



# City of Kingston/Town of Ulster

## *Albany/Ulster Avenue Corridor Management Plan*

---

**COPY****PROPOSAL NUMBER**

RFP-UC25-074

**PROPOSAL DUE**

December 19, 2025, 4:00 PM

**POINT OF CONTACT**

Matthew Roe  
P: 518-218-5715  
F: 518-452-9234  
matthew.roe@stantec.com

**PREPARED BY**

Stantec Consulting  
Services Inc.  
3 Columbia Circle  
Suite 6  
Albany, NY 12203

**PREPARED FOR**

Ulster County  
Department of  
General Services





Stantec Consulting Services Inc.  
3 Columbia Circle, Suite 6  
Albany, NY 12203

December 19, 2025

**Attention:**  
Edward Jordan  
Director of General Services  
Ulster County Department  
of General Services  
100 Development Court  
Kingston, NY 12401

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

Dear Selection Committee,

On behalf of our Stantec team, we are pleased to present you with our proposal for the Albany/Ulster Avenue Corridor Management Plan. We are truly excited about the opportunity to assist UCTC, Ulster County, the City of Kingston, and the Town of Ulster in developing a new approach to mobility and access along this important corridor.

Albany and Ulster Avenues are busy streets lined with urban neighborhoods, with significance for the region's transit system, but the roads themselves have long been treated as primarily conduits for high-speed private motor vehicles. Despite their importance for Kingston and Ulster, people walking, biking, and riding transit have been under-accommodated. The streets are characterized by narrow and often inaccessible sidewalks further broken up by large driveways north of Foxhall Street, a lack of bicycle facilities, uncontrolled crosswalks across four lanes of motor vehicle traffic, and few good places to wait for the bus. Albany Avenue south of Foxhall Street presents excellent opportunities to reconceive the street cross-section. And while motor vehicle volumes are higher to the north, there are still significant opportunities to change the way the corridor works. With a tragic record of crashes, these streets deserve both urgent attention and a well-considered plan for their future.

This project is a crucial opportunity to plan how to transform Albany Avenue and Ulster Avenue to match your vision: for a safer, more transit-supportive, more walkable, more bike-friendly, and more attractive streetscape. Since Albany Avenue and Ulster Avenue are State roads, we know there can be practical challenges to making significant and often urgent design and engineering changes. We will consider not only the overall roadway geometry but the latest in arterial speed management, such as turn calming techniques and low-speed signal progressions. Stantec brings the expertise to develop an actionable short-term concept that will build into a long-term plan for this project. With substantial community involvement, we will create an achievable roadmap for transportation policy change.

### Why Stantec

At Stantec, we recognize that successful corridor management projects are not solely about the street, but how the street relates to the larger transportation network, adjacent neighborhoods, and broader regional goals. Starting from a wider understanding of the corridor's current context, and your desire for change, we will work to develop a corridor plan that puts people first—in all the ways we want them to travel, live, work, shop, and play—and use that as the basis for design.

We believe our team offers several strategic advantages for this effort, including:

- **We have extensive experience in Complete Streets and access planning, and wrote the book on how to create multimodal streets.** We know that the principles of good street design must be applied systematically across multiple modes to maximize potential benefits. Safety is always



Stantec Consulting Services Inc.  
3 Columbia Circle, Suite 6  
Albany, NY 12203

paramount for us, with a substantive approach to reducing injuries rather than an acceptance of tragedies as a cost of doing business. Pedestrian, bicycle, and transit facilities must be coordinated to work hand in hand for all users on the corridor. Geometric and operations changes are much more successful when considered together rather than in silos.

- **We integrate stakeholders into the process.** An award-winning plan depends on stakeholder inclusion throughout the process. While it is important to understand the existing issues on the corridor, developing a plan that also addresses future growth can be challenging. From our previous experience on similar projects, we recognize that meaningful outreach for the future needs to center around a vision and goals. Stantec understands that this study must begin to plan for a new type of corridor that proactively responds to existing and future needs.
- **We challenge the status quo.** Mobility deficiencies exist along the Albany/Ulster Avenue corridor today, and it can be difficult to imagine a better future. To realize a better vision, we need to challenge traditional measures of effectiveness. We can become a partner who can help stakeholders understand the benefits of concepts that may reduce capacity for cars. We also know when to be persistent in pushing a strategy through the resistance of the “that’s the way we’ve always done it” quagmire.

#### A Team Built for This Project

Our team’s experience goes well beyond conventional transportation planning. Stantec will lead the Albany/Kingston Avenue Corridor Management project from our Albany-based Transportation practice in conjunction with our Urban Places practice, an interdisciplinary planning and urban design studio. With over 80 staff within an hour of the project site, our team is equipped with and prepared to apply our local knowledge to this project.

For this project, we assembled a team with local and national experience addressing challenges like those facing Kingston and Ulster. Working most directly with UCTC and Ulster County will be:

- **Matthew Roe**, a nationally known transportation planner-designer with nearly two decades of experience using multimodal engineering tools to transform roads into successful urban streets. The technical author of the NACTO Transit Street Design Guide and Urban Bikeway Design Guide, Matthew will serve as the day-to-day contact and Project Manager from our Albany office.
- **Phil Schaeffing, AICP**, is part of our Urban Places practice and is an experienced facilitator who specializes in urban design and community engagement. Based in our Albany office, Phil will provide outreach leadership including workshop design and facilitation.
- **Liza Cohen**, with over 13 years of experience in data-informed, community-based planning, will lead the development of the plan document.



Stantec Consulting Services Inc.  
3 Columbia Circle, Suite 6  
Albany, NY 12203

- **Susan Charland, AICP**, author of *Public Engagement Made Easy: A Guide for Planners and Policymakers* will collaborate on community involvement and plan development.
- **Ralph DeNisco** will be the Principal-in-Charge, further bolstering the development of corridor concepts with his extensive urban design, Complete Streets, and transit planning expertise.
- The team will be assisted by technical staff in the Albany and New York City offices, including experienced traffic modeling by **Dan Quiri**, 2-D plans in CAD or Microstation from **Paul Belasco**, and state-of-the-art GIS work and visualization by **Lance Punay**.

We hope our proposal captures the spirit of this important project and expresses our aspiration to be your partners in this endeavor. We believe that you will see within our proposal that this team offers a potent combination—leadership in complete streets, backed by in-depth, first-hand knowledge of the issues that are important to agencies, municipalities, and communities alike. On behalf of our team, we welcome the opportunity to speak with you directly about this project upon your review of our proposal.

Sincerely,

Stantec Consulting Services, Inc.

A handwritten signature in blue ink that appears to read "Ralph DeNisco".

Ralph DeNisco  
Principal-in-Charge

617-654-6089  
ralph.denisco@stantec.com

A handwritten signature in blue ink that appears to read "Matthew Roe".

Matthew Roe  
Project Manager

518-218-5715  
matthew.roe@stantec.com



---

# Section I:

# Title Page





## RFP Number

RFP-UC25-074

## Closing Date and Time

December 19, 2025 at 4:00 PM

## Responder

Stantec Consulting Services Inc.  
3 Columbia Circle, Suite 6  
Albany, NY 12203  
P: 518-218-5715  
F: 518-452-9234

## Contact

Matthew Roe  
P: 518-218-5715  
F: 518-452-9234  
matthew.roe@stantec.com

*Matthew Roe is the contact person responsible for inquiries regarding the RFP submission and the person responsible to bind the company contractually.*

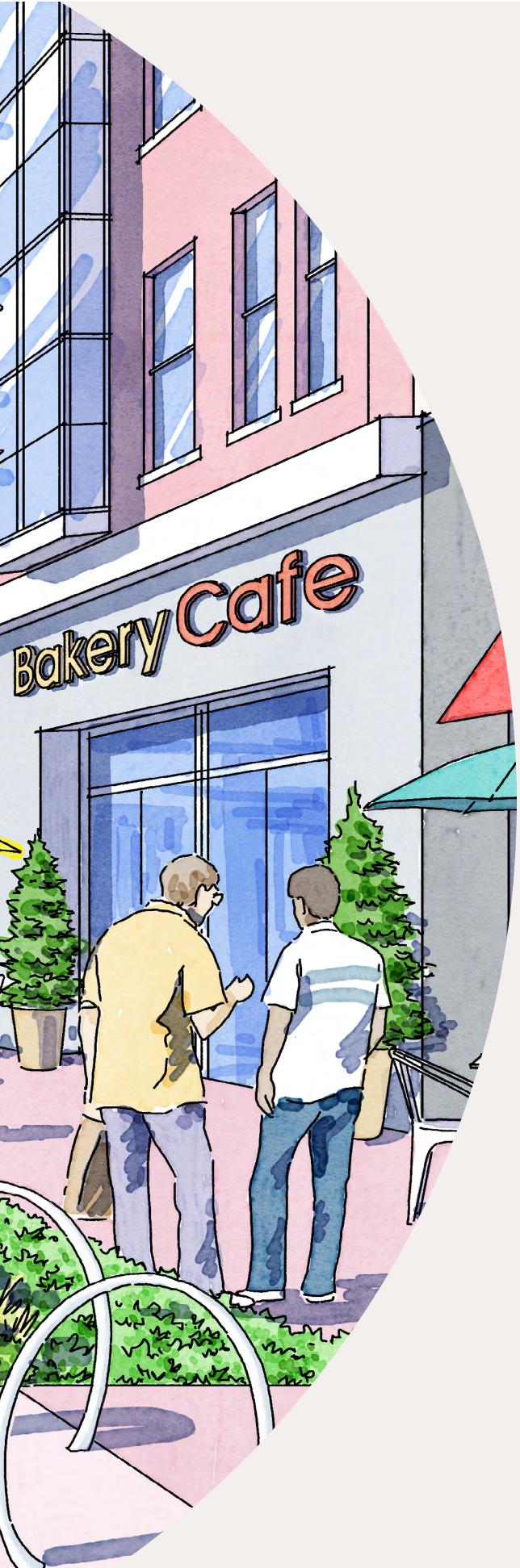
# Table of Contents

<b>Section I</b>	<b>06</b>
<b>Section II: Qualifications and Experience</b>	<b>10</b>
<b>Section III: Proposed Plan</b>	<b>30</b>
<b>Section IV: Fee/Cost Proposal</b>	<b>38</b>
<i>Under a separate cover</i>	
<b>Section V: Return Documents</b>	<b>40</b>



---

## Section II: Qualifications and Experience



# About Stantec

Stantec is a recognized innovator and industry leader, offering a multidisciplinary team of experienced professionals that provide creative, integrated, and sustainable solutions for our clients with expertise in a diverse range of project types. When you work with Stantec, you work with an award-winning team of more than 34,000 employees working in over 450 locations across six continents.

***Our local offices in Albany and NYC have been deeply rooted in the area for decades. With over 80 employees in Albany and over 300 in NYC, our local strength is your strength.***

Since 1954, our knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients' needs in more creative and personalized ways. With our long-term commitment to the people and places we serve, we connect to projects on a personal level.

Stantec has worked with numerous organizations, ranging from Fortune 500 companies to high-profile not-for-profit organizations, helping them achieve their business objectives, meet their real estate goals, and communicate their brand through design. Our team is comprised of professionals highly experienced in the design of innovative workplace environments. Working with our clients to understand their specific needs, and involving them as an important member of the design team, has resulted in many repeat clients and ongoing working relationships.

**80+**

Albany Staff

**3,388**

Transportation Staff

## Ability to Work Effectively With Other Service and System Providers

Stantec is deeply committed to fostering strong partnerships with state agencies and local governments to deliver impactful solutions. Our extensive experience working with the New York State Department of Transportation (NYSDOT), the New York State Thruway Authority (NYSTA), other state agencies and numerous municipalities across New York State demonstrates our ability to coordinate effectively with diverse institutional stakeholders. Our ongoing projects and deep connections with NYSDOT, as well as our familiarity with NYSDOT processes, will help us deliver the best outcomes for Ulster County. These collaborations have enabled us to advance critical infrastructure projects that enhance mobility, safety, and resilience for communities statewide. By aligning with local priorities and leveraging our expertise, we help create sustainable, inclusive environments that serve the needs of residents and businesses alike.

## History of Regulatory Compliance

Compliance is crucial for maintaining the integrity, safety, and ethical behavior of an organization. It helps avoid legal penalties, enhances the organization's reputation, and ensures smooth operations. As a multi discipline design professional firm, our scopes of work extend to a wide range of areas, including original concept and design, project management, design evolution, and contract administration through to project certification and close out. Throughout each stage of project engagement, errors can lead to claims. Stantec's Project Management (PM) Ecosystem provides a scalable framework for project management. The PM Ecosystem is structured into four tiers of project complexity based on contract value and aligns the required PM competencies, learning and tools, with governance and audit processes to promote a disciplined approach to project delivery.

## Fiscal Solvency and Budget Performance

At Stantec, we understand the importance of adhering to the construction budget. We begin each project with the overall construction budget in mind. We collaborate closely with our clients to understand their vision, while identifying ways to work within the budget. We set realistic expectations and identify cost savings opportunities as early as possible. We



📍 Union Street, Rochester, NY



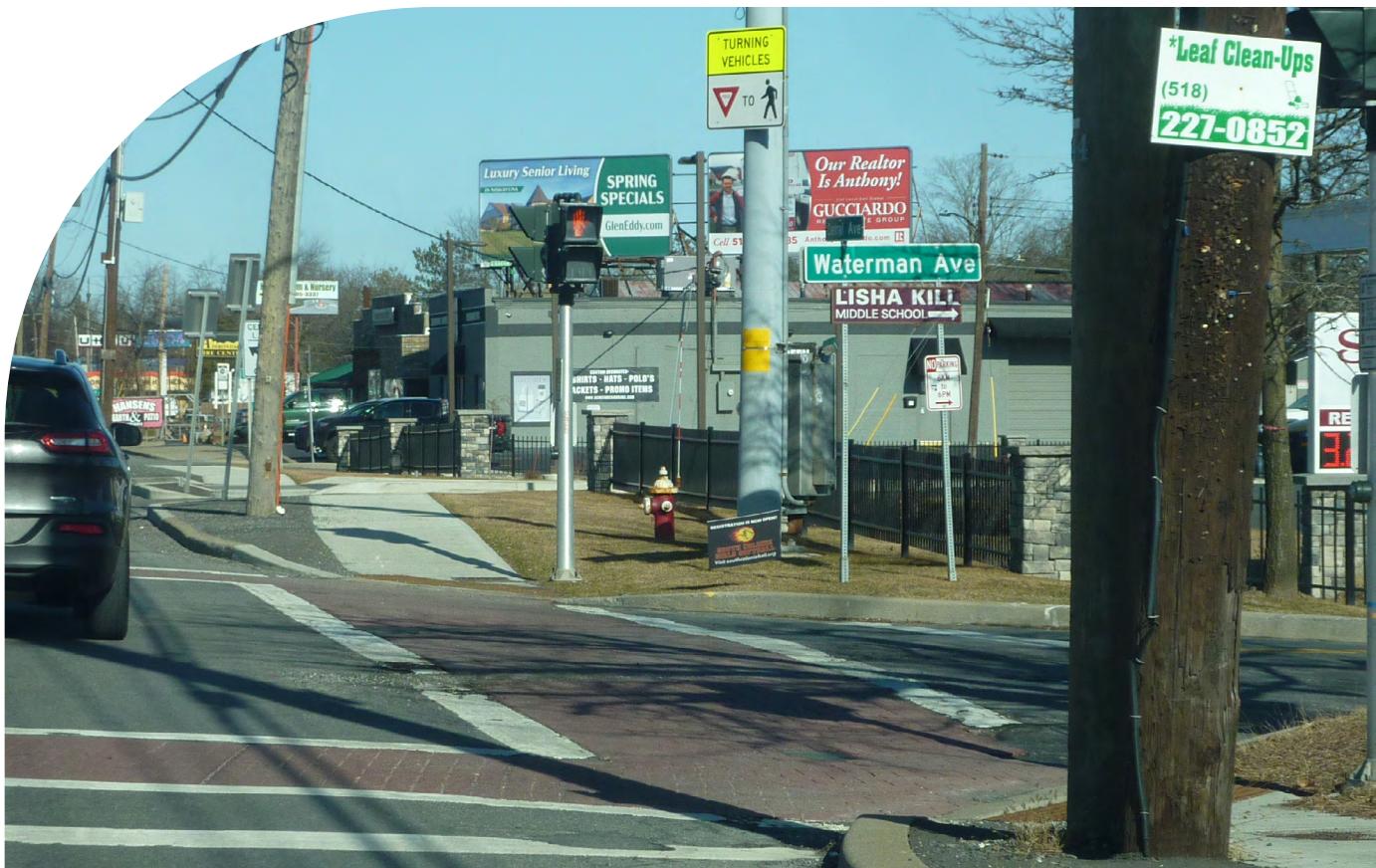
will work with our estimator, the county, and our local equipment vendors to provide cost analyses early on. Our extensive experience in New York also allows us to leverage our project experience to understand industry standard labor and materials costs. We employ value engineering techniques to optimize the design without compromising on quality. We will always evaluate ways to reduce costs. If costly code issues are identified early on during the due diligence phase, we will alert the team immediately and work to resolve any concerns. Regular team and client communication will help keep the client informed and ensure that budget related concerns are addressed promptly.

### **Contract Compliance, Accuracy and Timeliness of Reporting & Management Structure and Ability to Support Projects of this Scope**

With a dedicated principal in charge and project manager, we know that a well-managed project is the key to success. Not only will we track our project fees, and contact compliance, we will help keep the project on track and on budget. Stantec's fees are tracked via our accounting system through the input of timesheets that are filled out daily. Once a fee is established with the client, manhours are then budgeted for each discipline and phase. The Project Manager is responsible for controlling and monitoring these allocated hours to ensure our fees are kept within budget. The Stantec team is experienced in working together as a single unit. We are your one-stop shop, simplifying communication with improved efficiency and speed of delivery.

### **Commitment to Staff Development and Ability to Recruit and Retain Staff**

At Stantec, we take immense pride in our commitment to staff development and exceptional staff retention rates. We know that our employees are our greatest asset, and we are dedicated to creating an environment where they can thrive personally and professionally. Our newest initiative, Practice Matters, features global training sessions, ensuring that we are fostering an environment with continuous learning. By investing in our employee's growth, we not only enhance their skills and career satisfaction, but strengthen our overall performance and culture. Our employee referral program is one of our most best and most rewarding ways to recruit staff. At Stantec, one of our design principles is Creating Communities and promise to Design with Community in Mind. This is at the forefront of everything we do. We strive to create valuable spaces that impact the communities that we live in. This project gives us the opportunity to do just that.



## Central Ave West

Location: Albany/Colonie, NY

Andrew Tracy, Transportation Planner and Engineer  
 Capital Region Transportation Council  
 (518) 458-2161

Date of Contract: 2025

Value of Contract: \$149,500

The Central Avenue West Corridor Study put forth a combined vision for both transit-supportive land use and a multimodal transformation of an automobile-oriented State-owned road that has long been a barrier in the communities it runs through – as well as providing a vital link for transit and other travel between Albany, Colonie, and Schenectady. The Stantec team is analyzing the corridor with the purpose of identifying opportunities for development, redevelopment, and improvements to multimodal safety and access for all roadway users. The land use component of the study, led by Phil Schaeffing, identified promising potential clusters of

walkable, mixed-use development down to the level of individual lots. This redevelopment would be within a short walk of future BRT stations proposed in the transportation component of the study, led by Matthew Roe. The project created an ambitious but implementable proposal to reassign excess roadway capacity to become bikeways and shared-use paths that proved publicly popular in a town where few no such projects have ever been undertaken. This 5-lane to 3-lane conversion would unlock the potential for 5 new pedestrian crossing points in addition to a new signalized intersection and short access-management medians, greatly improving safety and all-modes access at the same time.



## Syracuse Reconnecting Communities

---

Location: Syracuse, NY

---

Joseph Driscoll, 181 Project Director  
City of Syracuse  
315-448-8219

---

Date of Contract: 2025

---

Value of Contract: \$499,500

---

The construction of the I-81 Viaduct has had long-lasting impacts on Syracuse, particularly for residents of the city's Southside. The social and physical isolation caused by the viaduct and the elevated railway have hindered the ability of the vulnerable populations that live there to access jobs, healthcare, education, and recreational opportunities. The Reconnecting Communities funded project looks to improve connectivity and support equitable redevelopment along five key corridors, with special attention to pedestrian,

bicycle, and public transportation options. This effort is closely linked to the larger I-81 Viaduct Project, which will replace the highway with a community grid through the city center.

Stantec is leading the project which includes conceptual designs and an implementation strategy to enhance multimodal connections, including early action items for short-term improvements. Community engagement is central to the project, with pop-up events, open houses, and demonstration projects planned to gather input and present ideas. The effort also includes identifying funding strategies for both immediate and long-term improvements. Stantec's approach emphasizes collaboration with local partners and a commitment to turning community vision into real, positive change for Syracuse's Southside, ensuring that the benefits of new infrastructure are accessible to all residents.



## Safe Streets for All Planning and Demonstration Project

Location: Rochester, NY

Darin Ramsay, Assistant Transportation Specialist  
 City of Rochester  
 (585) 428-6695

Date of Contract: 2025-Present

Value of Contract: \$1,650,000

Rochester New York's Safe Streets For All (SS4A) planning & demonstration grant represents a unique opportunity for the City to address some of its most challenging streets and intersections at a large scale. This is an invaluable chance for Rochester to continue the work done in 2018 under the creation of their first Active Transportation Plan by connecting its bike network rapidly and providing safe pedestrian crossings, by creating links between

routes and where people want to go, and helping people of all ages and abilities move safely and comfortably around the city by bike and on foot. From a parent biking their children to school or a commuter walking to the bus, we see our job as helping Rochester make its streets function and serve the vast variety of people who call it home.

Stantec has partnered with the City of Rochester to advance four targeted initiatives that enhance safety, accessibility, and year-round reliability across the transportation network:

1. Protected Bicycle Lanes Demonstration Project
2. Active Transportation Winter Maintenance Plan
3. Bicycle Spine Network Implementation Study
4. Pedestrian Focus Area Enhancements

Public engagement is a substantial piece of this project as it ties all four mini-projects together under one overall conversation of making Rochester's streets safe for all community members.



## Winchester Rd Complete Streets Corridor Study

---

Location: Memphis, TN

---

Pragati Srivastava, Administrator  
City of Memphis, TN  
(901) 636-7190

---

Date of Contract: 2024-2025

---

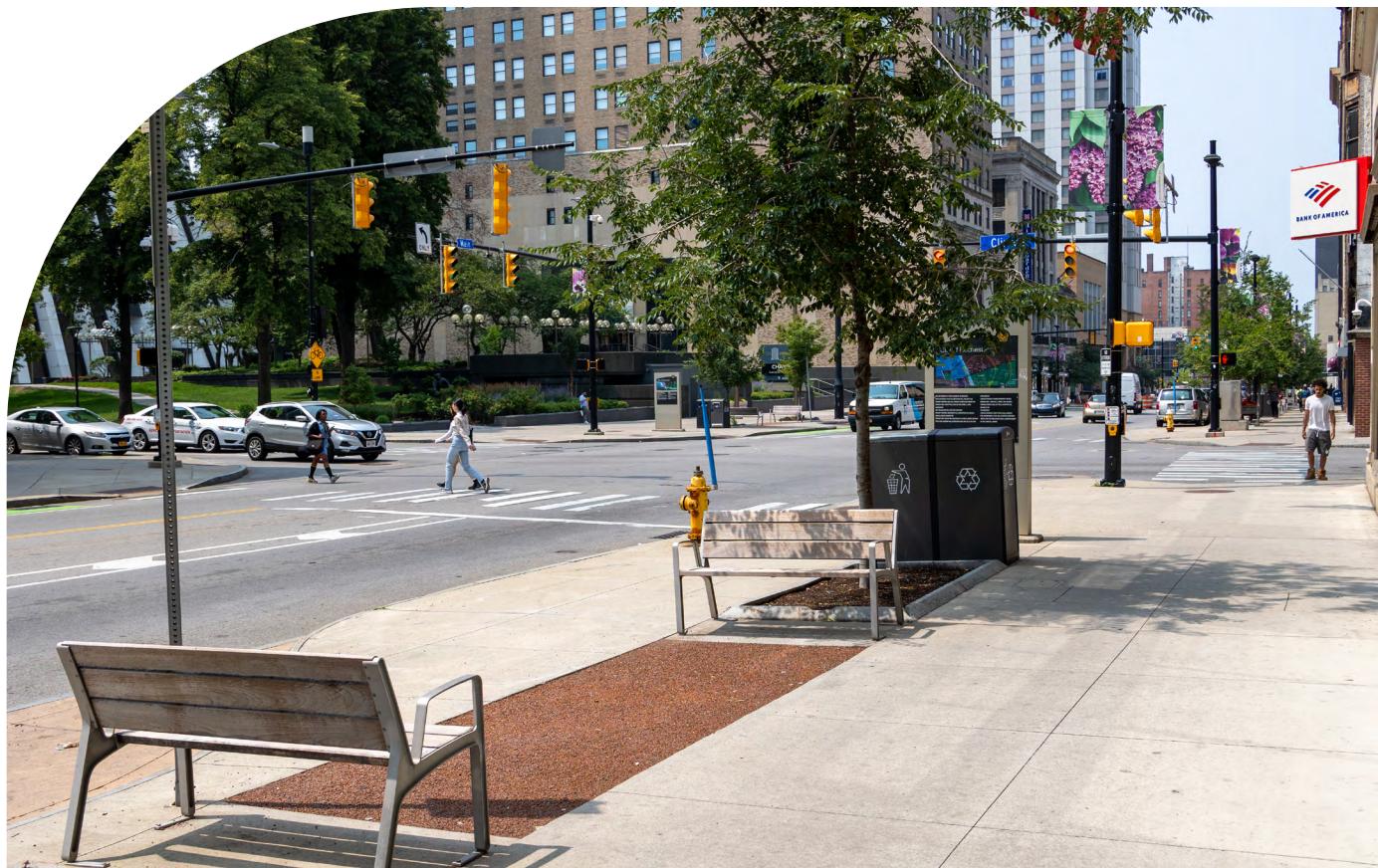
Value of Contract: \$300,000

---

This study reimagines nearly 9 miles of Winchester Road - from Tchulahoma Road to Hacks Cross Road -- as a safer, more connected, and future-ready corridor. Once built almost exclusively for cars, Winchester today faces high crash rates, underused commercial properties, and limited mobility options for people walking, biking, or taking transit. The project team developed a bold but practical vision to unlock the corridor's potential -- blending safety, economic growth, and long-term viability.

This plan includes a preliminary traffic and safety analysis to support a potential "road diet", which would slim down the overbuilt cross-section to better match traffic volumes and free up spaces for walkability and green infrastructure. Three context zones were identified -- industrial, residential, and commercial -- with tailored redesign concepts and photorealistic visualizations illustrating how each area can thrive with Complete Streets strategies. A robust market analysis informed conceptual redevelopment plans for major opportunity sites like Hickory Ridge and Mendenhall, positioning Winchester Road as a catalyst for reinvestment.

The result is a clear, actionable strategy. It includes typical sections, a Preferred Access Plan (PAP), conceptual designs, redevelopment concepts, and a practical implementation framework that aligns with regional goals and funding strategies. The study also introduces a data-driven methodology for identifying other corridors ripe for transformation across the Memphis region. Winchester Road now has a roadmap to become more than a pass-through -- it can be a place people choose to be.



## Main Street Streetscape & Pedestrian Wayfinding Enhancement (Phase I & II)

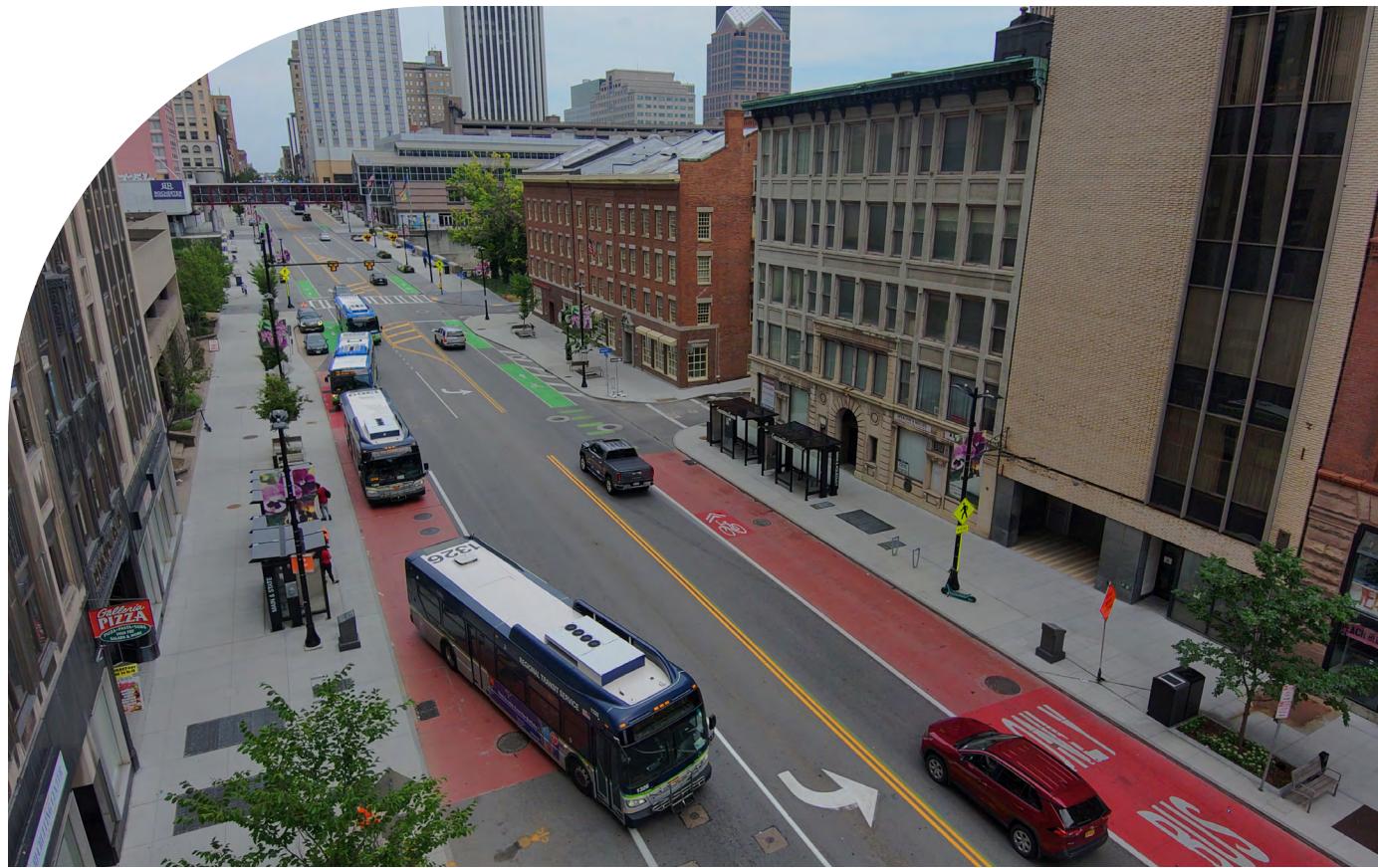
Location: Rochester, NY

Jeff Mroczek, Project Manager  
 City of Rochester  
 (585) 428-7124

Date of Contract: 2015-2018 & 2018-2023

Value of Contract: \$1,358,000

Phase I focused on three integral components: the Main Street Streetscape, the redesign of Liberty Pole Plaza, and a new pedestrian wayfinding system. These improvements enhanced conditions for pedestrians, supported economic development, and encouraged multi-modal transportation. The design incorporated input from City departments and stakeholders to create a sustainable approach for maintaining this culturally significant corridor. Key features included enlarged planting areas with native trees and shrubs, contemporary site amenities such as benches, bike racks, trash receptacles, electric charging stations, LED street lighting, and illuminated display cases for wayfinding. Playful elements like hopscotch and maze patterns were integrated into sidewalks, while Liberty Pole Plaza was revitalized with flexible seating, lounge chairs, chess tables, charging stations, and LED bollards.



Building on the success of Phase I, Phase II extended improvements from St. Paul Street/South Avenue to State Street/Exchange Boulevard. This phase addressed aging infrastructure and outdated streetscape elements that hindered functionality and aesthetics. Stantec's design introduced a full palette of upgrades, including broom-finish concrete sidewalks with permeable accents, recessed parking with accessible spaces, reconfigured travel lanes for on-street bicycle facilities, and enhanced riverfront connectivity. Additional features included new street trees in structural soil pits, seasonal plantings, salvaged historic markers, LED lighting with decorative elements, utility upgrades, pavement milling and overlay, and updated traffic signs and signals. Together, these phases reimagine Main Street as a vibrant, accessible, and economically vital corridor for the City of Rochester.



# White Plains Micromobility Plan

Location: White Plains, NY

Jeff Mroczek, Project Manager  
City of Rochester  
(585) 428-7124

Date of Contract: 2025

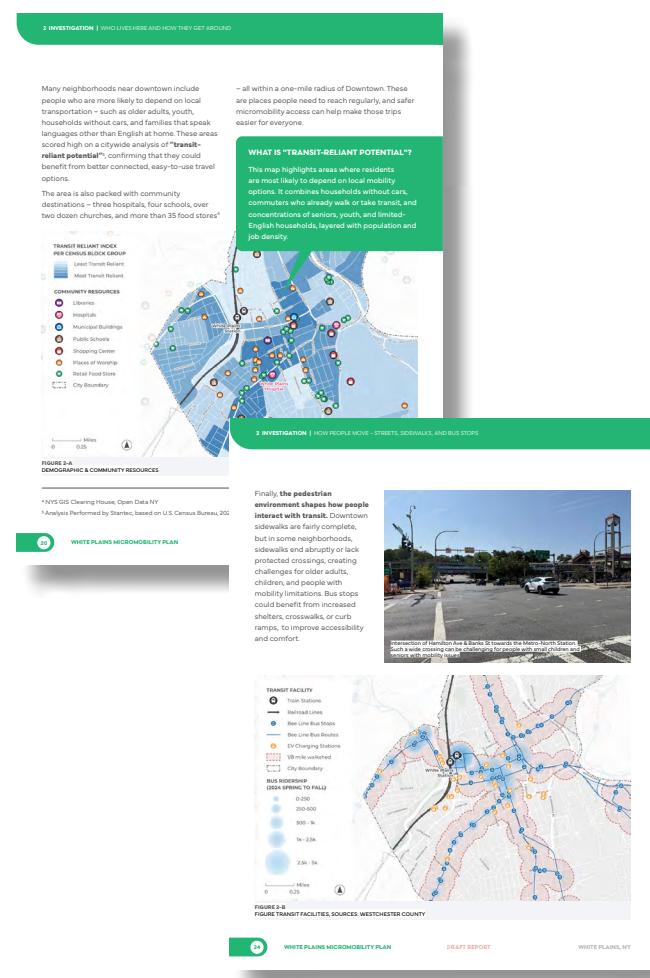
Value of Contract: \$1,358,000

The White Plains Micromobility Plan helps chart a path toward a safer, more accessible, and more connected mobility system for all. Funded by NYSERDA's Clean Mobility Program, this planning effort identifies micromobility strategies to reduce greenhouse gas emissions and improve local access to jobs, schools, parks, and essential services -- especially for those who don't drive.

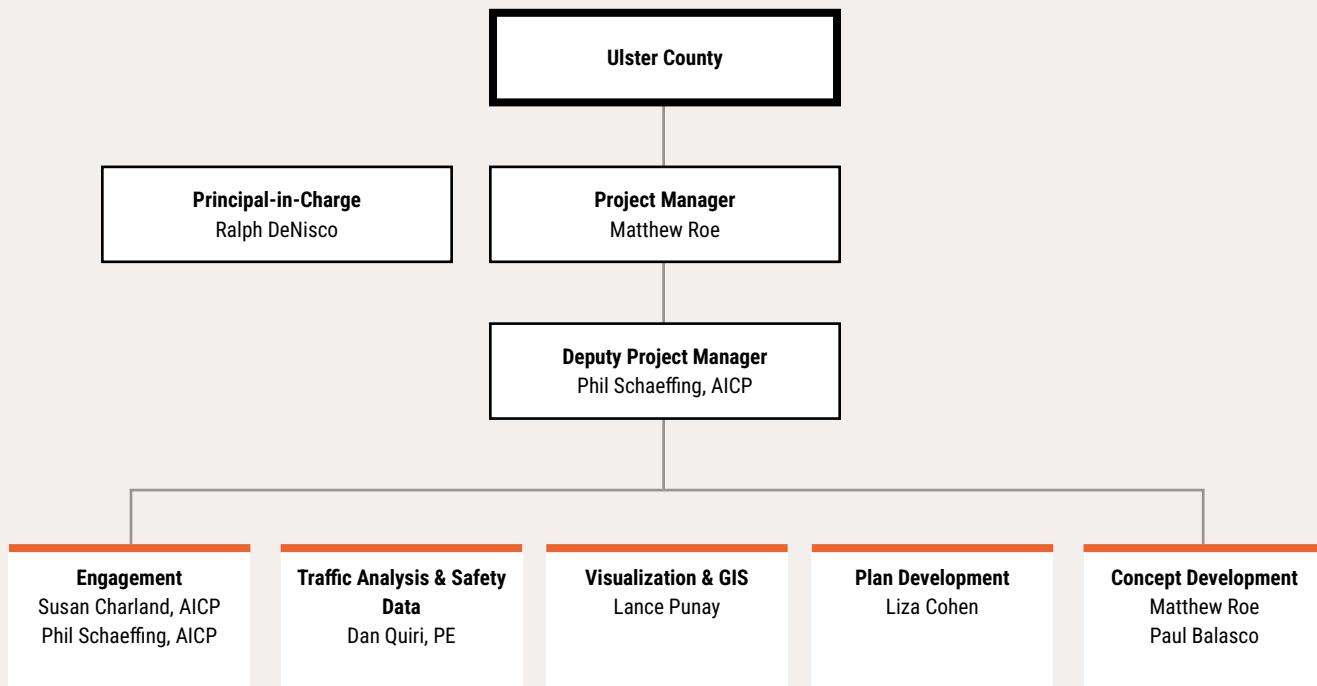
Stantec led the development of the plan in close coordination with City staff, Westchester County, local businesses, service providers, and community-based organizations. The team designed a highly accessible engagement strategy that included multilingual online surveys, interactive pop-ups, and direct outreach to youth, seniors, and Spanish-speaking residents. In total, the project gathered input from over 500 residents across more than 10 events and survey formats.

At the heart of the plan are three core micromobility strategies: (1) a neighborhood electric shuttle that circulates within downtown White Plains; (2) a flexible microtransit service that provides longer-distance trips to essential destinations like grocery stores, schools, and healthcare; and (3) a bikeshare system, designed with a focus on safe infrastructure, convenient station locations, and user-friendly payment options. These options were assessed based on their feasibility, accessibility implications, emissions impact, and alignment with existing infrastructure and land use.

What makes this project stand out is its data-driven approach to shaping real-world implementation. Community feedback directly informed pilot concepts for neighborhood shuttle service, microtransit, and bikeshare -- each designed to reflect local travel patterns and resident priorities like safety, affordability, and convenience. The final plan positions the City of White Plains for future funding opportunities through NYSERDA and other climate resilience programs by providing a clear, community-backed roadmap for action.



# Team Organizational Chart





## Matthew Roe

**Project Manager**

Stantec

18 years of experience

Matthew is a nationally recognized designer with nearly two decades of results in people-first transportation planning and quick-build implementation. At Stantec, he serves as both a project manager and a senior advisor on topics as varied as complete street design, transit priority intersection operations, and asphalt art demonstration projects. Before joining Stantec, Matthew was the Technical Lead at the National Association of City Transportation Officials (NACTO) where he led street design work in North America including serving as Technical Editor for design guidance. Matthew co-wrote the NACTO Transit Street Design Guide and the new 3rd edition of the renowned NACTO Urban Bikeway Design Guide, leading peer groups of dozens of practitioners from around North America. At the New York City Department of Transportation (NYCDOT), Matthew's achievements included the creation of the innovative Pedestrian Safety Action Plan, resulting in the redesign of dozens of miles of major streets.

### Central Avenue, Albany, NY

Matthew was the Deputy Project Manager for this effort, leading multimodal transportation planning and analysis of this challenging, highway-like 5-lane suburban commercial corridor. By starting with safety issues and coordinating with both the Town of Colonie and NYSDOT, the corridor plan identified areas where shared-use paths could be implemented alongside the existing roadway, and portions of the corridor where excess roadway lanes could be repurposed to improve safety and multimodal operations on this State-owned facility. These pragmatic mobility improvements were matched with land use and zoning recommendations centered on new and exiting bus rapid transit stations.

### Capital Region Transportation Council - Vision Zero Action Plan (SS4A), Albany County, NY

**Technical Lead.** Matthew is leading Stantec's local team in a large body of work that includes developing complete street redesign concepts at prominent sites in four cities, citywide 25 mph speed limit investigations for five jurisdictions, and conducting multimodal safety investigations at forty sites around New York State's capital region.

### City of Rochester Safe Streets for All Planning & Demonstration Project, Rochester, NY

**Deputy Project Manager.** A three-year project encompassing nearly a quarter of the street mileage in Rochester, this effort will include four protected bike lane demonstration projects, conceptual design for a network of all-ages-and-abilities bikeways, and prioritization and design of a large number of pedestrian safety projects in neighborhoods throughout the city.

### Providence Safe Streets for All (SS4A) Planning & Design On-Call, Providence, RI

**Street Design.** Matthew is leading the design process for two complex urban sites that serve as critical connections for Providence's newest off-street trail. Issues include lane misalignment, the interfaces between highway ramps and streets, routing for shared-use paths adjacent to grade changes and structures.

### Safe Streets Greenwich (SS4A Safety Action Plan), Greenwich, CT

**Concept Plans Task Lead.** Matthew oversaw and participated in the one-day installation of a 3000-square-foot demonstration project with middle school art classes. He is developing concept designs for 15 streets and intersections at crash hotspots, encompassing development patterns from rural to transit-based urban core, from local residential streets to major commercial arterials.



## Phil Schaeffing

AICP, LEED AP

**Deputy Project Manager & Engagement**

Stantec

17 years of experience

Phil is a planner and urban designer focused on strengthening communities, neighborhoods, and cities. He integrates urban design with market economics, transportation, and public policy to create forward-thinking yet achievable plans tailored to the unique circumstances of each community. He manages neighborhood revitalization and master planning projects that combine community input, data-driven insights, and market realities. Phil's experience includes downtown and neighborhood revitalization, transit-oriented development, campus planning, mixed-use and mixed-income neighborhood planning, and private development planning.

### Central Avenue West Corridor Study, Colonie, NY

Phil was project manager for a land use and transportation corridor study along a three-mile segment of a busy commuter corridor. The Town sought strategies to spark more walkable, mixed-use redevelopment and realistic mobility improvements along the State-owned road. Phil coordinated public engagement which included two in-person open house events, a project website, and online surveys. Primary recommendations included zoning text changes and working with DOT to improve bicycle and pedestrian conditions.

### NY Forward Initiative, Central NY

Phil is Project Manager for this multi-year effort to assist towns and villages in the Central New York region develop an implementable plan for downtown revitalization. Phil leads the community engagement process, project identification, and creating the strategic investment plan. Engagement efforts include interactive workshops, informal pop-ups at local events, a project website, and online surveys. Potential projects include Main Street improvements, business support, parks and open space investment, upper floor housing, and private redevelopment to reactivate empty buildings.

### Charting Our Future Together Master Plan, Plymouth, MA

Phil is project manager leading the creation of the Town's first master plan in almost twenty years. Plymouth is a fast-growing coastal community with attractive natural resources that is facing housing and economic development challenges while trying to preserve open space. Stantec is leading an extensive public outreach process to hear from residents and business owners while building community support.

### AmpUp! Comprehensive Plan, Arlington, MA

Phil is project manager leading an update for this Boston suburb's comprehensive plan. The planning process includes extensive public outreach through pop-ups at local events, focus groups, interactive public meetings, and a project website with community mapping and survey opportunities.



## Ralph DeNisco

### Principal-in-Charge

Stantec

29 years of experience

Ralph leads our Urban Places Urban Mobility team, delivering integrated mobility solutions for challenging environments in collaboration with municipalities, transit agencies, and foundations across the United States and beyond. He brings national experience, redesigning auto-centric streetscapes, managing parking demand, and investing in strategies that support more transit, walking, and biking. Ralph channels his understanding of interrelated transportation issues into programs that win both community and agency support. His successfully implemented transportation projects include transit-oriented development plans, first and last mile solutions, smart mobility implementation plans, transportation demand modeling, parking studies, and integrated solutions for emerging transportation technologies.

### Buffalo Smart Streets Design Plan, Buffalo, NY

Stantec worked with the City of Buffalo on a Smart Streets Design Plan. Based in an intensive analysis of curbside use, this project also established the policy, governance, and design parameters for Buffalo's adoption of Smart Streets technology. Involving all City Departments and partner agencies, the Plan designed Washington Street for early action, while programming three other downtown streets. Ralph served as Project Lead and was instrumental in working with City staff to become a recognized national leader in Smart Streets and curbside implementation and management.

### Cleveland On-Call Planning Services, Cleveland OH

Ralph served as Lead Mobility Planner for on-call services for Cleveland City Planners. Ralph led multiple tasks leading to downtown street conversions (Prospect/Huron), a corridor study (E. 55th) that received \$1M in grant funds and the City's first parking protected bicycle lane on Payne Avenue.

### Central Avenue, Albany/Colonie, NY

Ralph served as Principal-In-Charge for the team that developed analyzing the Central Avenue corridor with the purpose of identifying opportunities for development, redevelopment, and improvements to multimodal safety and mobility. Opportunities to provide new safe pedestrian crossings and other Complete Streets treatments have been identified and recommended. These were coordinated with conceptual land use and transportation scenarios and concluded with the development of a preferred corridor concept and related implementation plan to begin the transformation of this challenging, highway-like road. The process was heavily integrated with NYSDOT, and shared with the public and with a Study Advisory Committee.

### NYS Route 31 Transit Corridor Study, Baldwinsville, Lysander, Clay, & Cicero, NY

The NYS 31 corridor is anticipated to experience significant growth with the Micron chip manufacturing facility. Stantec is conducting a transit and mobility planning study that will link transportation and land use so that the growth can be absorbed in a sustainable and equitable manner. The Corridor study is evaluating significant transit interventions (Light Rail, Bus Rapid Transit) for impacts to the Route 31 corridor and the Development necessary to support the transit investments.



## Susan Charland

AICP

**Engagement**

Stantec

21 years of experience

Susan brings a diversity of experiences designing and implementing public engagement efforts on behalf of municipal, regional, and state agencies in New York. She understands the complexities of engaging the public as well as the opportunities for quality engagement to help improve project outcomes. She recently authored a book entitled "Public Engagement Made Easy: A Guide for Planners and Policymakers", which distills her decades of experience into a concise roadmap for anyone who needs to engage their community in a government decision. Susan brings an ethic of inclusion and transparency to all of her engagement work, striving to engage early and often—and ultimately to create an environment of "no surprises" for her clients and community members alike.

### Inner Loop North, Rochester, NY

Susan is overseeing a team that is conducting public engagement for the Scoping and Preliminary Design phases of the Inner Loop North Transformation Project. Extensive public engagement efforts include public meetings and workshops, a Citizen Advisory Committee, a Technical Advisory Committee, multiple stakeholder meetings, a newsletter, and multiple pop-up events throughout the community. The public engagement plan includes activities devoted to Environmental Justice communities. Engagement activities include specific methods of outreach ensure participation by disadvantaged and minority populations.

### Route 96 over Route 14 Strategic Divestment Analysis, Phelps, NY

Susan worked closely with the team to develop a strategic divestment methodology and screening tool, drawing from the latest research, best practices, and local experience.

### Safe Streets for All (SS4A) Planning, Demonstration, Implementation, and Grant Support

Providing guidance on the design and implementation of a three-year public engagement program.

### NYSERDA Clean Mobility Program, Various Locations, NY

Led public engagement for NYSERDA Clean Mobility Program in two counties (Lewis County and Chemung County). Engagement involved stakeholder outreach, targeted interviews, and a community-wide survey.

### Victor Connectivity Study ("Connect Victor") \*, Victor, NY

Susan designed and led public outreach and participation on behalf of the project and the Genesee Transportation Council and local municipal partners. Public participation activities included community workshops, a community survey, a pop-up, an advisory committee, and ongoing communications via website and e-blast.

### State Route 13 Corridor Study\*, Dryden, NY

Susan led public participation efforts on behalf of the project for ITCTC. Tasks included developing a public participation plan, implementing three community-wide surveys, drop-in sessions, as well as in-person and online meetings.

\* denotes projects completed with other firms



## Dan Quiri

PE

**Traffic Analysis & Safety**

Stantec

12 years of experience

Dan has over a decade of experience in traffic engineering and transportation planning. He has extensive experience conducting Traffic Impact Studies (TIS) for private and public sector clients to assess potential changes to transportation systems due to proposed new construction or redevelopment of previously occupied lots. He also has experience working for NYCEDC to assess existing transportation deficiencies and propose various mitigation measures to promote growth of new business. Dan has a vast knowledge of transportation modeling to present various roadway improvements. Over the years, he has worked with the NYSDOT to develop signal timing coordination packages, transit signal priority plans, pedestrian safety studies and plans for special events. He has also worked with the Port Authority of New York and New Jersey to ensure adequate capacity of the John F. Kennedy Airport during all stages of the proposed redevelopment

### Lakeshore Drive Complete Streets East Greenbush, NY

Dan was the Traffic Engineer on this pedestrian/bicyclist improvement project. Lakeshore Drive is a two-way road that circles Hampton Lake and did not have any accommodations for pedestrians or bicyclists forcing shared use of the roadway. The project started with a feasibility study and was determined that Lakeshore Drive could be transformed into a one-way roadway to provide room for pedestrian/bicyclist accommodations. Dan acted as the design engineer to provide a comprehensive set of signing and striping plans which would allow for a separated multi-use path.

### West End Multi-Modal Review, Ithaca, NY

Dan was the traffic engineer for this multi-modal project which identified and analyzed alternatives for safe and efficient mobility for passenger vehicles, transit, pedestrians, and bicycles. The project included a transportation safety assessment, level of service summary, simulation modeling, speed and delay study, conceptual improvement plans, and cost estimating. All pedestrian accommodations were reviewed in the study area intersections with recommendations to replace old pushbuttons with responsive pushbuttons, modify pedestrian clearance intervals, update pavement striping, and upgrade infrastructure to include pedestrian signals, countdown timers, and curb ramps. Leading pedestrian intervals (LPI's) and exclusive pedestrian phases were also analyzed and recommended at certain intersections.

### Renaissance Commerce Park Traffic Study, Lackawanna, NY

Dan was the Traffic Engineer responsible for analyzing the existing unoccupied industrial site to facilitate economic growth in the area. The proposed Renaissance Commerce Park consists of approximately 244-acres of the former Bethlehem Steel Corporation located along the west side of NY Route 5 in the City of Lackawanna, NY. The traffic study included analysis of twelve (12) intersections along NY Route 5 where Dan made recommendations to existing signal timings and phasing. Dan also reviewed the site plan to make recommendations consistent with access management principals.

### Town of Brighton Speed Reduction Study, Brighton, NY

The speed reduction study included an analysis of engineering considerations including Operating speed, annual average daily traffic, roadway characteristics and geometric conditions, level of development in the area around the road, crash and injury rates, on-street parking review, and an analysis of the existing and anticipated pedestrian and bicycle activity. Dan was responsible for reviewing and evaluating existing conditions within two (2) primary road groups within the Town of Brighton.



## Lance Punay

Intl. Assoc. AIA, UAP

---

### Visualization & GIS

---

Stantec

4 years of experience

With his background in Architecture and Urban Planning, Lance brings a blend of creativity and analytical skills to planning the built environment across various scales. Particularly, his keen interests are in planning cities on the street level and exploring how mobility can be empowered through people first, data-driven, and equitable approaches to planning and design. Lance is a leading expert in systemic safety analysis and geospatial modeling, with a proven ability to transform complex crash and roadway datasets into clear, actionable insights. His strength lies not only in rigorous analysis but in crafting visually compelling maps and graphics that make data legible and intuitive for decision-makers. Lance has already delivered this type of analysis for Greenwich, CT, Clemson, SC, and the New York State Thruway Authority, helping these agencies prioritize high-impact safety interventions. His work reflects his commitment to planning streets that promote mobility and safety for all users.

### Elmira-Chemung Bicycle Pedestrian Trail Plan 2045 Update, Chemung County, NY

The Elmira-Chemung Bicycle Pedestrian Trail Plan 2045 Update is a focused planning effort supported by the New York State Energy Research and Development Authority (NYSERDA)'s Clean Mobility Program, designed to help communities identify practical, affordable, zero-emission transportation options. The goal of this plan is to assess bicycle and pedestrian needs and recommend mobility solutions to shift from an automobile-centered transportation system and instead embrace a multi-modal approach to meeting community transit needs. Lance led the GIS analysis and mapping for the project, creating maps highlighting key existing conditions as well as documenting the proposed recommendations including the bicycle focus corridors, pedestrian safety focus areas, and project implementation phasing. Additionally, he contributed to writing the policy review, existing conditions, and safety analysis components of the final report. Lance led the graphical development of the final report for submission to NYSERDA.

### Rochester (SS4A) Planning and Demonstration Projects, Rochester, NY

Stantec is supporting the City of Rochester launch pilot projects to install protected bike lanes on four identified corridors through the creation of concept designs for demonstration projects as well as conducting public engagement regarding the projects. Lance contributed to the development of the concept design plans for the proposed demonstration projects and prepared public engagement materials illustrating the safety components and technical details of the plans in a graphical and user-friendly approach.

### Safe Streets Greenwich (SS4A Safety Action Plan) Greenwich, CT

Stantec is supporting the town of Greenwich in developing a Safety Action Plan, funded by the USDOT Safe Streets For All (SS4A) grant program. Lance is actively leading the geospatial component of the safety analysis through performing data quality control and cleaning, creating crash analysis and trends maps, and developing the High Injury Network, Risk-Based Network, Community-Based Network, and Prioritized Investment Network for the Town of Greenwich's use. He also led the graphical development of maps and diagrams, synthesizing the results of the safety analysis for both client use and public engagement. He prepared materials and participated in the walking charettes at key priority locations as well as the demonstration project. Additionally, he is assisting with the creation of the toolbox of countermeasures, concept designs, and final Safety Action Plan components of the project.



## Liza Cohen

### Plan Development

Stantec

13 years of experience

Liza is a multimodal transportation planner dedicated to expanding mobility options that make communities more equitable and sustainable. Liza's work focuses on integrating transit, walking, biking, and emerging modes to serve people's diverse needs. Liza brings a strong analytical lens to planning, using data-driven insights to identify opportunities, measure impacts, and guide decision-making. Ultimately Liza aims to design systems that empower people with more choices, greater access, and improved quality of life.

### Great Streets Downtown Hyannis, Hyannis, Barnstable, MA

Liza was the project manager for this effort to reimagine downtown Hyannis with a two-way system replacing its current one-way couplet. The project included extensive outreach and community workshops, including a multi-day on-site charrette, to start to socialize the idea and its benefits with everyone from emergency services to local merchants. Ultimately, the team developed a new bicycle network, found ways to redesign streets to prioritize people walking, and better link downtown Hyannis to its local ferry terminal. The Town is now pursuing final design for a key intersection that will unlock the two-way circulation patterns.

### Keene Downtown Infrastructure Improvements, Keene, NH

The City of Keene's Downtown is the historic and vibrant center of the community and in recent years has become the epicenter of community activities, events, and entertainment. The most recent major downtown improvement project to replace utilities occurred in 1988 and since then, the City has experienced issues with capacity and is expected to increase in the face of a changing climate and demand on the system. Stantec was commissioned to support this new and exciting project of developing preliminary designs for a reimagined downtown to support the future of Keene and create an area for residents that prioritizes community gatherings, public art displays, and enhanced bicycle and pedestrian facilities. The Project Team will provide planning, landscape architecture, civil engineering, and streetscape design services to develop design alternatives. Liza is assisting with the multimodal planning in this project.

### West Hartford Town Center Infrastructure Master Plan and Downtown Street Redesign, West Hartford, CT

Liza is a Lead Planner on this project, which is to provide full redesign for two key streets in the Center while creating a master plan for the surrounding infrastructure. Liza led the public process, which included multiple in-person workshops, including a "pop-up" in the heart of the Center multimodal transportation system, from a spatial City-wide "mobility index" to transit capacity analyses.

### City of Ithaca Parking Study, Ithaca, NY

Liza served as deputy project manager for this study, which included comprehensive data collection, modeling parking demand in the future, and detailed mapping to ultimately develop flexible strategies that support downtown Ithaca goals. The project pivoted significantly due to the COVID-19 pandemic, and included ongoing assessments of demand as well as recommendations for mobile curbside management technologies.



## Paul Balasco

---

### Concept Development

---

Stantec

---

37 years of experience

---

Paul brings 37 years of experience working on a diverse range of transportation projects. His portfolio includes everything from major roadways and interstates to rural roadways, urban streets, and pedestrian and bicycle facilities. In his role, Paul is responsible for performing preliminary and final design tasks, cost estimating and plan production. He is highly proficient with Microstation, as well as other design software applications.

### **CRTC Vision Zero Action Plan, Capital Region, NY**

For this Vision Zero Action Plan project, Mr. Balasco was responsible for the conceptual layout for various roadway improvements including sidewalks with ADA compliant curb ramps and crosswalks, vehicular lanes, and bicycle lane configurations.

### **Kiryas Joel Roadway and Sidewalk Improvements, Village of Kiryas Joel, NY**

As the lead Civil Designer, Mr. Balasco assisted with highway design tasks associated with this \$9M Locally Administered, Federal Aid Project that will provide pedestrian and vehicular improvements on Bakertown Road, Mountain View Road and Forest Road within the Village of Kiryas Joel. Mr. Balasco assisted with developing the Advanced Detailed Plans (ADP's) and Final Plans, Specifications and Estimate (PS&E) in accordance with NYSDOT's "Locally Administered Federal-Aid Projects" (LAFAP) manual.

### **South Catherine Street Reconstruction, City of Plattsburgh, NY**

For this \$5.0 million federally funded project, Mr. Balasco assisted with preliminary and final design tasks associated with the reconstruction of one mile of South Catherine Street in the City of Plattsburgh. Mr. Balasco was responsible for developing the conceptual design plans that were included in the Design Approval Document (DAD), preparation of the Advance Detail Plans and Final Plans and Estimate that were issued for construction. This project included the reconstruction of South Catherine Street with new full depth asphalt pavement, replacement of the existing water main and a new closed drainage system. Other safety improvements included a new traffic signal, upgrades to the existing sidewalk system and access control.

### **NY Route 206 Pavement Rehabilitation, Bainbridge, NY**

This roadway rehabilitation project included pavement resurfacing, drainage improvements, access improvements, signal upgrades, improvements to pedestrian facilities along the entire corridor, as well as addresses slope a failure resulting from recent storm events. Mr. Balasco assisted the project design team with the development of conceptual, preliminary, and final design plans and estimates.



---

# Section III: Proposed Plan



# Project Understanding

We understand that UCTC and Ulster County are seeking to create a corridor management plan for the Albany Avenue-Ulster Avenue corridor that emphasizes safety for all users and incorporates proven Complete Streets strategies and safety countermeasures, while meeting the needs of property owners, emergency services, and future development along the corridor. Among other substantive goals, successful management of this corridor will likely need to include expanded multimodal infrastructure, intersection operations changes, and roadway access management. This work will necessitate extensive, collaborative public and stakeholder engagement to build a shared vision, which we will translate into actionable short-term, mid-term, and long-term design and operations concepts.

Albany and Ulster Avenues are busy streets lined with urban neighborhoods and a wide mix of uses, and is important within the region's transit system, but the roads themselves have long been treated as primarily conduits for high-speed private motor vehicles. Despite their importance for Kingston and Ulster, people walking, biking, and riding transit have been under accommodated. The streets are characterized by narrow and often inaccessible sidewalks further broken up by large driveways north of Foxhall Street, a lack of bicycle facilities, uncontrolled crosswalks across four lanes of motor vehicle traffic, and few good places to wait for the bus. Albany Avenue south of Foxhall Street presents excellent opportunities to reconceive the street cross-section. And while motor vehicle volumes are higher to the north, there are still significant opportunities to change the way the corridor works. With a tragic record of crashes, these streets deserve both urgent attention and a well-considered plan for their future.

This project is a crucial opportunity to plan a transformation of Albany Avenue and Ulster Avenue to match your vision: for a safer, more transit-supportive, more walkable, more bikefriendly, and more attractive street. Since Albany Avenue and Ulster Avenue are State roads, we know there can be practical challenges to making significant and often urgent design and engineering changes. We will consider not only the overall roadway geometry but the latest in arterial speed management, such as

turn calming techniques and low-speed signal progressions. Stantec brings the expertise to develop an actionable short-term concept that will build into a long-term plan for this project. With substantial community involvement, we will create an achievable roadmap for transportation policy change.

Working with the public throughout the project will be vital. Stantec brings a deep understanding of the safety and operational benefits of access management improvements, but we understand that corridor management can be in tension with stakeholders' desire for unlimited driveway access. Without proper planning, street redesign and access management projects can engender misunderstanding and even fear among community members: Merchants may have concerns about parking and driveway access, so changes in how their customers will arrive need to be discussed openly. Driving commuters may worry about congestion, so changes to travel time need to be reported transparently. And some solutions can lead to unintended consequences and inequitable access. We remedy these concerns by carefully designing a thorough planning process that ensures decision-making is transparent, that tradeoffs are thought through, and that ultimately, our recommendations are consistent with the community's greatest needs.





# Approach

The key objectives of this corridor management project are to identify safety improvements across modes, develop and evaluate multiple street redesign concepts, evaluate roadway operations with an eye toward efficiency and reliability, and develop a practical list of short-term through long-term improvements with realistic implementation strategies.

Meeting these objectives means serving a variety of community needs that, under existing conditions, are in tension with one another. We firmly believe that street redesign solutions can achieve the County's goals. The following sections outline an approach and methodology for developing a corridor management plan that meets UCTC's stated objectives within the requested scope of work.

Beginning with essential coordination and consensus building in Task 1, we plan to proceed with a thorough and efficient inventory of existing conditions (Task 2) before analyzing traffic and crash data, building traffic models (Task 3), and ultimately, developing, evaluating and recommending corridor alternatives (Tasks 4 and 5).

## ***Task 1: Kick-off, Plan Coordination, and Public Engagement Plan***

Our team will manage several components of Task 1 simultaneously, in coordination with UCTC's Project Manager, to start the project quickly: (1) Internal Coordination (2) Initiating Technical Advisory Committee (TAC) involvement, and (3) Planning for public engagement.

**Internal Coordination & Kick-Off.** Project Manager Matthew Roe, supported by Deputy Project Manager Phil Schaeffing (both Albany based), will coordinate with UCTC to develop a foundation for this project. A kick-off meeting will cover any necessary scope refinements, and we will introduce a detailed Project Management Plan (PMP) to facilitate the delivery of the Corridor Management Plan.

The PMP will include a detailed schedule outlining data requests, milestones, engagement activities, deliverables, and review periods. The PMP will also include a draft Public Engagement Plan, which we will discuss and refine prior to meeting with the TAC. We will establish roles and responsibilities and share contact information for key members of the team.



We understand that UCTC's Project Manager will oversee Stantec's work and provide regular feedback on project deliverables. Matthew and Phil will be in close communication with UCTC and Ulster County to provide ongoing updates throughout the project, schedule project coordination meetings, share initial findings, maintain an appropriate schedule of deliverables, provide invoices, and communicate project needs, challenges, and expectations.

**Initiating TAC involvement.** We will meet with the TAC soon after the kick-off meeting. We will seek feedback and guidance from TAC members on overarching project goals, geographic scope of the project, and public engagement. It is our understanding that UCTC will assist in coordinating logistics, invitations, and venues. Stantec will provide facilitation support, develop agendas, meeting materials, and meeting notes. We assume that TAC meetings will be in person.

**Planning for public engagement.** After meeting with the internal team and the TAC to gather feedback about public engagement, we will refine the Public Engagement Plan and begin implementing outreach activities. To facilitate the committee's review of our proposal, we have included a suggested list of engagement activities tailored to the Kingston and Ulster communities surrounding the corridor, to be refined during Task 1.

#### **Deliverables:**

- Refined scope of work and Project Management Plan (PMP)
- Bi-weekly coordination meetings
- TAC meeting agenda and presentation materials
- Draft and Final Public Engagement Plan

#### **Task 2: Corridor Assessment (Inventory and Assessment of Existing Conditions)**

In Tasks 2 and 3, Stantec will gather and analyze data and conduct an in-depth analysis of the site itself. Our experience with similar projects tells us that existing conditions analyses must be focused on project goals to ensure efficiency and applicability. The three-fold purpose of data collection and analysis will be to quantify issues on the corridor such as speeding or excessive queuing, identify a range of street redesign options such as lane repurposing or intersection simplification, and establish a baseline by which to measure the effectiveness of those solutions.

Task 2 involves gathering and assessing existing conditions data. We propose to include all information listed in the RFP, with an emphasis on the items listed below. We will rely on UCTC, County, City, and Town staff to advise on the applicability of local plans and policies, such as the Kingston Forward Zoning Code's Street Design Standards. We will work with UCTC's Project Manager to leverage UCTC's ongoing Traffic Count Program and its contract with NDS to perform necessary traffic counts. In addition, we have set aside a small budget for data collection not covered by the Traffic Count Program.

Data and information types may include:

- Relevant local plans and policies (including plans for future improvements)
- Motor vehicle traffic volume and speeds
- Peak hour turning movement and classification counts
- Pedestrian, bicycle, and micromobility volumes and patterns
- Crash data from the NYSDOT CLEAR system (with a focus on priority locations previously identified)
- Travel pattern analysis
- Underground utilities
- Public transit routes, stops, timepoints, and ridership
- Future/proposed land use development projects

#### **Deliverables:**

- Slide document summarizing preliminary findings
- Data analysis sheets as desired

### ***Task 3: Analysis of Existing Conditions***

Our analysis of existing conditions will function as a diagnostic narrative that weaves together technical information, public input, and spatial storytelling to describe how the corridor operates today, why it performs that way, and what are the major issues and concerns that can be solved with transportation or land use interventions. Stantec will use information gathered and assessed in Task 2 to analyze existing conditions. This analysis will include the following key components:

- **Road Safety Audit (RSA).** To fully understand the Albany Ave/ Ulster Ave corridor, the team will join with County, UCTC, City, and Town staff and invited stakeholders for a walking-based RSA, likely in Spring 2026. An RSA is an efficient and effective tool for revealing and documenting the issues that face people walking, biking, taking transit, and driving on the corridor every day.
- **Crash analysis.** We will conduct a crash analysis that includes mapping clusters, identifying geometric or behavior contributors, and comparing crash rates to statewide benchmarks. We will prepare collision diagrams that clearly illustrate problem locations and notable features or conditions contributing to increased risk.
- **Microsimulation model.** We will create a microsimulation model in Synchro or a similar application to be used in evaluating alternatives, based on existing conditions. The model will output LOS, volume/capacity ratios, and queue length details for existing conditions. The model will focus on the portions of the corridor most likely to be affected by major redesign alternatives.
- **Analysis visualization.** We will prepare a graphic summary of the analysis in an easily digested format that clearly conveys key findings. Crash hotspots or queue length diagrams, for example, are often more meaningful and more easily understood than LOS letter grades in evaluating design alternatives.

#### **Deliverables:**

- Side document of full assessment
- Draft Existing Conditions chapter
- TAC Meeting agenda and presentation materials

### ***Task 4: Development and Evaluation of Corridor Alternatives***

Using insights from prior tasks and public engagement, we will develop a suite of multimodal corridor alternatives designed to meet project objectives, while clearly illustrating trade-offs.

Given the prominence of Albany Avenue and Ulster Avenue in the bus network, the presence of the current bus hub along the corridor, and the street design standards put forth by the City of Kingston in its Kingston Forward Zoning we anticipate that all alternatives will include major enhancements of the pedestrian experience, and that at least one alternative will create a high-quality bikeway or shared-use path that creates comfortable conditions for people of all ages and abilities to ride. Walking and biking will receive significant attention, on their own and because they provide access to transit on this corridor.

Some alternatives, such as ideas to re-use the presently underutilized curb zone south of Foxhall Avenue, or the implementation of RRFBs or similar crosswalk enhancements, may have relatively few impacts and will be primarily a matter of discussion of future priorities. Others, such as a 4-lane to 3-lane conversion north of Foxhall Avenue or restricting some left turns into driveways, may have more measurable downsides for either transit or private motor vehicle drivers that will need to be weighed by the County, City, and Town after hearing from the public. Still others, like signal timing adjustments or creating right-angle intersections where possible, may be win-win situations that achieve multiple goals at once. Generally, alternatives will incorporate FHWA Proven Safety Countermeasures, such as enhanced pedestrian crossings, 4-lane to 3-lane conversions, separated (protected) bicycle lanes. Inspiration and advice will be drawn from guidance documents such as the FHWA STEP Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations, the NACTO Transit Street Design Guide and Urban Bikeway Design Guide (co-written by the Project Manager) and/or the AASHTO Guide for the Development of Bicycle Facilities.

In addition to design and operations improvements, we will review potential policy changes such as zoning or comprehensive plan adjustments that could help solve long-term safety or operational challenges through better access management.

To assist decision-makers, we plan to use a multi-factor evaluation technique that rates each concept on a set of performance measures. Criteria may include safety performance, transit and private motor vehicle travel time, transit access, bicycle and pedestrian comfort, costs for construction and maintenance/lifecycle costs, land-use compatibility, and aesthetic value. Each criterion can be weighted (with input from the TAC and the public) to reflect community priorities and project goals. As alternatives are developed, we will re-run the microsimulation model to quantify operational outcomes and help compare the alternatives to each other and existing conditions. While motor vehicle performance or travel time will be provided for each alternative, the expected emphasis will be on minimizing pedestrian and transit delay while preventing excessive motor vehicle queuing. We recognize that objectives may conflict. Therefore, we will clearly spell out trade-offs—cost, implementation time, and impacts on different user groups. We will summarize findings using visual, public-friendly materials that support community participation.

#### Deliverables:

- Up to three (3) design alternatives
- Multicriteria decision matrix
- Microsimulation results for design alternatives

#### ***Task 5: Preferred (Recommended?) Alternative (Draft and Final Report)***

We will prepare a draft report and final report that weave together our technical evaluation, community priorities, and a clear vision for the corridor's future. Building on the results of Task 4, we will synthesize feedback from business owners, residents, stakeholder groups, and the broader public into a unified narrative that explains not only what improvements are recommended, but why they matter.

The report will include a discussion of the alternatives considered, the evaluation process, and the recommended alternative. The report will include a ranked improvement program organized into short-, mid-, and long-term actions, each tied to the specific issues they address. For every improvement area, we will outline implementation strategies, potential partnerships, and opportunities for phased delivery. Visual summaries, maps, and infographics will make the findings accessible to decision-makers and the public alike. This approach ensures the final report becomes more than a technical document—it becomes a shared roadmap for shaping the corridor's next chapter.

#### Deliverables:

- Short-term, medium-term, and long-term options compatible with recommended alternative
- Full Draft and Final Report

## Schedule

	Scope of Work	2026											
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Task 1:	Kick-off, Plan Coordination, and Public Engagement Plan												
	Meetings (Plus Bi-Weekly Coordination Meetings)	Kickoff	TAC	Public		RSA				Public	TAC		
	Engagement Plan	Draft & Final											
Task 2:	Corridor Assessment												
Task 3:	Analysis of Existing Conditions				Draft		Final						
Task 4:	Corridor Alternatives												
Task 5:	Recommended Alternative										Draft		Final



Stantec Team Task  
Major Meetings  
Client/TAC Review  
Draft Deliverable  
Final Deliverable

# Public Engagement

We believe public engagement should feel less like checking a box and more like a shared design experience. The public engagement plan will outline the proposed activities, including approaches that go beyond the usual open house format to help people genuinely influence the corridor's future.

We will work with UCTC, Ulster County, the City of Kingston, and the Town of Ulster to develop engagement goals and priorities. In our experience, the foundations for successful public engagement activities are:

**(1) Building awareness early.** In many agencies, conventional practice has been to withhold project information and delay announcing projects until they feel they have developed a workable solution to the problem. But by that time, it is too late to establish transparency and trust with key stakeholders and members of the public. Instead, it is important to communicate with the public at the very early stages of a project, even just to let them know what it is and why the agency has decided to pursue it. Further, community members need to know about a project or public decision before they can decide how involved they want to be. Many people just want to be made aware so they can keep tabs on progress. Others want to be more involved from the beginning. Building broad awareness of the project at the very early stages is an important way to lay the groundwork for a transparent and successful engagement program.

**(2) Creating transparency around the decision-making process.** A transparent decision-making process will attract more enthusiastic participation while also increasing the chance that a decision will stand the test of time. As a starting point, it is helpful to communicate to the public what the decision will be, who will make the decision, and when the decision will be made. Other ways to create transparency include posting all necessary project information online in a timely manner, explaining the scope of the public's influence in the decision, and communicating opportunities to be involved.

**(3) Involving the community in developing decision criteria.** The criteria used to evaluate alternatives should reflect the project's goals and the community's goals. While it is not the public's role to make the final decision, the public can be involved in the next best thing: developing criteria and assigning

weights to the criteria that are used to evaluate and select alternatives. Techniques such as story-telling ("what matters most"), criteria brainstorming ("priority poker," dot voting) and traditional surveys can be used to involve members of the public in an otherwise highly technical and seemingly opaque evaluation process.

**(4) Explaining how feedback was used - and if not, why not.** A key way to ensure transparency, build trust, and create enthusiasm for future engagement opportunities is to close the loop with the public. We will work with UCTC and the TAC to answer the question, "If not, why not?" This means if we were not able to incorporate some of the public's ideas and priorities, we should explain why.

Using the foundational principles above, we will work closely with UCTC's Project Manager and the TAC to outline specific engagement techniques, activities, and a schedule. Based on our experience, the public engagement plan will likely recommend a combination of the activities below:

Stakeholder mapping (to ensure we identify and involve key stakeholders, everyday users, and those who may not attend a meeting)

- Door-to-door outreach (for awareness)
- Road Safety Audit or Corridor Walking Tours
- Pop-up Design Station/Transit Rider pop-ups
- Business Access Roundtable
- Open house (to serve as an official public meeting)
- Presentation to local officials
- Online survey
- Webpage (page hosted by UCTC, with content developed by Stantec)
- Project branding
- TAC meetings





---

# Section IV: Fee/Cost Proposal

*The Fee/Cost Proposal is submitted under separate cover.*



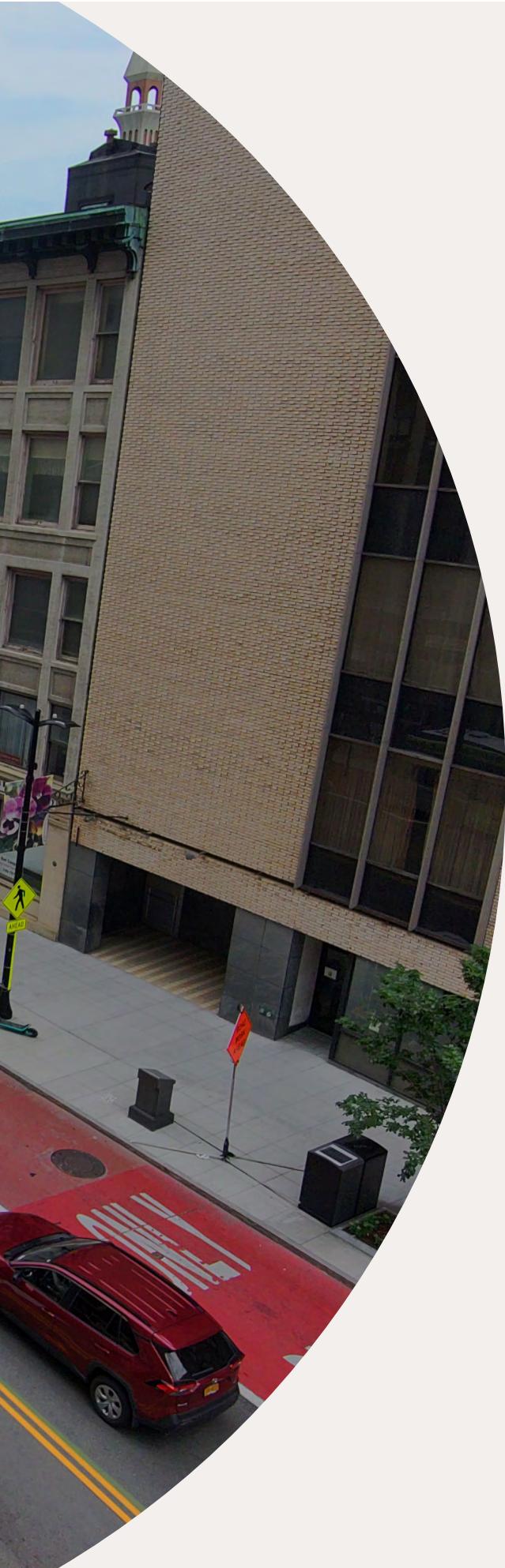


---

# **Section V:**

## **Return**

## **Documents**



<b>COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES</b> 100 DEVELOPMENT COURT, KINGSTON, NY 12401 PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: <a href="http://www.ulstercountyny.gov/Departments/General-Services">www.ulstercountyny.gov/Departments/General-Services</a>		
<b>RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN</b>	<b>RFP-UC25-074</b>	<b>- 43 -</b>

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

**RESPONSE RETURN FORM**

**VENDOR NAME:** Stantec Consulting Services Inc., Matthew Roe

**TITLE:** Senior Associate

**PHONE NUMBER:** (518) 218-5715

**E-MAIL:** matthew.roe@stantec.com

**ADDRESS:** 3 Columbia Circle, Suite 6, Albany, NY 12203

**AUTHORIZED SIGNATURE:** 

<b>COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES</b> <b>100 DEVELOPMENT COURT, KINGSTON, NY 12401</b> <b>PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: <a href="http://www.ulstercountyny.gov/Departments/General-Services">www.ulstercountyny.gov/Departments/General-Services</a></b>		
<b>RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN</b>	<b>RFP-UC25-074</b>	<b>- 44 -</b>

**RESPONDER'S NAME:** Stantec Consulting Services Inc.

## 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**

<b>COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES</b> <b>100 DEVELOPMENT COURT, KINGSTON, NY 12401</b> <b>PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: www.ulstercountyny.gov/Departments/General-Services</b>		
<b>RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN</b>	<b>RFP-UC25-074</b>	<b>- 45 -</b>

**RESPONDER'S NAME:** Stantec Consulting Services Inc.

#### **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: Stantec Consulting Services Inc.

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 \_\_\_\_\_  
DATE

**FAILURE TO PROVIDE SPECIFIED INSURANCE SHALL DISQUALIFY RESPONDER**

  
\_\_\_\_\_  
AUTHORIZED SIGNATURE

**COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES**

100 DEVELOPMENT COURT, KINGSTON, NY 12401

PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: [www.ulstercountyny.gov/Departments/General-Services](http://www.ulstercountyny.gov/Departments/General-Services)RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER  
ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN

RFP-UC25-074

- 46 -

**ORGANIZATION INFORMATION FORM**RESPONDER NAME: Stantec Consulting Services Inc.TYPE OF ENTITY: CORP.  PARTNERSHIP  INDIVIDUAL  OTHER FEDERAL EMPLOYER ID #: 11-2167170 OR SOCIAL SECURITY #: NYS DOS ID #: 25999 DUNS # (FTA Projects): DATE OF ORGANIZATION: 06/17/1954 (See attached)IF APPLICABLE: DATE FILED: 08/27/1929 STATE FILED: New York

If a non-publicly owned corporation:

CORPORATION NAME: Stantec Consulting Services Inc.

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

Stantec Consulting Services Inc. is 100% owned by Mustang Acquisition Holdings Inc.

LIST OFFICERS AND DIRECTORS:

NAME

TITLE

See the attached on the following pages. \_\_\_\_\_

\*\*\*\*\*

If a partnership:

PARTNERSHIP NAME: \_\_\_\_\_

LIST PARTNERS NAME(S):

---



---



---



---

Stantec was founded in 1954 and has since then undergone a number of mergers and acquisitions with other firms developed to increase the depth and breadth of our organization and services. Stantec Consulting Services Inc., originally incorporated in 1929, is a US operating entity of the Stantec family of companies related to this acquisition program that has increased the number of services we can provide across more jurisdictions.

## STANTEC CONSULTING SERVICES INC.

**SHAREHOLDERS:** Mustang Acquisition Holdings Inc. - 100%

**DIRECTORS:**

Susan Reisbord  
Jeffrey P. Stone

**OFFICERS:**

President	Gordon A. Johnston
Chief Operating Officer – North America & Executive Vice President	Susan Reisbord
Chief Operating Officer – Global & Executive Vice President	Catherine Schefer
Chief Growth & Innovation Officer & Executive Vice President	John Take
Chief Human Resources Officer & Executive Vice President	Asifa Samji
Chief Corporate Development Officer & Executive Vice President	Bjorn Morisbak
Chief Corporate Services Officer & Executive Vice President	Kenna Houncaren
Chief Practice Officer & Executive Vice President	Ryan Roberts
Executive Vice President	Paul J.D. Alpern
Executive Vice President	Clayton A. Bock
Executive Vice President	Leonard Castro
Executive Vice President	Luke De Hayr
Executive Vice President	David Emery
Executive Vice President	Matthew D. Travers
Executive Vice President & Chief Executive Officer - Engineering	Susan Walter
Senior Vice President & Chief Information Officer	Chris McDonald

STANTEC CONSULTING SERVICES INC.

Senior Vice President	Rusty Benkosky
Senior Vice President	David R. Bernier
Senior Vice President	Paul R. Blaszczyk
Senior Vice President	Peter Bokor
Senior Vice President	Brenda Bush-Moline
Senior Vice President	Arturo Chavez
Senior Vice President	Patrick G. Corser
Senior Vice President	Donald A. Erpenbeck
Senior Vice President	Joseph Geller
Senior Vice President	David Goldwater
Senior Vice President	John J. Hanula
Senior Vice President	Jonathan A. (Andy) Hersey
Senior Vice President	Ceci Hinojosa
Senior Vice President	Peter Howe
Senior Vice President	Adriana Jaegerman
Senior Vice President	Jennifer Josephs
Senior Vice President	John S. Montgomery
Senior Vice President	Michael Newbery
Senior Vice President	Brian P. Norris
Senior Vice President	James (Jim) R. Obermeyer
Senior Vice President	Philip R. Perciavalle
Senior Vice President	Sujan Punyamurthula
Senior Vice President	Carrie Sabin
Senior Vice President	Kari Shively
Senior Vice President	Robert A. Simm
Senior Vice President	Joseph Russell (Russell) Snow
Senior Vice President	Jeffrey P. Stone
Senior Vice President	Jonathan R. (Jon) Sylvie
Senior Vice President	Glenn S. Tarbox
Senior Vice President	Gretchen Thach
Senior Vice President	Joseph Uglevich
Senior Vice President	Mike Watson
Senior Vice President	Christopher Williams
Senior Vice President	Andrew C. Wilson
Vice President	Frank Aceto
Vice President	Andrew Burnham
Vice President	Amy Campbell
Vice President	Ramon Castella
Vice President	David Dargie
Vice President	Daniel Gilbert
Vice President	Becky Hachenburg
Vice President	Megan Holmes
Vice President	Sarah McIlroy
Vice President	Scott Peyton
Vice President	Kristopher Wilhoit
Vice President, USVI Qualifier	Andrew J. Petrosky

**STANTEC CONSULTING SERVICES INC.**

---

Senior Principal	Scott Buttari
Senior Principal	Long Hoang
Senior Principal	David Kennedy
Senior Principal	Betty Sanders
Senior Principal	Douglas Stoker
Senior Principal	Robert R. Cunningham
Principal	Tana Riva
Principal	Steve Shadix
Principal	Stephen Varsa
Principal	Matthew Vernon
Senior Associate	Linda Brown
Senior Associate	Anthony (Tony) Cuomo
Senior Associate	Jason Schneider
Senior Associate	Kelly VanElders
Associate & CEO – Surveying	Jerome Means
Director, Taxation	Ally Gerlach
Right of Way Officer	Geraldine V. Webb
Corporate Counsel	Michael Aceto
Corporate Counsel	David Archer
Corporate Counsel	Eli Bilek
Corporate Counsel	William A. Butler
Corporate Counsel	Thomas Curran
Corporate Counsel	William J. Edwards
Corporate Counsel	Victoria Hall-Sturt
Corporate Counsel	Cate Hite
Corporate Counsel	Katharine LaFrance
Corporate Counsel	Amy Oxygen
Corporate Counsel	Robert J. Ray
Corporate Counsel	Charles B. (Chad) Rogers II
Corporate Counsel	Corey Sanchez
Corporate Counsel	Matthew Storey
Corporate Counsel	Khadija Zeeshan
Secretary	Christopher O. Heisler
Assistant Secretary	Jeffrey P. Stone
Treasurer	Vito Culmone

**COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES****100 DEVELOPMENT COURT, KINGSTON, NY 12401**PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: [www.ulstercountyny.gov/Departments/General-Services](http://www.ulstercountyny.gov/Departments/General-Services)**RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER  
ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN**

RFP-UC25-074

- 47 -

**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 Stantec Consulting Services Inc. (“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.

Stantec Consulting Services Inc. is wholly owned by Mustang Acquisition Holdings Inc.

---



---



---



---

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.

Please see the prior list of officers and directors.

---



---



---



---

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

Baton Rouge Inspection Coalition LLC; Cardo Consulting, LLC; dRISK Inc.; EYP Squared Joint Venture LLC; M&J Engineering - Cardno, LLC; Maxon Page JV LLC; Page HKS, LLC; Page IMEG Joint Venture, LLC; Page-Loring LLC; Page Southerland Page International LLC; Page Southerland Page, LLC; SIA-Stantec LLC; Stantec Connecticut Inc.; SunTec JV, LLC; Stantec GS Inc.; Page Federal Solutions, LLC.; AECOM-Baker-Cardno NAVFAC Atlantic Planning JV; Cardno TEC-Leidos LLC; Oneida-Stantec JV LLC; Scout-Cardno Joint Centure LLC; and Scout-Stantec Joint Venture LLC

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.

Please see the following list of officers and directors for Mustang Acquisition Holdings Inc.

---



---



---



---

INITIALS: 

# **MUSTANG ACQUISITION HOLDINGS INC.**

**SHAREHOLDERS:** Stantec Technology International Inc.

**DIRECTORS:**  
Susan Reisbord  
Jeffrey P. Stone

**OFFICERS:**

President	Gordon A. Johnston
Chief Operating Officer – North America & Executive Vice President	Susan Reisbord
Chief Growth & Innovation Officer & Executive Vice President	John Take
Executive Vice President	Paul J.D. Alpern
Senior Vice President	Jeffrey P. Stone
Secretary	Christopher O. Heisler
Treasurer	Vito Culmone

**COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES**

100 DEVELOPMENT COURT, KINGSTON, NY 12401

PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: [www.ulstercountyny.gov/Departments/General-Services](http://www.ulstercountyny.gov/Departments/General-Services)**RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER  
ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN**

RFP-UC25-074

- 48 -

**ACKNOWLEDGMENT AND ACCEPTANCE DECLARATION**

Living Wage Act - Local Law Number 6 of 2021

(To be completed by each respondent to a bid/proposal solicitation  
when that solicitation has included Living Wage Advertisement/Solicitation Language.)**CONTRACTING AGENCY:** Ulster County**AGENCY CONTRACT NUMBER:** RFP-UC25-074**VENDOR NAME:** Stantec Consulting Services Inc.**DATE PREPARED:** 11/21/25 **PREPARED BY:** Matthew Roe**VENDOR TELEPHONE NUMBER:** (518) 218-5715**VENDOR EMAIL ADDRESS:** matthew.roe@stantec.com**VENDOR MAILING ADDRESS:** 3 Columbia Circle, Suite 6, Albany, NY 12203

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:** Matthew Roe**TITLE:** Senior Associate**DATE:** 12/18/2025

**COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES****100 DEVELOPMENT COURT, KINGSTON, NY 12401**PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: [www.ulstercountyny.gov/Departments/General-Services](http://www.ulstercountyny.gov/Departments/General-Services)

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

RFP-UC25-074

- 49 -

**CERTIFICATION AND SIGNATURE FORM****AFFIDAVIT OF NON-COLLUSION**

Stantec Consulting

NAME OF RESPONDER: Services Inc. PHONE NO.: (518) 218-5715 EXT: \_\_\_\_\_BUSINESS ADDRESS: 3 Columbia Circle, Ste 6, Albany, NY 12203 FAX NO.: (518) 452-9234

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 &amp; Company Position

Matthew Roe, Senior Associate

Print Name &amp; Company Position

Stantec Consulting Services Inc.

Company Name



Date Signed

11-2167170

Federal I.D. Number

**COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES**

100 DEVELOPMENT COURT, KINGSTON, NY 12401

PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: [www.ulstercountyny.gov/Departments/General-Services](http://www.ulstercountyny.gov/Departments/General-Services)

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

RFP-UC25-074

- 50 -

**RESPONDER'S NAME:** Stantec Consulting Services Inc.**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, Matthew Roe, being duly sworn, deposes and says that he/she is the  
Senior Associate of the Stantec Consulting Services Inc.

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

  
SIGNED

SWORN to before me this

18<sup>th</sup> day of December  
20225

Notary Public: Krista J. Farley

KRISTA J. FARLEY  
NOTARY PUBLIC, STATE OF NEW YORK  
NO. 01FAG080003  
QUALIFIED IN COLUMBIA COUNTY  
MY COMMISSION EXPIRES FEB. 8, 2027

<b>COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES</b> <b>100 DEVELOPMENT COURT, KINGSTON, NY 12401</b> <b>PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: www.ulstercountyny.gov/Departments/General-Services</b>		
<b>RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN</b>	<b>RFP-UC25-074</b>	<b>- 51 -</b>

**RESPONDER'S NAME:** Stantec Consulting Services Inc.

### **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.**

- 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

Matthew Roe

PRINT NAME:

**COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES**

100 DEVELOPMENT COURT, KINGSTON, NY 12401

PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: [www.ulstercountyny.gov/Departments/General-Services](http://www.ulstercountyny.gov/Departments/General-Services)**RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER  
ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN**

RFP-UC25-074

- 52 -

**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: Stantec Consulting Services Inc., 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: Matthew Roe, Senior Associate

Dated: 11/24/2025

Insurance Agency: Lockton Companies, LLC

Address of Agency: 444 W. 47th Street, Ste 900, Kansas City, MO 64112-1906

Contact Person At Agency: Katharine Loritz

Phone Number of Agency: (816) 960-9000

Current Policy Limits:

\$2,000,000 G/L Occurrence

\$4,000,000 G/L Aggregate

\$5,000,000 Umbrella or Excess

\$1,000,000 Automobile

\$3,000,000 (per claim/agg inclusive of costs) Professional or Other Required

**COUNTY OF ULSTER – DEPARTMENT OF GENERAL SERVICES****100 DEVELOPMENT COURT, KINGSTON, NY 12401**PHONE: 845-340-3400 / FAX: 845-340-3434 / WEB: [www.ulstercountyny.gov/Departments/General-Services](http://www.ulstercountyny.gov/Departments/General-Services)**RFP NAME: CITY OF KINGSTON/TOWN OF ULSTER  
ALBANY/ULSTER AVENUE CORRIDOR MANAGEMENT PLAN**

RFP-UC25-074

- 53 -

**RESPONDER'S NAME:** Stantec Consulting Services Inc.**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 December 1, 2025

Addendum No. \_\_\_\_\_, dated \_\_\_\_\_

**SUBMITTED BY (Signature)****AGENCY/COMPANY NAME**Stantec Consulting Services Inc.



---

Stantec is a global leader in sustainable engineering, architecture, and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible.