factors. This crash analysis will be mode-specific and will include comparisons to similar facilities within New York State in order to identify patterns and potential systemic issues.

Special attention will be paid to priority locations already identified through past studies or flagged during the early phases of public outreach. Throughout this process, we will cross-check CLEAR summaries with underlying crash narratives to accuracy, particularly for directionality, movement type and crash location - details that often play a critical role in diagnosing safety issues.

Travel Pattern Review

To complement volume and crash data, we will conduct a travel pattern analysis using Replica or a similar origin-destination platform, such as On-the-Map. This will allow us to distinguish between local and through-travel, understand common trip purposes and identify whether regional travel demands may be influencing local congestion or safety. The insights gained through this analysis often clarify where geometric, operational, or land-use interventions can be most effective. This review will be conducted at a high level to contextualize the safety analysis.

While each of these components contributes to a holistic understanding of corridor needs, our team recognizes the relative importance of different tasks. Elements such as safety analysis, multimodal field observation, operational performance review and evaluation of ADA and pedestrian facilities are vital to achieving the project's goals. Other tasks, such as deep archival research or detailed subsurface utility investigation, play a supporting role and will be included only to the extent necessary.

Upon completing the existing conditions assessment, we will present preliminary findings to the TAC. This meeting will provide an opportunity to review available data, identify gaps or inconsistencies, confirm early

conclusions regarding safety and operations and determine whether additional data collection is warranted before proceeding to Task 3. All raw data will be summarized for TAC review and archived for use in the final report. A detailed meeting summary will document decisions, feedback and next steps.

Existing Conditions Analysis

Building upon the data and fieldwork assembled during Tasks 1 and 2, our team will prepare a comprehensive Existing Conditions Analysis that forms the analytical core of the project. This phase synthesizes operational data, multimodal observations, crash history, public feedback and land use context into a unified understanding of how the corridor functions today - and where its most significant safety and mobility challenges lie. The analysis will be structured to provide the TAC, stakeholders and the public with a clear, evidence-based foundation for evaluating future improvement strategies.

Crash Data Summary

A critical component of this work will involve a detailed examination of the crash data collected earlier in the process. Using the verified data set from the NYSDOT CLEAR system, we will identify clusters of recurring crash types and patterns that may indicate inadequate roadway geometry, insufficient pedestrian accommodations, or conflicts between travel modes. Crash rates will be benchmarked against statewide averages for comparable roadway facilities to highlight locations where safety performance falls below expectations. Where appropriate, we will prepare collision diagrams and summary sheets to illustrate crash patterns with clarity, supporting a deeper understanding of contributing factors and potential system deficiencies. We will utilize NYSDOT'S Safety Performance Factor (SPF) spreadsheet to further identify high crash areas, noting specific hot spots with a positive Potential for Safety Improvement (PSI).

Roadway Inventory Gaps

Enovate will assess any roadway or intersection features that do not meet current design standards or reflect modern best practices. This evaluation will encompass lane configurations, pedestrian and bicycle facilities, signal timing and phasing, signage and markings, ADA accommodations and multimodal connectivity. By identifying non-standard or outdated elements early in the process, we can better understand how these conditions may contribute to operational inefficiencies or elevated safety risk, particularly for vulnerable road users.

To support both diagnostic analysis and the evaluation of future strategies, we will develop a microsimulation model of the primary corridor and its key intersecting streets in Synchro utilizing *Highway Capacity Manual*, *10th Edition* standards. This model will incorporate the full range of data collected during earlier tasks - including turning movement counts, classification data, pedestrian and cyclist counts, signal timings and observed travel behaviors - to accurately replicate existing corridor operations. The model will serve as the baseline conditions scenario and will provide a powerful tool for visualizing congestion patterns, assessing multimodal interactions and testing the potential effects of various improvement concepts. The model in Synchro will be calibrated to observed field conditions.

Using this baseline model, we will conduct a Level of Service analysis for the corridor at the identified study intersections. The analysis will quantify delays, queue lengths, volume to capacity (v/c) ratios, and overall operational performance during representative peak hours. These results will help identify the locations and circumstances under which performance degrades most significantly and will support a clear articulation of the corridor's operational challenges.

Once existing conditions are fully understood, the microsimulation model will be used to ultimately evaluate the transportation strategies and project concepts developed as part of Task 4. The model will allow us to assess the operational impact of different scenarios, test a range of geometric and operational alternatives and compare their effectiveness in addressing both current issues and projected future needs. Simulations will be conducted for a selected horizon year, ensuring that proposed improvements are not only responsive to current concerns but also resilient to anticipated changes in travel demand.

Public and stakeholder engagement will continue to play a central role throughout this phase. In consultation with the TAC, we will design an outreach process that allows community members and key user groups to

review, discuss and evaluate the project's emerging objectives and findings. This outreach will include an electronic survey to expand participation, as well as focus group meetings with stakeholders such as business owners, property owners, emergency services and other directly affected parties. A public workshop or open house will be organized - at a time and in a format accessible to a broad audience - to present the existing conditions findings, promote the public survey and gather additional feedback on perceived issues, priorities and opportunities.

During these engagement activities, we will place special emphasis on understanding the lived experience of those who use the corridor daily. This includes not just traditional feedback on congestion or travel times, but also qualitative insights such as perceptions of safety, comfort, ease of walking or biking, locations where near-misses occur and barriers to transit access. These user-centered perspectives will help contextualize the quantitative data and so the analysis reflects the realities encountered by pedestrians, cyclists, transit riders and drivers.

Finally, the results of the Existing Conditions Analysis will be presented in a clear and highly visual format. To the maximum extent possible, we will use GIS story maps, infographics and other graphic tools to translate complex technical information into intuitive and engaging content for the TAC, stakeholders and the public. We will utilize tools such as ArcGIS and Adobe Illustrator to create these graphics.

A draft version of the analysis will be shared for review and refinement, followed by a final version incorporating feedback and serving as the foundation for the development and evaluation of project alternatives.

Proposed Corridor Alternatives

Building upon the technical analyses completed under Task 3 including existing conditions assessment and analysis, safety analyses, and stakeholder input, Enovate will develop, evaluate, and refine a suite of transportation alternatives that address the project's multimodal objectives. These alternatives will form the basis for public discussion, technical evaluation, and the eventual selection of a preferred alternative.

All conceptual designs and operational treatments will be developed with direct reference to NYSDOT Highway Design Manual (HDM) guidance, MUTCD warrants and standards, FHWA Proven Safety Countermeasures, ADA requirements, and NYSDOT Complete Streets policies. The recommended alternatives will be placed into one of two buckets – Capital Improvements (C) and Low Cost (L) improvements. Examples of capital improvements could include the construction of new roundabouts, roadway diets, full signal replacements, raised pedestrian islands, etc. Potential low-cost improvements could include enhancing signing, modifying signal timing, modifying pavement markings. Our ultimate alternatives will weigh both types of improvements so that the public is able to quickly benefit.

We recommend drafting an Improvement Implementation Matrix to present all proposed alternatives. Utilizing our industry experience and input from the TAC, the implementation matrix will weigh each recommendation against costs, impact, level of difficulty and priority. A sample of this matrix has been provided below.

Recommendation	Implementation Plan	Responsibility	Cost (L or C)	Impact	Level of Difficulty	Priority
Improve traffic operations along the Albany Ave/Ulster Ave corridor	Install Adaptive Signals along the corridor	NYSDOT/Ulster County	C	●●○	●●○	●●○
Improve visibility for drivers	Re-stripe corridor with retroreflective pavement markings	NYSDOT/Ulster County	C	●●○	●○○	●●○

Several sources will be utilized to visualize proposed improvements including plan view markups (Figure 1), Synchro, and StreetMix (Figure 2 – sample roadway profile shown below).

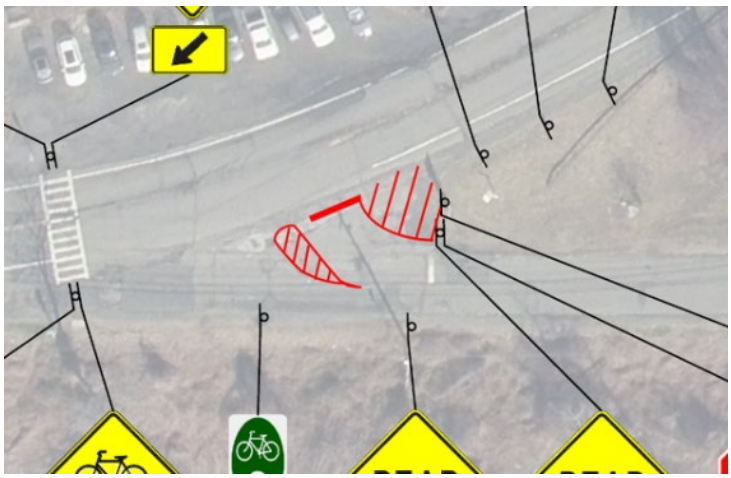


Figure 1 - Sample Roadway Planview Markup

Figure 2 - Sample StreetMix View

We will utilize Synchro as necessary as a litmus test for certain improvements (e.g. removing or adding a lane if it's deemed a plausible alternative). Ultimately, Enovate will test and report up to three (3) improvement scenarios in Synchro as necessary and report the results. The results will compare the Level of Service and delay of the improvement scenarios to the existing conditions.
Enovate will meet with the TAC and key stakeholders to commit to the preferred alternatives.

Preferred Alternative

Building upon the detailed alternatives evaluation conducted in Phase 4, Enovate will prepare a comprehensive Draft and Final Corridor Plan that integrates technical analyses, stakeholder input, and planning-level design guidance consistent with the NYS Highway Design Manual (HDM), the Manual on Uniform Traffic Control Devices (MUTCD), the Highway Capacity Manual (HCM), and NYSDOT's Complete Streets and ADA standards. The Final Plan will articulate a clear, actionable development strategy for the corridor, including an overall future-conditions plan, a prioritized list of short-, mid-, and long-range improvements, and recommended implementation strategies. All findings will be documented in a format suitable for public distribution, including an Executive Summary, narrative descriptions, cost estimates, maps, and visual graphics. Draft and final deliverables will be supported by GIS-based story mapping to maximize public comprehension and ease of communication.

After preparing a detailed assessment of the corridor's current function and operational performance using accepted methodologies from the HCM (capacity, delay, LOS analysis), NYSDOT HDM Chapter 7 (functional classifications, design controls, and rehab/reconstruction levels), and MUTCD-based traffic control evaluations. Key elements will include:

Existing Traffic Operations. Analysis of current vehicle, pedestrian, transit, and bicycle operations; intersection performance; travel time reliability; queuing conditions; conflict point analysis; and safety performance using crash data normalized per NYSDOT standards.

Significant Operational Deficiencies: Identification of recurring bottlenecks, capacity constraints, uncontrolled conflict points, inconsistent access patterns, substandard lane widths or shoulders, inadequate pedestrian crossings, deficiencies in transit stop spacing or ADA access, and gaps in bicycle facilities.

Corridor Functionality Assessment: Evaluation of the roadway's role in regional mobility, freight movement, and local circulation, supported by land-use inventory, zoning analyses, and growth projections provided by local planning agencies.

Findings will be synthesized into a baseline "Existing Conditions and Needs" chapter forming the foundation for subsequent improvement strategies.

The Final Plan will present a ranked list of recommended corridor improvements organized into short- (0–5 years), mid- (5–10 years), and long-term (10+ years) categories. Each recommendation will include a description of the deficiency addressed; design concept sketches or plan-view illustrations; planning-level cost estimates based on recent NYSDOT bid histories; implementation strategies, responsible agencies and permitting requirements and consistency with NYSDOT HDM Chapter 7 standards, including differentiation between 1R (pavement resurfacing), 2R (pavement rehabilitation), and 3R (reconstruction) treatments.

- **Short-Term** Improvements **(0–5 Years).** Focused on low-cost, high-impact strategies such as signal timing adjustments, access management treatments, crosswalk enhancements, curb ramp upgrades, signing and pavement marking enhancements (per MUTCD), bus stop consolidation, and targeted safety countermeasures.
- **Mid-Term** Improvements **(5–10 Years).** Includes moderate-scale roadway modifications such as shoulder widening, new turn lanes, installation of pedestrian refuge islands, protected bicycle facilities, transit stop upgrades with accessible pedestrian connections, and construction of multimodal nodes.
- **Long-Term Improvements (10+ Years).** Reflect capital-intensive reconstruction projects addressing fundamental corridor geometric constraints, large-scale traffic redistribution, full intersection redesign, and roadway realignments. These typically fall into 2R and 3R categories requiring more extensive design development, ROW acquisition, and environmental review.

Each improvement tier will be presented in a ranked format considering safety benefit, cost effectiveness, operational enhancement and community support.

Safety Improvements for All Users

Safety will be addressed as a standalone chapter with recommendations prioritized based on crash analysis, roadway audit findings, and public/ stakeholder feedback. Strategies will include:

Pedestrians: High-visibility crosswalks, leading pedestrian intervals (LPIs), ADA-compliant ramps, pedestrian refuge islands, tightened curb radii, and enhanced illumination.

Bicyclists: Buffered or protected bike lanes, improved intersection crossing treatments, signage, and removal of fixed-object hazards.

Transit Customers: ADA-compliant boarding areas, improved stop spacing, transit signal priority (TSP), and safe access pathways.

Vehicle Occupants: Intersection geometry improvements, access management strategies, turn-lane additions, and curve-warning enhancements.

All countermeasures will align with the NYSDOT Highway Safety Improvement Program (HSIP) toolbox and the FHWA Proven Safety Countermeasures guidance.

Roadway Design Concepts Supporting Corridor Livability and Multimodal Access

The plan will develop future roadway design concepts that enhance corridor function and quality of life. Concepts will incorporate NYSDOT Complete Streets guidance and include:

- **Active Transportation:** Continuous sidewalks, protected bike lanes, multi-use paths, trail connections, and improved crossing frequency consistent with pedestrian generators and desire lines.
- **Public Transportation Access:** Enhanced stop amenities, shelter pads, ADA access routes, and improved coordination with transit service planning.
- **Corridor Efficiency:** Access management strategies (shared driveways, raised medians, turn pockets), intelligent transportation system (ITS) treatments, adaptive signal control, and freight accommodations.
- **Sustainability & Visual Quality:** Green infrastructure integration, gateway features, streetscape planting, and context-sensitive design principles to improve economic vitality and aesthetic character.
- **Future Conditions Planning:** Consideration of development trends, zoning build-out assumptions, and anticipated traffic growth based on MPO projections.

Design concepts will be illustrated through renderings, conceptual plans, typical sections, and 3D visualizations.

Executive Summary

A concise, public-facing Executive Summary will be prepared to support broad distribution and accessibility. The summary will highlight key findings from the corridor evaluation, a clear overview of stakeholder input, recommended improvements with prioritization, anticipated benefits to safety, mobility, economic development and overall livability and associated cost ranges with implementation timelines. It will be formatted for readability and supported by infographics and maps to communicate technical information clearly to non-technical audiences.

Visualization, Story Mapping and Supporting Materials

Enovate will use GIS-based story maps and visual tools to clearly communicate existing conditions, evaluation results and recommended improvements. Deliverables will include an ArcGIS StoryMap integrating maps, graphics, alternatives and interactive elements, plan-view conceptual graphics for priority projects, high-quality diagrams and cross-sections and before-and-after renderings where appropriate. All GIS data layers, metadata and graphic source files will be provided at project close-out on an indexed USB drive in accordance with County requirements.

Draft and Final Plan Deliverables

- **Draft Plan.** The Draft Plan will consist of a complete narrative document with supporting appendices, graphics and maps illustrating proposed alternatives, a summary of Advisory Committee meetings and a summary of the Public Workshop. The Draft Plan will be delivered as two unbound color copies along with an electronic version provided in both native and PDF formats.
- **Final Plan.** The Final Plan will include a revised document incorporating UCTC, TAC and public comments, an appendix documenting responses to public comments and updated maps, graphics and

the StoryMap. All raw data files, GIS layers, geodatabases and referenced materials will be delivered on a USB drive in accordance with County requirements.

Objective

Our proposal meets the project objectives as it is clearly focused on realistic and actionable solutions for the County to implement. Our ultimate product will:

- Identify safety improvements to better protect pedestrians, bicyclists, transit riders and vehicle occupants.
- Recommend a variety of 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.
- Evaluate how the arterial and collectors currently function, identify significant operational deficiencies and prioritize improvements to increase their efficiency and reliability.
- Provide a broad, ranked list of short-,mid- and long-term improvement areas, the deficiencies they address and implementation strategies. These should be ranked according to their impact and cost, then incorporated into public engagement to help shape the corridor's future.

Project Team Communication

Enovate will establish bi-weekly meetings with the TAC for the first three months of the study and ramp meeting occurrences down to monthly as necessary. Meeting frequently early in the study will help to establish common goals and provide strong direction for the project.

Schedule

A detailed schedule is provided below.

Task No.	Description	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14
1	Project Kickoff (meet with TAC, review SOW, outline public engagement)														
1	Develop public engagement plans														
1	Develop public outreach materials														
2	Data needs gap analysis														
2	Literature review, review of existing resources, roadway inventory (pavement and striping review), and transit inventory														
2	Finalize data collection plan														
2	Conduct travel pattern analysis (Replica, OnTheMap)														
2	Observe and record pedestrian, bicyclist, and vehicular circulation patterns at key points														
2	Site visits and data collection (turning movement counts, ATR, classification counts)														
2	Crash data review														
3	Facility gap analysis														
3	Crash data summary														
3	Build Synchro Model and conduct Level of Service analysis														
CHECKPOINT: Existing conditions draft analysis, meeting with TAC to finalize analysis and existing conditions findings															
4	Develop a series of holistic transportation alternatives for presentation to the public (short-term, mid-term, and long-term)														
4	Test various operational concepts and features in Synchro														
CHECKPOINT: Present alternative pros and cons to TAC, including public input. Decide on preferred alternative															
5	Complete draft analysis for preferred alternative report														
5	Complete final report and graphics for preferred alternative														

Section IV: Fee/Cost Proposal

The Fee/Cost Proposal is provided separately and unbound from this main proposal.

It is submitted in Original, Photocopy and Electronic formats as described in the RFP. The hardcopy Cost/Fee proposal is included in a separate envelope marked “COST PROPOSAL” with the RFP name and number. The electronic format is submitted as a separate file on the same flash drive as this main proposal.

The fee schedule submitted includes all items of labor, materials, travel, equipment and other costs necessary to fully provide the service. Enovate’s name appears on all cost proposal sheets.

SECTION V: RETURN DOCUMENTS

Forms/Return Documents

The following Return Documents are included in this section:

- Response Checklist
- 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 Acknowledgement

THE FOLLOWING SHEETS MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL

RESPONSE RETURN FORM

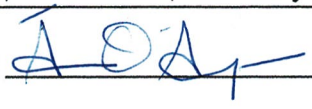
VENDOR NAME: Enovate Engineering, PLLC

TITLE: Áine O'Dwyer, CEO

PHONE NUMBER: 908.363.5299

E-MAIL: aodwyer@enovateengineering.com

ADDRESS: 400 Connell Drive, Suite 5300, Berkeley Heights, NJ 07922

AUTHORIZED SIGNATURE: 

RESPONDER'S NAME: Enovate Engineering, PLLC

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

RESPONDER'S NAME: Enovate Engineering, PLLC

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: N/A

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.)

N/A

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 11/21/25
DATE

FAILURE TO PROVIDE SPECIFIED INSURANCE SHALL DISQUALIFY RESPONDER

AUTHORIZED SIGNATURE

ORGANIZATION INFORMATION FORM

RESPONDER NAME: Enovate Engineering, PLLC

TYPE OF ENTITY: CORP.____PARTNERSHIP_____INDIVIDUAL_____ OTHER x PLLC

FEDERAL EMPLOYER ID #: 83-1218957 OR SOCIAL SECURITY #:_____

NYS DOS ID #: 5375058 DUNS # (FTA Projects): 116983256

DATE OF ORGANIZATION: 07/13/2018

IF APPLICABLE: DATE FILED: 07/13/2018 STATE FILED: New York

If a non-publicly owned corporation: N/A

CORPORATION NAME: _____

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

_____ _____

_____ _____

LIST OFFICERS AND DIRECTORS:

NAME TITLE

_____ _____

_____ _____

****

If a partnership: N/A

PARTNERSHIP NAME: _____

LIST PARTNERS NAME(S):

_____ _____

_____

_____

_____

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 Enovate Engineeing, PLLC ("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.

   Áine O'Dwyer, CEO

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.

   Áine O'Dwyer, CEO

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

   N/A

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.

   N/A

INITIALS: AD

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: County of Ulster - Department of General Services

AGENCY CONTRACT NUMBER: UC25-074

VENDOR NAME: Enovate Engineering, PLLC

DATE PREPARED: 12/16/25 **PREPARED BY:** Aine O'Dwyer

VENDOR TELEPHONE NUMBER: 908.363.5299

VENDOR EMAIL ADDRESS: solutions@enovateengineering.com

VENDOR MAILING ADDRESS: 400 Connell Drive, Suite 5300, Berkeley Heights, NJ 07922

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 _____

NAME: Aine O'Dwyer

TITLE: CEO

DATE: 12/16/2025

CERTIFICATION AND SIGNATURE FORM

AFFIDAVIT OF NON-COLLUSION

NAME OF RESPONDER: Enovate Engineering, PLLC PHONE NO.: 908.363.5299 EXT: _____

BUSINESS ADDRESS: 400 Connell Drive, Ste. 5300, Berkeley Heights, NJ 07922 FAX NO.: _____

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.

_____
Signature & Company Position

Aine O'Dwyer, CEO
Print Name & Company Position

Enovate Engineering, PLLC
Company Name

12/16/2025
Date Signed

83-1218957
Federal I.D. Number

RESPONDER'S NAME: Enovate Engineering, PLLC

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, Aine O'Dwyer, being duly sworn, deposes and says that he/she is the CEO of the Enovate Engineering, PLLC

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

SIGNED

SWORN to before me this

11e day of December

2025

Notary Public: Tara Lynn Huff

TARA HUFF
Commission # 50107028
Notary Public, State of New Jersey
My Commission Expires
14, 2029

RESPONDER'S NAME: Enovate Engineering, PLLC

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.

X 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.

AUTHORIZED SIGNATURE

Aine O'Dwyer

PRINT NAME:

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: Enovate Engineering, PLLC, 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: City of Kingston/Town of Ulster: Albany/Ulster Avenue Corridor Management Plan

Authorized Signature: _____

Name & Title of Authorized Signer: CAO and Co. Secretary

Dated: 11/21/25

Insurance Agency: Alliant Insurance Services, Inc.

Address of Agency: 333 Earle Ovington Blvd.

Contact Person At Agency: Liz Haggerty

Phone Number of Agency: 516-414-8938

Current Policy Limits:

$1,000,000	G/L Occurrence
$2,000,000	G/L Aggregate
$5,000,000	Umbrella or Excess
$1,000,000	Automobile
$10,000,000 per claim	Professional or Other Required

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 11/20/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Alliant Insurance Services, Inc. 333 Earle Ovington Blvd Ste 700 Uniondale NY 11553 License#: 0C36861	**CONTACT NAME:** Marisa Meyer **PHONE (A/C, No, Ext):** 516-414-8900 **FAX (A/C, No):** **E-MAIL ADDRESS:** Marisa.meyer@alliant.com
INSURED Enovate Engineering PLLC 400 Connell Drive, Suite 5300 Berkeley Heights, NJ 07922 ENOVENG-01	**INSURER(S) AFFORDING COVERAGE** — **NAIC #** **INSURER A :** Fortegra Specialty Insurance C — 16823 **INSURER B :** New Jersey Manufacturers Insur — 12122 **INSURER C :** Colony Insurance Company — 39993 **INSURER D :** Allied World Surplus Lines Ins — 24319 **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 275203599 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY [X] PRO-JECT [ ] LOC OTHER:	Y	Y	FMC-CGL1000030-04	3/31/2025	3/31/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
B	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY [X] SCHEDULED AUTOS X HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY	Y	Y	1104541651	3/31/2025	3/31/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$ 1,000,000 $ $ $ $
C	[ ] UMBRELLA LIAB [X] OCCUR X EXCESS LIAB [ ] CLAIMS-MADE DED RETENTION $	Y	Y	AR6462637	3/31/2025	3/31/2026	EACH OCCURRENCE AGGREGATE $	$ 5,000,000 $ 5,000,000 $
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N [ ] (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A					PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $
D	Pollution/Professional Liability			0314-6309	3/31/2025	3/31/2026	Occurrence/Aggregate:	10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

With the exception of Worker's Compensation and Professional Liability, The County of Ulster is included as Additional Insured where required by written contract with respect to liability arising out of work performed by the Named Insured. Policies are Primary and Non-Contributory and waiver of subrogation applies where required by written contract. 30 days' notice of cancellation or non-renewal will be provided to Certificate Holder, except 10 days' notice for cancellation for non-payment of premium.

CERTIFICATE HOLDER

County of Ulster
P.O. Box 1800
Kingston NY 12402

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Matthew A. Snow

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – SCHEDULED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s)	Location(s) Of Covered Operations
As Required By Written Contract or written agreement provided such contract or agreement is currently in effect or becomes effective during the term of this coverage part; and was executed prior to: the bodily injury or property damage; or the offense that caused the personal and advertising injury, for which such additional insured seeks coverage	As Required By Written Contract or written agreement provided such contract or agreement is currently in effect or becomes effective during the term of this coverage part; and was executed prior to: the bodily injury or property damage; or the offense that caused the personal and advertising injury, for which such additional insured seeks coverage
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;

in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

This insurance does not apply to "bodily injury" or "property damage" occurring after:

1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

C. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or

2. Available under the applicable Limits of Insurance shown in the Declarations;

whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – COMPLETED OPERATIONS

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s)	Location And Description Of Completed Operations
As Required By Written Contract or written agreement provided such contract or agreement is currently in effect or becomes effective during the term of this coverage part; and was executed prior to: the bodily injury or property damage; or the offense that caused the personal and advertising injury, for which such additional insured seeks coverage	As Required By Written Contract or written agreement provided such contract or agreement is currently in effect or becomes effective during the term of this coverage part; and was executed prior to: the bodily injury or property damage; or the offense that caused the personal and advertising injury, for which such additional insured seeks coverage
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

A. **Section II – Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in the Schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable Limits of Insurance shown in the Declarations;

whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

PRIMARY AND NONCONTRIBUTORY – OTHER INSURANCE CONDITION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

The following is added to the **Other Insurance** Condition and supersedes any provision to the contrary:

Primary And Noncontributory Insurance

This insurance is primary to and will not seek contribution from any other insurance available to an additional insured under your policy provided that:

(1) The additional insured is a Named Insured under such other insurance; and

(2) You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to the additional insured.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

Name Of Person Or Organization:
As Required By Written Contract, Fully Executed Prior To The Named Insured's Work
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

The following is added to Paragraph **8. Transfer Of Rights Of Recovery Against Others To Us** of **Section IV – Conditions:**

We waive any right of recovery we may have against the person or organization shown in the Schedule above because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only to the person or organization shown in the Schedule above.

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/20/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Marsh Affinity	
Marsh Affinity a division of Marsh USA LLC. PO BOX 14404 Des Moines, IA 50306-9686	PHONE (A/C, No, Ext): 800-743-8130	FAX (A/C, No):
	E-MAIL ADDRESS: ADPTotalSource@marsh.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: New Hampshire Insurance Co.	23841
INSURED ADP TotalSource FL XIX, Inc. 5800 Windward Parkway Alpharetta, GA 30005 L/C/F: Enovate Engineering, PLLC 2 North Ave W Ste 301 Cranford, NJ 070160000	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	DED ☐ RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	X	WC 063537741 NY	07/01/2025	07/01/2026	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ Unlimited
							E.L. DISEASE - EA EMPLOYEE	$ Unlimited
							E.L. DISEASE - POLICY LIMIT	$ Unlimited

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
All worksite employees working for Enovate Engineering, PLLC paid under ADP TOTALSOURCE, INC.'s payroll, are covered under the above stated policy. Proprietor/Partner/Executive Officer/Member are not excluded as long as they are in the ADPTS payroll or have completed the SEI Participation Addendum. WAIVER OF SUBROGATION IN FAVOR OF The County of Ulster AS RESPECTS OF JOB PERFORMED BY Enovate Engineering, PLLC AS REQUIRED BY WRITTEN CONTRACT.

CERTIFICATE HOLDER	CANCELLATION
County of Ulster P.O. Box 1800 Kingston, NY 12402-1800	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Jo Phillips

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

This endorsement changes the policy to which it is attached effective on the inception date of the policy unless a different date is indicated below.

This endorsement, effective 12:01 AM **07/01/2025** forms part of Policy No. **WC 063537741 NY**
Issued to

ADP TotalSource FL XIX, Inc.
5800 Windward Parkway

Alpharetta, GA 30005
L/C/F:
Enovate Engineering, PLLC

2 North Ave W Ste 301

Cranford, NJ 070160000

By **New Hampshire Insurance Co.**

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.

This agreement shall not operate directly or indirectly to benefit any one not named in the Schedule.

Schedule

WAIVER OF SUBROGATION IN FAVOR OF The County of Ulster AS RESPECTS OF JOB PERFORMED BY Enovate Engineering, PLLC AS REQUIRED BY WRITTEN CONTRACT.

Project Description:

This form is not applicable in Kansas for private construction contracts as defined in K.S.A. 16-1801 through K.S.A. 16-1807 or public construction contracts as defined in K.S.A. 16-1901 through 16-1908, except where permitted by statute or other applicable law, such as for use in wrap-up insurance programs.

Any person or organization for which the employer has agreed by written contract, executed prior to loss, may execute a waiver of subrogation. However, for purposes of work performed by the employer in Missouri, this waiver of subrogation does not apply to any construction group of classifications as designated by the waiver of right to recover from others (subrogation) rule in our manual.

This form is not applicable in California, Kentucky, New Hampshire, New Jersey, Texas, or Utah.

WC 00 03 13

(Ed. 04/84)

Countersigned by Don Bailey

Authorized Representative

NEW YORK STATE | Workers' Compensation Board

CERTIFICATE OF NYS WORKERS' COMPENSATION INSURANCE COVERAGE

1a. Legal Name & Address of Insured (use street address only) ADP TotalSource FL XIX, Inc. 5800 Windward Parkway Alpharetta, GA 30005 L/C/F: Enovate Engineering, PLLC 2 North Ave W Ste 301 Cranford, NJ 070160000 Work Location of Insured *(Only required if coverage is specifically limited to certain locations in New York State, i.e., a Wrap-Up Policy)*	1b. Business Telephone Number of Insured 1c. NYS Unemployment Insurance Employer Registration Number of Insured 45-99848 6 1d. Federal Employer Identification Number of Insured or Social Security Number 831218957
2. Name and Address of Entity Requesting Proof of Coverage (Entity Being Listed as the Certificate Holder) County of Ulster P.O. Box 1800 Kingston, NY 12402-1800	3a. Name of Insurance Carrier New Hampshire Insurance Co. 3b. Policy Number of Entity Listed in Box "1a" WC 063537741 NY All worksite employees working for Enovate Engineering, PLLC paid under ADP TOTALSOURCE, INC's payroll, are covered under the above stated policy. 3c. Policy effective period 07/01/2025 to 07/01/2026 3d. The Proprietor, Partners or Executive Officers are ☒ included. (Only check box if all partners/officers included) ☐ all excluded or certain partners/officers excluded.

This certifies that the insurance carrier indicated above in box "3" insures the business referenced above in box "1a" for workers' compensation under the New York State Workers' Compensation Law. **(To use this form, New York (NY) must be listed under Item 3A on the INFORMATION PAGE of the workers' compensation insurance policy).** The Insurance Carrier or its licensed agent will send this Certificate of Insurance to the entity listed above as the certificate holder in box "2".

The insurance carrier must notify the above certificate holder and the Workers' Compensation Board within 10 days IF a policy is canceled due to nonpayment of premiums or within 30 days IF there are reasons other than nonpayment of premiums that cancel the policy or eliminate the insured from the coverage indicated on this Certificate. (These notices may be sent by regular mail.) **Otherwise, this Certificate is valid for one year after this form is approved by the insurance carrier or its licensed agent, or until the policy expiration date listed in box "3c", whichever is earlier.**

This certificate is issued as a matter of information only and confers no rights upon the certificate holder. This certificate does not amend, extend or alter the coverage afforded by the policy listed, nor does it confer any rights or responsibilities beyond those contained in the referenced policy.

This certificate may be used as evidence of a Workers' Compensation contract of insurance only while the underlying policy is in effect.

Please Note: Upon cancellation of the workers' compensation policy indicated on this form, if the business continues to be named on a permit, license or contract issued by a certificate holder, the business must provide that certificate holder with a new Certificate of Workers' Compensation Coverage or other authorized proof that the business is complying with the mandatory coverage requirements of the New York State Workers' Compensation Law.

Under penalty of perjury, I certify that I am an authorized representative or licensed agent of the insurance carrier referenced above and that the named insured has the coverage as depicted on this form.

Approved by: Don Bailey
(Print name of authorized representative or licensed agent of insurance carrier)

Approved by: Don Bailey 11/20/2025
(Signature) (Date)

Title: CEO North America

Telephone Number of authorized representative or licensed agent of insurance carrier: 800-743-8130

Please Note: Only insurance carriers and their licensed agents are authorized to issue Form C-105.2. Insurance brokers are NOT authorized to issue it.

C-105.2 (9-17) Certificate Number: www.wcb.ny.gov

Workers' Compensation Law

Section 57. Restriction on issue of permits and the entering into contracts unless compensation is secured.

1. The head of a state or municipal department, board, commission or office authorized or required by law to issue any permit for or in connection with any work involving the employment of employees in a hazardous employment defined
by this chapter, and notwithstanding any general or special statute requiring or authorizing the issue of such permits, shall not issue such permit unless proof duly subscribed by an insurance carrier is produced in a form satisfactory to the chair, that compensation for all employees has been secured as provided by this chapter. Nothing herein, however, shall be construed as creating any liability on the part of such state or municipal department, board, commission or office to pay any compensation to any such employee if so employed.

2. The head of a state or municipal department, board, commission or office authorized or required by law to enter into any contract for or in connection with any work involving the employment of employees in a hazardous employment defined by this chapter, notwithstanding any general or special statute requiring or authorizing any such contract, shall not enter into any such contract unless proof duly subscribed by an insurance carrier is produced in a form satisfactory to the chair, that compensation for all employees has been secured as provided by this chapter.

NEW YORK STATE | Workers' Compensation Board

CERTIFICATE OF INSURANCE COVERAGE
NYS DISABILITY AND PAID FAMILY LEAVE BENEFITS LAW

PART 1. To be completed by NYS disability and Paid Family Leave benefits carrier or licensed insurance agent of that carrier

1a. Legal Name & Address of Insured (use street address only)
ENOVATE ENGINEERING, PLLC
400 CONNELL DRIVE, SUITE 5300
BERKELEY HEIGHTS, NJ 07922

Work Location of Insured *(Only required if coverage is specifically limited to certain locations in New York State, i.e., Wrap-Up Policy)*

1b. Business Telephone Number of Insured
7325404110

1c. Federal Employer Identification Number of Insured or Social Security Number
83-1218957

2. Name and Address of Entity Requesting Proof of Coverage (Entity Being Listed as the Certificate Holder)
County of Ulster
P.O. Box 1800
Kingston , NY 12402

3a. Name of Insurance Carrier
Standard Security Life Insurance Company of New York

3b. Policy Number of Entity Listed in Box 1a
Z35229-000

3c. Policy Effective Period
1/1/2025 to 1/1/2027

4. Policy provides the following benefits:
- [x] A. Both disability and Paid Family Leave benefits.
- [ ] B. Disability benefits only.
- [ ] C. Paid Family Leave benefits only.

5. Policy covers:
- [x] A. All of the employer's employees eligible under the NYS Disability and Paid Family Leave Benefits Law.
- [ ] B. Only the following class or classes of employer's employees:

Under penalty of perjury, I certify that I am an authorized representative or licensed agent of the insurance carrier referenced above and that the named insured has NYS disability and/or Paid Family Leave benefits insurance coverage as described above.

Date Signed 11/20/2025 By Iaki Conti
(Signature of insurance carrier's authorized representative or NYS licensed insurance agent of that insurance carrier)

Telephone Number (212) 355-4141 Name and Title SUPERVISOR-DBL/POLICY SERVICES

IMPORTANT: If Boxes 4A and 5A are checked, and this form is signed by the insurance carrier's authorized representative or NYS Licensed Insurance Agent of that carrier, this certificate is COMPLETE. Mail it directly to the certificate holder.

If Box 4B, 4C or 5B is checked, this certificate is NOT COMPLETE for purposes of Section 220, Subd. 8 of the NYS Disability and Paid Family Leave Benefits Law. It must be emailed to PAU@wcb.ny.gov or it can be mailed for completion to the Workers' Compensation Board, Plans Acceptance Unit, PO Box 5200, Binghamton, NY 13902-5200.

PART 2. To be completed by the NYS Workers' Compensation Board (Only if Box 4B, 4C or 5B of Part 1 has been checked)

State of New York
Workers' Compensation Board

According to information maintained by the NYS Workers' Compensation Board, the above-named employer has complied with the NYS Disability and Paid Family Leave Benefits Law(Article 9 of the Workers' Compensation Law) with respect to all of their employees.

Date Signed _____ By _____
(Signature of Authorized NYS Workers' Compensation Board Employee)

Telephone Number _____ Name and Title _____

Please Note: *Only insurance carriers licensed to write NYS disability and Paid Family Leave benefits insurance policies and NYS licensed insurance agents of those insurance carriers are authorized to issue Form DB-120.1.* ***Insurance brokers are NOT authorized to issue this form.***

Additional Instructions for Form DB-120.1

By signing this form, the insurance carrier identified in Box 3 on this form is certifying that it is insuring the business referenced in Box 1a for disability and/or Paid Family Leave benefits under the NYS Disability and Paid Family Leave Benefits Law. The insurance carrier or its licensed agent will send this Certificate of Insurance Coverage (Certificate)to the entity listed as the certificate holder in Box 2.

The insurance carrier must notify the above certificate holder and the Workers' Compensation Board within 10 days IF a policy is cancelled due to nonpayment of premiums or within 30 days IF there are reasons other than nonpayment of premiums that cancel the policy or eliminate the insured from coverage indicated on this Certificate. (These notices may be sent by regular mail.) Otherwise, this Certificate is valid for one year after this form is approved by the insurance carrier or its licensed agent, or until the policy expiration date listed in Box 3c, whichever is earlier.

This certificate is issued as a matter of information only and confers no rights upon the certificate holder. This certificate does not amend, extend or alter the coverage afforded by the policy listed, nor does it confer any rights or responsibilities beyond those contained in the referenced policy.

This Certificate may be used as evidence of a NYS disability and/or Paid Family Leave benefits contract of insurance only while the underlying policy is in effect.

Please Note: Upon the cancellation of the disability and/or Paid Family Leave benefits policy indicated on this form, if the business continues to be named on a permit, license or contract issued by a certificate holder, the business must provide that certificate holder with a new Certificate of Insurance Coverage for NYS disability and/ or Paid Family Leave Benefits or other authorized proof that the business is complying with the mandatory coverage requirements of the NYS Disability and Paid Family Leave Benefits Law.

NYS DISABILITY AND PAID FAMILY LEAVE BENEFITS LAW

§220. Subd. 8

(a) The head of a state or municipal department, board, commission or office authorized or required by law to issue any permit for or in connection with any work involving the employment of employees in employment as defined in this article, and not withstanding any general or special statute requiring or authorizing the issue of such permits, shall not issue such permit unless proof duly subscribed by an insurance carrier is produced in a form satisfactory to the chair, that the payment of disability benefits and after January first, two thousand and twenty-one, the payment of family leave benefits for all employees has been secured as provided by this article. Nothing herein, however, shall be construed as creating any liability on the part of such state or municipal department, board, commission or office to pay any disability benefits to any such employee if so employed.

(b) The head of a state or municipal department, board, commission or office authorized or required by law to enter into any contract for or in connection with any work involving the employment of employees in employment as defined in this article and notwithstanding any general or special statute requiring or authorizing any such contract, shall not enter into any such contract unless proof duly subscribed by an insurance carrier is produced in a form satisfactory to the chair, that the payment of disability benefits and after January first, two thousand eighteen, the payment of family leave benefits for all employees has been secured as provided by this article.

RESPONDER'S NAME: Enovate Engineering, PLLC

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 1 December 2025

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

SUBMITTED BY (Signature) _____

AGENCY/COMPANY NAME Enovate Engineering, PLLC

APPENDIX A: RESUMES

Key Personnel

Gil Estupinan, PE, PTOE	Project Manager
Warren Michelsen, PE, PTOE	QA/QC Reviewer
Camerin Spahn-Schindele, PE	Lead Traffic Engineer
Leeanne Ortega, EIT	Traffic Engineer/Transportation Planner

Gil Estupinan, PE, PTOE

Project Manager

Gil is a Transportation Engineer with experience with primarily NYC metropolitan area public agencies projects including the Port Authority of New York and New Jersey, New York State Department of Transportation, NYC Department of Transportation, NYC Department of Design and Construction, NYC Economic Development Corporation, the Metropolitan Transportation Authority, as well as various counties and towns

CERTIFICATIONS

- Professional Engineer, NY, 1882759
- Professional Engineer, NJ, 24GE05356700
- Professional Traffic Operations Engineer (PTOE), 4640
- OSHA 30 Hour Outreach Training - Construction
- OSHA 10 Hour Construction Industry
- PANYNJ Information Security Handbook Training

AWARDS

- Top 20 Under 40, ENR NY, 2023

BACKGROUND

13-Years Experience

BS, Civil Engineering, Georgia Institute of Technology, Atlanta, GA

MS, Transportation Engineering, New Jersey Institute of Technology, Newark, NJ

RELEVANT PROJECT EXPERIENCE

Boralex | Fort Edward Solar Farm Traffic Study, Washington County, NY, CCE $0.1M

Project Manager - Traffic

The Fort Edward Solar project was a 100 MW photovoltaic solar energy generation facility to be located in the Towns of Fort Edward and Argyle in Washington County, New York. The project had an estimated footprint of 750 acres, including solar arrays and other project features such as access roads, substation and an electrical interconnection to the National Grid 115kV circuit.

Gil provided transportation engineering design input for the Traffic Study. This included sight distance analysis and turning movement analysis.

PANYNJ | Newark Liberty International Airport (EWR) Redevelopment Vision Plan, Newark/Elizabeth, NJ, CCE $2,700M

Traffic Engineer

Enovate supported the production of an ambitious Vision Plan for future development of Newark Liberty International Airport (EWR). The goals of the plan were to accommodate future growth and demand, improve the travel experience and identify opportunities for enhancing the sustainability and resiliency of the facility. Enovate developed a high-level model to analyze the capacity of key roadway elements. This model was used to ultimately determine the requirements for the future airport design. Utilizing mode split assumptions, Enovate provided guidance on sizing future bus depots, taxi and TNC hold lots, cell phone lots, pedestrian walkways, bike lanes and roadway widths. Enovate supported the development of a presentation to summarize findings.

Gil contributed to review of conceptual vertical and horizontal roadway geometry for four (4) different alternatives and oversaw completion of a high-level review of the weaving distances at merge and diverge points as well as a functional review of vertical grade separation between surface-level and overhead roadways. He oversaw development of a high-level model to analyze the capacity of key roadway elements ultimately used to determine requirements for the future airport design and utilized mode split assumptions, providing guidance on sizing future bus depots, taxi and TNC hold lots, cell phone lots, pedestrian walkways, bike lanes and roadway widths. Additionally, Gil supported the development of a presentation to summarize findings.

Camden County River Road Improvements | Camden County River Road Improvements, Pennsauken Township, NJ, CCE $3M

Project Manager - Traffic

This project will provide roadway improvements for River Road (CR-543) from North 36th Street to Delair Avenue in Pennsauken Township. Enovate's scope is to provide the design plans and specs for the traffic signal improvement along the corridor.

PANYNJ | All Facilities - Traffic Engineering Program Oversight and Support from 2024-2026, New York, NY, CCE $3.5M

Project Manager - Traffic

Enovate acts as a consultant for the transportation engineering program at JFK International Airport managing an automated system/process for capturing all charges on the Redevelopment Program and managing budgets and invoicing for multiple firms.

PANYNJ | Traffic Signal Operations Oversight and Support, NY/NJ

Project Manager - Traffic

PANYNJ currently operates and maintains approximately 130 traffic signals throughout seven separate facilities (JFK Airport, LaGuardia Airport, Newark Liberty Airport, Holland Tunnel, Port Newark-Elizabeth Marine Terminal, Stewart Airport and World Trade Center). The PANYNJ Traffic Signals subgroup is part of the Traffic Engineering Traffic Management group and works directly with teams at the Port Authority Transportation Management Center, Airport Operations Centers and Port Newark Operational Command Center. Its primary role is to provide day-to-day operational support services to the facilities for signalized intersections and support facility Electrical Maintenance Shops. Furthermore, the subgroup manages the Mobility Center (MMC) at 4 World Trade Center and proactively monitors centralized traffic signal communication system. In addition, the subgroup provides input and review services to the Traffic Engineering Design and Redevelopment Programs groups for the conceptual design, final design and construction support of traffic signals.
Enovate provides traffic engineering and traffic signal design support for this group.

PANYNJ | Traffic Engineering Design Support Services, New York / New Jersey

Project Manager - Traffic

Traffic Engineering is responsible for providing traffic engineering conceptual and final design support services to improve traffic safety, mobility and operations at various Port Authority facilities. This scope of work is specifically in support of Traffic Engineering's major supporting role in providing professional traffic engineering design support services for varies PA facilities projects.

NYSDOT | Highway Safety Investigation Services in Region 11, D041183, Region 11, NY, CCE $890M

Senior Project Manager

Enovate performs Highway Safety Investigation (HSIs) at locations within Region 11. This work includes Condition Diagrams, Collision Diagrams, Field Investigations, Planning Level Recommendations and a Benefit-Cost Assessment. Most recently, this work was specifically performed for the Van Wyck Expressway.

PANYNJ | LGA Ground Access TO16 (Q) Terminal C Traffic Enhancements, Queens, NY, CCE $500M

Project Manager - Traffic

Substantial improvements are underway for bus operations to LaGuardia Airport. Improvements to the MTA Q70 Line include traffic signal priority, exclusive bus lanes, frequency improvements and designated frontage space at Terminal C. Shuttle service is also being added between the airport and Astoria-Ditmars Blvd subway station.

NYSDOT | Highway Design, Term Agreement for Traffic Engineering Services, Region 8, All Counties, D041219, Region 8, New York

Senior Traffic Engineer

Enovate performs various traffic engineering and planning reviews, studies, analyses and design services in support of ongoing OTSM programs with a particular focus on highway permit work review, but may also include signal design, operation studies, as well as other special projects.

NYSDOT | Term Agreement for Traffic Engineering & Planning Services, Region 8, D037983, All Counties, NY

Traffic Engineer

Enovate performs various traffic engineering and planning reviews, studies, analyses and design services in accordance with the tasks for Contract D037983, Term Agreement for Traffic Engineering & Planning Services, Region 8, All Counties. This includes traffic engineering at locations such as Tuxedo Farms, East Village Road, LEGOLAND, NRI Culinary Institute of America Hotel, Baldwin Bypass, Washington Avenue, Rt. 206 & Viola Rd. Roundabout and the LINC and Lincoln Neighborhood District in New Rochelle.
Gil provided various transportation engineering design services as needed by the contract tasks. Examples include curb extension design at a priority safety location in Tarrytown, NY and site plan design reviews.

NYSDOT | Highway Safety Investigation Services, Region 11, D038094, New York, CCE $0.4M

Project Manager - Traffic

Enovate provided Traffic Engineering Services focused on safety-related infrastructure projects. Tasks included conducting comprehensive safety investigations at various priority investigation locations (PILs) as identified by the NYSDOT.
Gil led the transportation design scope of the HSI preparation. This included Work Zone Traffic Control for sign gantry installation and other safety improvements as well as preparation of crash diagrams and existing condition drawings. Gil also led a Spot Speed Study task across all five boroughs of New York City. Free flow speeds were collected at over 200 locations.

NYSDOT | Highway Safety Investigations (HSI), Region 8, All Counties, NY

Senior Traffic Engineer

NYSDOT, Region 8 had a requirement for comprehensive Highway Safety Investigations.
Gil conducted comprehensive safety investigations at various priority investigation locations (PILs) as identified by the NYSDOT and reviewed and analyzed police accident reports from the latest available three-year analysis period. He identified and summarized accident history patterns and contributing factors as well as prepared collision diagrams highlighting the types of accidents involved. Gil identified any signing, pavement markings, or roadside appurtenances that should be removed, added, or replaced to reduce accidents.

Warren Michelsen, PE, PTOE

QA/QC Reviewer

Warren Michelsen leads Enovate's transportation division, with a focus on traffic engineering and transportation planning. With over 20 years of experience in the tri-state market, he has worked with agencies such as Port Authority of New York & New Jersey (PANYNJ), New York State Department of Transportation (NYSDOT), New York City Department of Transportation (NYCDOT), New York City Transit (NYCT), Metro North Railroad (MNR), Long Island Railroad (LIRR), MTA Bridges and Tunnels, as well as many other city and local agencies in the NY/NJ area.

Warren has expertise in designing and managing numerous traffic engineering and transportation planning projects throughout the NY/NJ region. His experience includes traffic signal design, traffic analysis, traffic impact studies, maintenance and protection of traffic, traffic control devices (signing and striping), value engineering, road safety audits, crash and safety analyses and design of roadside appurtenances.

CERTIFICATIONS

- Professional Engineer, NJ, 24GE04648600
- Professional Engineer, NY, 088582-01
- Professional Traffic Operations Engineer® (PTOE)
- OSHA 10 Hour Construction Safety Certification

BACKGROUND

24-Years Experience

BS, Civil Engineering, University of Delaware, College of Engineering

RELEVANT PROJECT EXPERIENCE

Ulster County Transportation Council, UCTC | Ulster County Road Safety Assessment, Ulster County, NY
Lead Traffic Engineer

The project consisted of performing a Road Safety Audit at three locations in Ulster County, NY. The locations included roadway segments on NYS Route 212 in the Town of Woodstock, NYS Route 32/212 in the Town of Saugerties and NYS Route 299 in the Town of New Paltz.
The traffic data, crash data and existing conditions were reviewed prior to the field visits which were performed by the Safety Assessment Team (SAT) which included individuals from NYSDOT, the Towns of Woodstock, Saugerties and New Paltz, Ulster County Department of Public Works, UCTC and consultants. The Road Safety Audit was performed which looked at all aspects of the roadway for all road users and included recommendations such as replacing confusing or missing signing; installing or reinstalling pavement markings; installing flashing beacons; reducing speed limits; eliminating parking; and having a public announcement campaign which are all aimed at improving the safety at these locations.

Boralex | Greens Corners Solar Farm - Traffic Study, Jefferson County, NY, CCE $110M
Traffic Lead

The Greens Corners Solar project planned to utilize approximately 1,070 acres for fenced-in PV areas out of a study area totaling 3,031 acres. Surrounding the proposed site were residential and commercial properties, agricultural fields, Interstate Route 81 and scrub-shrub deciduous forest.

NYSDOT | Statewide Safety Engineering Services, Spring Valley, NY, New York State
Traffic Engineer

Conducted comprehensive safety investigations along Route 45 and Route 59 in Spring Valley, NY. Police accident reports from the latest available three-year analysis period were obtained and analyzed. Accident history patterns and contributing factors were identified and summarized. Collision diagrams were prepared highlighting the types of accidents involved. An emphasis was put on pedestrian and bike related crashes as there was a high proportion of them along the roadway. Study Advisory Committee (SAC) meetings and public workshops will occur to get all the stakeholders together to determine mitigation recommendations.
Conducted comprehensive safety investigations, analyzed police accident reports and prepared collision diagrams.

Boralex | Fort Edward Solar Farm Traffic Study, Washington County, NY, CCE $0.1M
Traffic Lead

The Fort Edward Solar project was a 100 MW photovoltaic solar energy generation facility to be located in the Towns of Fort Edward and Argyle in Washington County, New York. The project had an estimated footprint of 750 acres,

including solar arrays and other project features such as access roads, substation and an electrical interconnection to the National Grid 115kV circuit.

Camden County River Road Improvements | Camden County River Road Improvements, Pennsauken Township, NJ, CCE $3M

This project will provide roadway improvements for River Road (CR-543) from North 36th Street to Delair Avenue in Pennsauken Township. Enovate's scope is to provide the design plans and specs for the traffic signal improvement along the corridor.

NYSDOT | Design Services, Term Agreement for Pedestrian Safety Action Plan (PSAP), Regions 8, 10 & 11, NY

Traffic Lead

The Pedestrian Safety Action Plan is a pedestrian safety campaign in New York State - it provides a $110 million, five-year commitment to improving pedestrian safety across New York State.

The project involved performing field investigations and preparing pedestrian safety recommendations at both signalized and unsignalized crosswalks across Regions 8 and 10 Possible recommendations included crosswalk improvements, curb ramp additions, pedestrian signals, refuge islands, improvements and signal timing changes.

NYSDOT | Highway Design, Term Agreement for Traffic Engineering Services, Region 8, All Counties, D041219, Region 8, New York

Traffic Lead

Enovate performs various traffic engineering and planning reviews, studies, analyses and design services in support of ongoing OTSM programs with a particular focus on highway permit work review, but may also include signal design, operation studies, as well as other special projects.

NYSDOT | Design Term Agreement for Highway Safety Investigations, Region 8, D038276, New York, CCE $3M

Engineering Manager

Enovate performs Highway Safety Investigation (HSIs) at locations throughout Region 8. This work includes analyzing crash data to determine crash frequency, severity, crash type, determining crash rates and developing crash countermeasures to mitigate these crashes, as well as crash reduction factors. As part of this work we provide condition diagrams, collision diagrams, field investigations, planning level recommendations and develop work orders.

Warren is conducting comprehensive safety investigations at various locations as required by NYSDOT. Police accident reports from the latest available three-year analysis period are obtained and analyzed. This work includes analyzing crash data to determine crash frequency, severity, crash type, determining crash rates and developing crash countermeasures to mitigate these crashes, as well as crash reduction factors. As part of this work we provide condition diagrams, collision diagrams, field investigations, planning level recommendations and develop work orders. Typical recommendations include signing, pavement markings, or roadside appurtenances that should be modified to reduce accidents.

NYSDOT | Term Agreement for Traffic Engineering & Planning Services, Region 8, D037983, All Counties, NY

Project Manager / Engineering Manager

Enovate performs various traffic engineering and planning reviews, studies, analyses and design services in accordance with the tasks for Contract D037983, Term Agreement for Traffic Engineering & Planning Services, Region 8, All Counties. This includes traffic engineering at locations such as Tuxedo Farms, East Village Road, LEGOLAND, NRI Culinary Institute of America Hotel, Baldwin Bypass, Washington Avenue, Rt. 206 & Viola Rd. Roundabout and the LINC and Lincoln Neighborhood District in New Rochelle.

Enovate reviews reports and drawings for compliance with NYSDOT and industry standards, with prioritizing safety and the improved operations of traffic along NYSDOT corridors in mind as well as reviews highway work permit applications, proposed roadway improvements, signal design, WZTC plans and Level of Service analyses. As needed, Enovate performs independent trip generation, data analysis and collection, Synchro analysis, crash review from CLEAR and design insight. Warren manages all the work associated with this project and reviews all deliverables before sent.

NYSDOT | Highway Safety Investigation Services, Region 11, D038094, New York, CCE $0.4M

Engineering Manager

Enovate provided Traffic Engineering Services focused on safety-related infrastructure projects. Tasks included conducting comprehensive safety investigations at various priority investigation locations (PILs) as identified by the NYSDOT.

Warren provided design and planning services focused on safety-related infrastructure projects. Design Approval Documents (DAD) were prepared for the Jackie Robinson Parkway, included coordination with NYC. Another task included a project on the EB Grand Central Parkway includes reconstructing pavement, resurfacing and widening of exit ramp at the Long Island Expressway. Work includes improvements of guiderail, reconstruction of curbs, and installation of new sign structures. Enovate developed the construction staging and prepared Work Zone Traffic Control (WZTC) plans. Another task included developing WZTC plans for a safety improvement project on the Prospect Expressway in Brooklyn, NY. In addition, tasks included conducting comprehensive safety investigations at various priority investigation locations (PILs) as identified by the NYSDOT. Enovate has also performed traffic studies and safety studies on the Throgs Neck Expressway where we looked at a mainline weaving issue and conducted a Synchro analysis for proposed traffic calming measures through local streets due to congestion near the Throgs Neck Bridge.

Camerin Spahn-Schindele, PE

Lead Traffic Engineer

Camerin has a background in transportation planning and traffic engineering with experience in pedestrian and traffic analyses, parking analyses, transportation modeling, traffic diversion analyses, environmental impact statements, airport and public transit infrastructure, parking layout and site design and data collection. Camerin is proficient in Highway Capacity Software (HCS), Synchro/Sim Traffic, AutoCAD, AutoTURN, Microsoft Office Suite, Fulcrum and Adobe Illustrator.

CERTIFICATIONS

- Professional Engineer, NJ, 24GE05844300

COMPUTER SKILLS

Highway Capacity Software (HCS)
Synchro/Sim Traffic

AWARDS

- 20 Under 40 Outstanding Women in Construction, Professional Women in Construction (PWC), Professional Women in Construction (PWC) NY, 2023

BACKGROUND

8-Years Experience

BS, Civil Engineering, New Jersey Institute of Technology, Newark, NJ

RELEVANT PROJECT EXPERIENCE

Boralex | Fort Edward Solar Farm Traffic Study, Washington County, NY, CCE $0.1M
Traffic Planner

The Fort Edward Solar project was a 100 MW photovoltaic solar energy generation facility to be located in the Towns of Fort Edward and Argyle in Washington County, New York. The project had an estimated footprint of 750 acres, including solar arrays and other project features such as access roads, substation and an electrical interconnection to the National Grid 115kV circuit.
Camerin analyzed the existing transportation and roadway conditions in the area and identified probable local travel routes, constraints and proposed improvements where necessary. This included evaluating existing pavement conditions and determining its capacity for repeated, heavy construction loads.

NYSDOT | Highway Safety Investigation Services in Region 11, D041183, Region 11, NY, CCE $890M
Traffic Planner

Enovate performs Highway Safety Investigation (HSIs) at locations within Region 11. This work includes Condition Diagrams, Collision Diagrams, Field Investigations, Planning Level Recommendations and a Benefit-Cost Assessment. Most recently, this work was specifically performed for the Van Wyck Expressway.

La Guardia Airport Redevelopment Traffic Operations and Support, Queens, NY
Transportation Engineer

As a part of the Redevelopment of LGA, performed various traffic engineering and planning tasks.
Camerin provided support studying boarding and alighting times for LGA-Link buses on the terminal frontages, as well as the impact of For-Hire-Vehicles (FHVs) on terminal frontages and on-airport roadways.

NYCDOT | Thomson Avenue Traffic Study, New York, NY
Transportation Engineer

Impacts of proposed street improvement concepts in Long Island City

Camerin evaluated traffic, oversaw data collection, ensured QA/QC and data reduction and designed the balanced volume development for existing, no-build and various congestion pricing build scenarios. She also participated in coordination meetings with City DOT.

NYSDOT | Buffalo Skyway Redevelopment Traffic Study, Buffalo, NY
Transportation Engineer

Study of the transportation impacts on the city of the reimagination of the Buffalo Skyway corridor.
Camerin lead the development of the volume network and analyzed the build condition traffic diversions.

NYSDOT | Design Term Agreement for Highway Safety

Investigations, Region 8, D038276, New York, CCE $3M
Project Engineer

Enovate performs Highway Safety Investigation (HSIs) at locations throughout Region 8. This work includes analyzing crash data to determine crash frequency, severity, crash type, determining crash rates and developing crash countermeasures to mitigate these crashes, as well as crash reduction factors. As part of this work we provide condition diagrams, collision diagrams, field investigations, planning level recommendations and develop work orders.
Camerin performed condition diagram review, review of schedule, fieldwork, meetings with NYSDOT and reviews to final reports.

NYSDOT | Term Agreement for Traffic Engineering & Planning Services, Region 8, D037983, All Counties, NY
Project Engineer

Enovate performs various traffic engineering and planning reviews, studies, analyses and design services in accordance with the following with tasks for Contract D037983, Term Agreement for Traffic Engineering & Planning Services, Region 8, All Counties. This includes traffic engineering at locations such as Tuxedo Farms, East Village Road, LEGOLAND, NRI Culinary Institute of America Hotel, Baldwin Bypass, Washington Avenue, Rt. 206 & Viola Rd. Roundabout and the LINC and Lincoln Neighborhood District in New Rochelle.
Camerin provided traffic planning and analysis expertise to review multiple reports submitted to NYSDOT for review.

PANYNJ | Port Authority Bus Terminal (PABT) Redevelopment Program - Traffic Modeling and Analysis Support, 415-19-195, New York, NY, CCE $500M
Senior Transportation Engineer

To prepare for future renovations at the Port Authority Bus Terminal (PABT), a reliability and travel time analysis was required to quantify the impacts of losing over 100 bus parking/staging spots in Manhattan and moving them to NJ. Enovate analyzed impacts along multiple travel routes, for both business and operations, using existing real-time data from TRANSCOM and INRIX. Data analysis was performed to develop a relationship between travel times, incidents and VMT. Enovate supported the production of a presentation to summarize findings to PANYNJ and NJ Transit.
Camerin sourced data from INRIX and TRANSCOM to develop a method and metrics for determining the reliability of bus arrivals at the PABT. She analyzed thousands of data points to develop a reliability model. She coordinated with multiple stakeholders and developed a presentation for the leadership team.

Albany Airport | Albany Airport Central Terminal Passenger Screening Expansion and Amenities, Albany, NY, CCE $85M
Traffic Planner

As part of the Design-Build reconstruction of the pedestrian bridge and passenger screening area at Albany Airport, the entrance frontage roadways needed to be maintained through all stages of construction for vehicles and pedestrians. Enovate prepared Maintenance and Protection of Traffic (MPT) plans at the frontage of the airport, approach roadways, parking lots and pedestrian areas as well as coordinated regularly with other design disciplines and construction team to create a holistic phasing and staging plan.
Camerin developed a Traffic Mitigation Plan for Albany Airport.

NYSDOT | Highway Safety Investigation Services, Region 11, D038094, New York, CCE $0.4M
Traffic Planner

Enovate provided Traffic Engineering Services focused on safety-related infrastructure projects. Tasks included conducting comprehensive safety investigations at various priority investigation locations (PILs) as identified by the NYSDOT.
Camerin conducted a full highway safety investigation for the region including proposing and reviewing countermeasures and addressing NYSDOT comments. She also participated in the spot speed count study, including scoping and performing the counts.

NYSDOT | Highway Design, Term Agreement for Traffic Engineering Services, Region 8, All Counties, D041219, Region 8, New York
Project Engineer

Enovate performs various traffic engineering and planning reviews, studies, analyses and design services in in support of ongoing OTSM programs with a particular focus on highway permit work review, but may also include signal design, operation studies, as well as other special projects.

Union Station Multimodal Bus Terminal, Washington DC
Transportation Engineer

Conduct a study of the existing intercity, local and tour bus operations in the vicinity of Union Station. The results of this study then informed the development of conceptual designs for converting an under-used adjacent parking deck into a vibrant intermodal facility where intercity, tour and local transit buses could interface with Amtrak and the DC Metro.

Conduct a study of the existing intercity, local and tour bus operations in the vicinity of Union Station. The results of this study then informed the development of conceptual designs for converting an under-used adjacent parking deck into a vibrant intermodal facility where intercity, tour and local transit buses could interface with Amtrak and the DC Metro.

PANYNJ | The Q70 LaGuardia Link Bus Services – MPT Design, Flushing, NY, CCE $160M
Traffic Planner

The Q70 LaGuardia Bus Priority Project is a joint initiative by PANYNJ, MTA, NYCDOT and NYSDOT to enhance transit access to LaGuardia Airport by improving the existing Q70 LaGuardia Link bus service. Key upgrades include dedicated bus lanes on the BQE, transit signal priority, exclusive access roads to Terminal C and improved wayfinding, signage and lighting at transit hubs. The project also increases bus frequency and aims to reduce travel time and congestion. Chosen over costlier rail options, the enhanced Q70 service is expected to improve reliability, attract 1.5 million more riders annually and support the broader LaGuardia Airport redevelopment effort.

ENOVATE
Quality. Expertise. Diversity.

Leanne Ortega, EIT

Traffic Engineer / Transportation Planner

Leanne is a certified EIT and civil engineer specializing in traffic analysis, transportation infrastructure and sustainable design. She develops Traffic Impact Studies across Westchester County, evaluates vehicle and pedestrian flow patterns to guide infrastructure planning and transforms complex datasets into clear, actionable visualizations. With strong communication skills and experience in cross-disciplinary collaboration, Leanne contributes to delivering innovative, data-driven solutions that support resilient and inclusive communities.

CERTIFICATIONS

- EIT Certification

COMPUTER SKILLS

Synchro & SimTraffic, Bluebeam, Microsoft Excel, Microsoft Office, AutoCAD, GIS/Civil 3D, MUTCD/ITE Manuals, Traffic Data Viewer

BACKGROUND

2-Years Experience

BE, Civil Engineering, The Cooper Union for the Advancement of Science and Art, New York, NY

RELEVANT PROJECT EXPERIENCE

PANYNJ | Traffic Engineering Design Support Services, New York / New Jersey

Traffic Engineer

Traffic Engineering is responsible for providing traffic engineering conceptual and final design support services to improve traffic safety, mobility and operations at various Port Authority facilities. This scope of work is specifically in support of Traffic Engineering's major supporting role in providing professional traffic engineering design support services for varies PA facilities projects.

MTA | Design-Build of the Second Avenue Subway, Phase 2 Tunnelling and Structural Shell Project, New York, NY, CCE $100M

Traffic Engineer

Leanne prepared the traffic study along Second Avenue which analyzed removing one lane of traffic in Synchro. The project is for excavation and structural shell construction for the Second Avenue Subway Phase 2 involves deep underground work to create the foundational infrastructure for two new stations at 116th and 125th Streets. Crews will excavate massive station boxes up to 120 feet below street level, install support systems to stabilize surrounding structures and construct vertical shafts and cross passages for future access and safety. Once excavation is complete, reinforced concrete and waterproofing will form the structural shell, including platforms, mezzanines and tail tracks for train storage.

NYSDOT | Design Term Agreement for Highway Safety Investigations, Region 8, D038276, New York, CCE $3M

Traffic Engineer

Enovate performs Highway Safety Investigation (HSIs) at locations throughout Region 8. This work includes analyzing crash data to determine crash frequency, severity, crash type, determining crash rates and developing crash countermeasures to mitigate these crashes, as well as crash reduction factors. As part of this work we provide condition diagrams, collision diagrams, field investigations, planning level recommendations and develop work orders.

NYSDOT | Term Agreement for Traffic Engineering & Planning Services, Region 8, D037983, All Counties, NY, CCE $4M

Traffic Engineer

Enovate performed various traffic engineering and planning reviews, studies, analyses and design services in accordance with the tasks for Contract D037983, Term Agreement for Traffic Engineering & Planning Services, Region 8, All Counties. This included traffic engineering at locations such as Tuxedo Farms, East Village Road, LEGOLAND, NRI Culinary Institute of America Hotel, Baldwin Bypass, Washington Avenue, Route 206 & Viola

Road Roundabout and the LINC and Lincoln Neighborhood District in New Rochelle.

Traffic Impact Studies - Westchester County, Westchester County, NY

Traffic Engineer

Multiple traffic impact studies were required for projects across different locations in Westchester County.

Leanne collected traffic count and crash data, transferring information into Excel for calculations and navigated ITE Trip and Parking Generation manuals to predict conservative traffic volumes for proposed projects while comparing them to previous land uses when applicable. She researched adjacent developments and code provisions using municipal resources, requested signal timings and interpreted and input data into Synchro analyses. She also gathered signal timings during field visits and performed signal warrant analyses.

She calculated overall peak traffic hours across studied intersections, broke down data per intersection including vehicle and pedestrian volumes, heavy truck percentages, peak hour factors and grades per approach and determined trip distributions and growth rates using U.S. Census journey-to-work data. She calculated “No Build” and “Build” traffic volumes, efficiently built Synchro models to replicate existing and future conditions and compiled exhibits for presentation at planning board meetings. She tabulated LOS, V/C ratios and queue results, created traffic figures and conducted vehicle turning analyses in AutoCAD.

NYSDOT | Highway Design, Term Agreement for Traffic Engineering Services, Region 8, All Counties, D041219, Region 8, New York

Traffic Engineer

Enovate performs various traffic engineering and planning reviews, studies, analyses and design services in in support of ongoing OTSM programs with a particular focus on highway permit work review, but may also include signal design, operation studies, as well as other special projects.

The Cooper Union for the Advancement of Science and Art | Last-Mile Sustainable E-Bike Package Distribution Facility, Brooklyn, NY

Student

The project involved designing a warehouse to accommodate new modular vehicles developed by fellow Mechanical Engineers, with the objective of improving NYC congestion, reducing carbon emissions, enhancing urban safety and achieving faster e-commerce deliveries.

Leanne contacted transportation professionals and community leaders in Red Hook to optimize the project. She analyzed traffic patterns in West Brooklyn and Lower Manhattan to determine the optimal service area and turnaround times. She calculated approximately 375,000 daily packages for targeted zip codes based on location and household data. Leanne conducted weekly meetings with mechanical engineers to determine feasible design solutions and developed a structural Revit model, regularly updating it for finite element method (FEM) analysis. She also designed a 30x40-inch poster to effectively showcase the project’s message and attract interest.

AWARD RECEIVED: Best Interdisciplinary Project for Community Outreach and Impact