



**Statement of Qualifications**  
**Fiscal Year 2024**  
**Professional Services**

Department of Research & Development,  
County of Hawaii

**RD.1) Economist**

June  
**2023**





June 30, 2023

Department of Research & Development, County of Hawaii  
25 Aupuni Street, Suite 1301  
Hilo, HI 96720  
Attn: Mr. Douglass Adams, Director of Research & Development

**Re: Department of Research & Development, County of Hawaii,  
Professional Services for Fiscal Year 2024**

Dear Mr. Adams,

HDR submits this letter of interest together with its qualifications statement and company resume in response to the County of Hawaii, Notice to Providers of Professional Services for Fiscal Year 2024 anticipated projects. HDR would like to be considered for the following category:

**RD.1) Economist**

Grant funding is an ongoing key component to financing major investments and projects throughout Hawaii. As you will read in our proposal, our team is comprised of the people with skill sets to support County of Hawaii with upcoming federal funding opportunities.

- **We offer a deep bench in Grant Writing Support Services.** HDR has nearly 40 economists and finance professionals—more economists than any other transportation consulting or engineering firm—with skills ranging from Grant Writing and Benefit Cost Analysis (BCA) services to project selection and strategic support. We follow a rigorous approach to BCA. A staff of this size is able to adapt, quickly respond to Department requests, and complete those requests in a limited time-frame.
- **We have a track record of success in grant writing.** HDR has supported more than 100 projects in successful requests for funding under federal programs over the last decade. Together these projects have received \$2.5 billion in federal funds for building key transportation projects. Over the last 10 years, approximately 15.4 percent of USDOT discretionary construction grant funds were awarded to project applications written or supported by HDR. These results provide proof of HDR's knowledge of the application process, and success with Federal Transportation Grant Application development.
- **We bring insider USDOT Experience.** Our proposed lead economist Tony Homan, in his former role as Deputy Chief Economist at USDOT, designed guidance for preparing BCAs for applicants to the TIGER Grant Program and gave webinars to applicants for the TIGER and FASTLANE programs. During multiple program rounds, Tony directed BCA team reviews for the TIGER program and briefed the Executive Review team of modal administrators on the merits of the applications.



- **We have developed many BCA frameworks.** We recently worked with the California, Oregon, and Florida departments of transportation to develop benefit-cost frameworks. We conduct well over 100 BCAs each year, including several for the INFRA and RAISE grant programs. Our approach has proven successful and is the cornerstone in preparing winning TIGER, FASTLANE, BUILD, RAISE, INFRA, and CHBP applications.
- **We have an innovative approach to project selection.** We have an innovative approach for identifying project readiness, developing criteria for and screening projects, and identifying project implementation risks. Our project selection process will assist NDDOT in ranking and prioritizing their current projects based on grant competitiveness, if desired.

We thank you for your consideration of our qualifications presented herein and look forward to continuing our successful working relationship with the County of Hawaii. If you have any questions or require additional information, please feel free to contact Kyle Ogata at 808.697.6282 or [kyle.ogata@hdrinc.com](mailto:kyle.ogata@hdrinc.com).

Sincerely,

**HDR**

Dawn Szewczyk, PE (HI No. 12103)  
Principal-In-Charge,  
Hawaii and Pacific Area Operations Manager

Kyle Ogata, CCM  
Project Manager

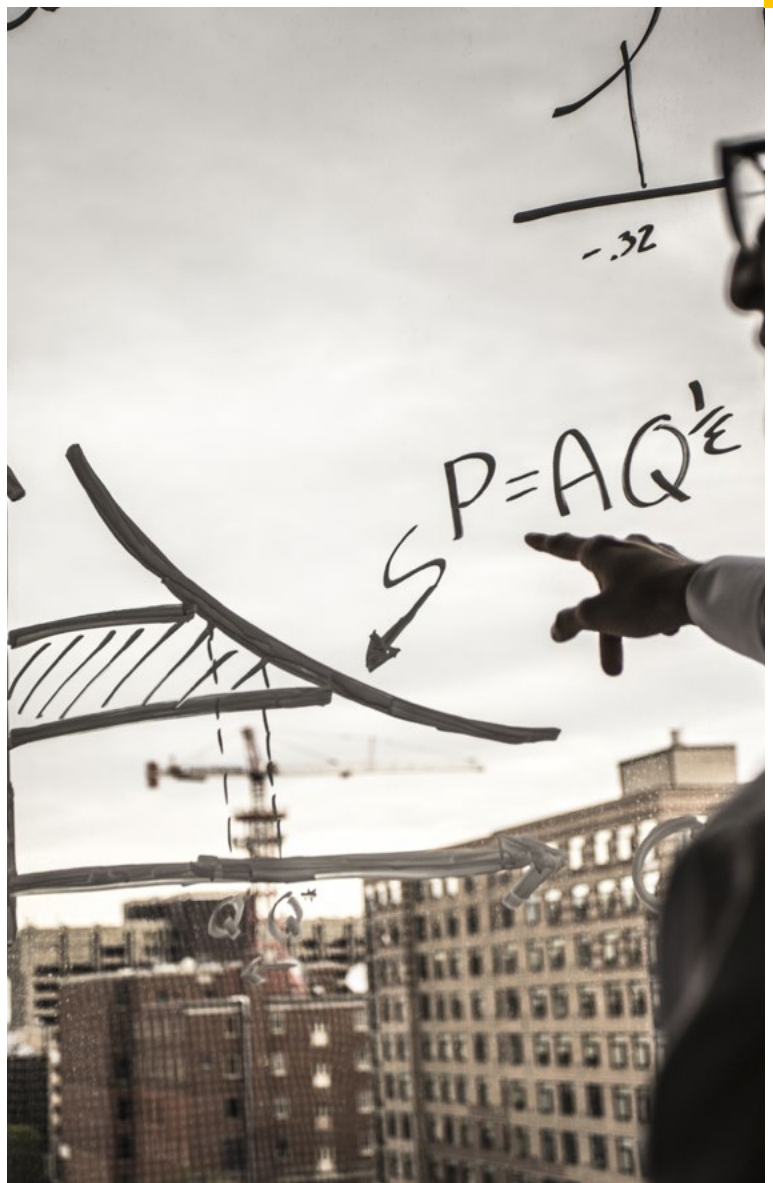


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# Qualifications

## Part I, Sections A-D



# ARCHITECT - ENGINEER QUALIFICATIONS

PART I - CONTRACT SPECIFIC QUALIFICATIONS

## A. CONTRACT INFORMATION

1. TITLE AND LOCATION (CITY AND STATE)

Notice to Providers of Professional Services

2. PUBLIC NOTICE DATE

June 7, 2023

3. SOLICITATION OR PROJECT NUMBER

23-24

## B. ARCHITECT - ENGINEER POINT OF CONTACT

4. NAME AND TITLE

Dawn Szewczyk, PE (HI No. 12103), Principal-In-Charge, Hawaii and Pacific Area Operations Manager

5. NAME OF FIRM

**HDR**

6. TELEPHONE NUMBER

808.359.2520

7. FAX NUMBER

808.697.6201

8. E-MAIL ADDRESS

troy.ching@hdrinc.com

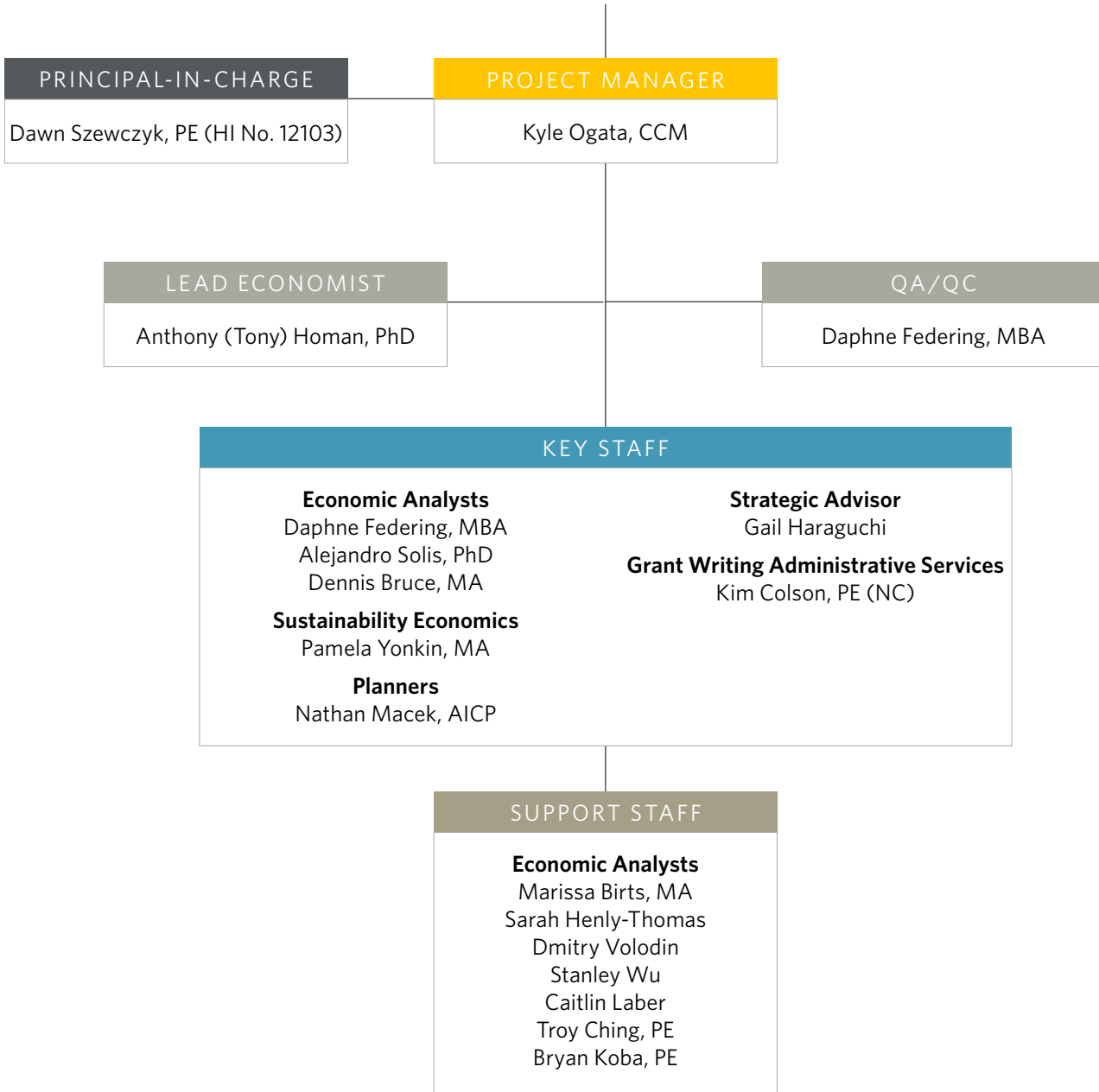
## C. PROPOSED TEAM

(COMPLETE THIS SECTION FOR THE PRIME CONTRACTOR AND ALL KEY SUBCONTRACTORS.)

	(Check)			9. FIRM NAME	10. ADDRESS	11. ROLE IN THIS CONTRACT
	PRIME	J-V PARTNER	SUB-CONTRACTOR			
a.	X			<b>HDR</b> <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	1001 Bishop Street, Suite 400 Honolulu, HI 96813	Prime
b.	X			<input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	305 South High Street, Suite 101 Wailuku, HI 96793	Prime
c.	X			<input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	P.O. Box 4248 Hilo, HI 96720	Prime
d.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
e.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
f.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
g.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
h.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
i.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
j.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
k.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
l.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
m.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
n.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
o.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
p.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
q.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		



**DEPARTMENT OF RESEARCH & DEVELOPMENT,  
COUNTY OF HAWAII  
RD.1) ECONOMIST**



# Resumes

## Part I, Section E



**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON)

12. NAME  <b>Dawn Szewczyk, PE (HI No. 12103)</b>	13. ROLE IN THIS CONTRACT <b>Principal-in-Charge/ Point of Contact</b>	14. YEARS EXPERIENCE	
		A. TOTAL <b>25</b>	B. WITH CURRENT FIRM <b>&lt;1</b>

15. FIRM NAME AND LOCATION (CITY AND STATE) <b>HDR (Honolulu, HI)</b>
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16. EDUCATION (DEGREE AND SPECIALIZATION) <b>BS, Engineering, Loyola Marymount University</b>	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) <b>Professional Engineer - Civil, HI No. 12103</b>
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
 Dawn Szewczyk brings extensive experience in civil engineering design, public works operations and program management in both private and public sectors. Her experience includes prior work within governmental agencies and military departments in California, Hawai'i, Washington, Guam and Singapore. Dawn is a Past-President for the Hawai'i Section of the American Society of Civil Engineers (ASCE), served briefly as ASCE Region 8 Governor, was Past Chair for the Hawaii Council of Engineering Societies (HCES) and is currently serving as Hawai'i Section Treasurer for the American Public Works Association (APWA). Dawn has been the recipient of many notable awards throughout her career, such as Hawaii's Young Engineer in 2011 and two Navy Meritorious Civilian Service awards. As HDR's Hawaii & Pacific Area Operations Manager, Dawn is responsible for managing performance on individual contracts with the multi-disciplinary engineering and field operations teams required to successfully execute them.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
<b>City &amp; County of Honolulu Fleet Modernization</b>   Honolulu, HI	<b>Ongoing</b>	<b>Ongoing</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM a. <b>Program Lead.</b> Worked with various City & County of Honolulu (C&CH) departments to plan and initiate efforts in replacing approximately 1,400 light-duty internal combustion engine fleet vehicles with electric vehicles (EV), planning for installation of fleet-dedicated and public-facing EV chargers (level 2 and 3), potential photovoltaic and energy storage systems at numerous C&CH facilities and baseyards, inclusive of program and policy development.		
<b>City &amp; County of Honolulu Energy Savings Performance Contract Support</b>   Honolulu, HI	<b>Ongoing</b>	<b>N/A</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM b. <b>Department Director.</b> Oversaw a department of approximately 600 people responsible for the maintenance of nearly 300 C&CH buildings and facilities, worked with sister departments to support and fund multi-year energy savings performance contract that implements domestic plumbing retrofits, irrigation system and energy efficiency upgrades.		
<b>City &amp; County of Honolulu Street Light Conversion</b>   Honolulu, HI	<b>Ongoing</b>	<b>Ongoing</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM c. <b>Department Director.</b> Oversaw a department of approximately 600 people responsible for the maintenance of nearly 300 C&CH buildings and facilities, activities included the conversion of numerous street lights in C&CH public areas to LED lamps.		
<b>US Department of the Navy Public Works Department, Singapore</b>   Sembawang, Singapore	<b>Ongoing</b>	<b>Ongoing</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM d. Served as the primary advisor and deputy to the Public Works Officer for all matters relating to public works and was responsible for oversight of facilities planning, design, acquisition, repair construction, maintenance, demolition, base operating support services, utilities, energy, transportation, and environmental services for 215 facility assets (\$378M in Plant Replacement Value), in support of the US Navy mission. During time at this post, initiated conversion of 60 light-duty internal combustion engine fleet vehicles with electric vehicles (EV), and installation of fleet-dedicated and public-facing EV chargers (level 2 and 3). Additionally, oversaw and managed contract that implemented domestic plumbing retrofits, irrigation system and energy efficiency upgrades at all Navy-managed facility assets.		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME  <b>Kyle Ogata, CCM</b>	13. ROLE IN THIS CONTRACT  <b>Project Manager</b>	14. YEARS EXPERIENCE	
		A. TOTAL  <b>15</b>	B. WITH CURRENT FIRM  <b>3</b>

15. FIRM NAME AND LOCATION (CITY AND STATE)  
HDR (Honolulu, HI)

16. EDUCATION (DEGREE AND SPECIALIZATION) BS, Civil Engineering, University of Hawaii, Manoa	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Certified Construction Manager (CCM), HI CMCI# 14722 Construction Quality Management for Contractors, HI NPDES MS4 Annual Training Certified
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
Kyle Ogata, CCM, is a construction project manager whose maritime construction experience has involved him with twenty-two maritime construction projects that totaled over \$161 million (M) of revenue in locations such as Pearl Harbor, Wake Island, Kalaupapa, Iroquois Point Beach, Honolulu Harbor, Kewalo Basin, and Kawaihae Harbor. Kyle provides clients with strong project management services due to his people skills to effectively communicate, coordinate and collaborate with key members of project teams to plan proactively and navigate the inevitable issues that arise during a project. Kyle completed the Associated General Contractors of American Project Manager Development Program.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
<b>Kawaihae Harbor Lighting and Paving Improvements, Federal Grant Application Support Services</b>   Honolulu, HI	<b>2023</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <span style="float:right"><input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM</span> a. <b>Project Manager.</b> Kyle assisted HDOT Harbors with an application for the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) discretionary grant program. HDR's advisory and economist experts from around the nation helped develop the grant's narratives and benefit cost analysis. As the project manager, Kyle provided diligent, timely coordination with HDR staff, stakeholders, port operators and HDOT to successfully submit the RAISE grant application and provide our State with the opportunity to seek federal funding.		
<b>HDOT Harbors Planning and Grants Development/Administration Services</b>   Honolulu, HI	<b>Ongoing</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <span style="float:right"><input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM</span> b. <b>Project Manager.</b> HDR was awarded a \$3M IDIQ contract to assist HDOT with tracking upcoming Notice of Funding opportunities and identifying candidate projects, prepare grant applications and associated documents such as narratives and benefit cost analyses. Manage administrative tasks associated with awarded grants and prepare and administer post-award compliance reports. The anticipated discretionary grant programs for which HDOT may purse grant funds include Port Infrastructure Development Program (PIDP), American Marine Highway Program (AMHP), Port Security Grant Program (PSGP), and Rebuilding American Infrastructure with Sustainability and Equity Grant Program (RAISE) and others.		
<b>Coastal Engineering Services, Statewide Sea Level Rise and Tsunami Impact Assessment for DOBOR Facilities</b>   Statewide, HI	<b>Ongoing</b>	<b>Ongoing</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <span style="float:right"><input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM</span> c. <b>Project Manager.</b> Kyle is providing project management to evaluate existing tsunami and sea level rise risk within the DLNR facility areas, to provide a summary of potential infrastructure upgrades (by harbor and/or boat ramp) to reduce the tsunami/sea level rise risk, and to provide prioritization by district of associated tsunami/sea level rise risk to supplement future grant applications.		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME <b>Anthony (Tony) Homan, PhD</b>	13. ROLE IN THIS CONTRACT <b>Lead Economist</b>	14. YEARS EXPERIENCE	
		A. TOTAL <b>40</b>	B. WITH CURRENT FIRM <b>3</b>

15. FIRM NAME AND LOCATION (CITY AND STATE)  
HDR (Washington, DC)

16. EDUCATION (DEGREE AND SPECIALIZATION) PhD, Economics, George Mason University BS, Economics, George Mason University	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
Dr. Homan has proven experience as a leader in both the public and the private sectors. His experience includes cost-benefit analysis, infrastructure grants, measuring program and regulatory effectiveness, and project finance. Prior to joining HDR, Dr. Homan was the Deputy Chief Economist of U.S. DOT, a big-4 consultant at KPMG, Director of Economics & Competition Analysis at the US Federal Maritime Commission (FMC), the Chief Economist at the US Coast Guard and a Lead Aviation Economist at the MITRE Corporation. Dr. Homan has presented and published extensively in transportation including journal articles in the Journal of Benefit-Cost Analysis, Eastern Economic Journal, Maritime Economics and Logistics, Marine Policy, and Maritime Policy and Management. He has been cited in American Shipper, SeaNews, WorkBoat, Marine Log, and the Journal of Commerce.

**19. RELEVANT PROJECTS**

	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
a.	<b>US DOT Grants</b>   Washington, DC	<b>2020</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Project Manager.</b> Preparation of benefit cost analyses for applicant grant applications to U.S. DOT's INFRA and RAISE grant programs and to port related applications for MARAD's PIDP program.		
b.	<b>US DOT Infrastructure Grants (Office of the Secretary)</b>   Washington, DC	<b>2017</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Deputy Chief Economist.</b> For USDOT, Tony prepared guidance for preparing benefit-cost analysis (BCA) for applicants to the TIGER Grant Program and gave webinars to applicants for both the TIGER and FASTLANE programs. Additionally, he directed BCA team reviews for the TIGER program. He also briefed Executive Review team comprised of modal administrators on adequacy of BCA analysis and the merits of the applications. Further, he conducted and published follow-up studies to measure program effectiveness of TIGER. In his role as Deputy Chief Economist of USDOT, Dr. Homan directly participated in eight separate rounds of TIGER and one round of FASTLANE.		
c.	<b>USDOT Rulemaking (Office of the Secretary)</b>   Washington, DC	<b>2017</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Deputy Chief Economist.</b> For USDOT, Tony advised political leadership on the economic merits and on the cost-benefit analysis for significant DOT regulatory proposals. He also reviewed all cost-benefit analyses of significant regulations for clearance by the Office of the Secretary. He worked with the Office of General Counsel on resolving issues with the Modal Administrations and with OMB. As a whole, this allowed the Department to carry out the Obama Administration's regulatory agenda.		
d.	<b>FMC Container Port Terminal Agreements</b>   Washington, DC	<b>2020</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Director of Economics and Competition Analysis.</b> For US Federal Maritime Commission (FMC), Tony directed over 25 analyses of horizontal agreements between international container lines, between terminal operators, and between container ports. Analyses reviewed impacts to shippers, costs to carriers, carrier/ocean alliance selection of ports on service strings, logistics chains, terminal/port volumes, and substitution among competing ports.		
e.	<b>WCMTOA and PierPass</b>   Washington, DC	<b>2018</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Director of Economics and Competition Analysis.</b> For US FMC, he directed a comprehensive review of the West Coast MTO Agreement's signature PierPass program (congestion pricing). Analysis included reviewing the programs effect at reducing congestion, the costs of adding night gates vis-à-vis the costs of adding additional infrastructure to handle day shift cargo, truck turn times, and the relative efficiency of night operations. He also analyzed the impact to shippers of moving from a differential PierPass fee to a uniform one.		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME <b>Daphne Federing, MBA</b>	13. ROLE IN THIS CONTRACT <b>Economic Analyst and QA/QC</b>	14. YEARS EXPERIENCE	
		A. TOTAL <b>29</b>	B. WITH CURRENT FIRM <b>15</b>

15. FIRM NAME AND LOCATION (CITY AND STATE)  
HDR (Washington, DC)

16. EDUCATION (DEGREE AND SPECIALIZATION) MBA, Economics, New York University BA, Economics, New York University	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
Daphne is an economist with extensive experience in national and regional economic policy research and analysis. She has extensive experience conducting cost-benefit analyses, preparing grant applications for federal transportation programs, facilitating strategic discussions among public private and community stakeholders, and conducting program/policy assessments. She has worked on almost three dozen TIGER/BUILD and FASTLANE/INFRA applications, 15 of which were awarded federal grants that totaled more than \$620 million in federal funds. Before joining HDR, Daphne was an economist at the Congressional Joint Economic Committee for seven years and before that a policy analyst at the Corporation for Enterprise Development where she focused on state and local development policies targeted to disadvantaged communities.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
<b>ICEA RAISE Grant Application Assistance</b>   IA	<b>2023</b>	<b>N/A</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE a. <b>Deputy Task Lead.</b> The Iowa County Engineer's Association has competitively selected nine county highway bridges and one state highway bridge throughout the State of Iowa to group together to apply for a USDOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) discretionary grant. HDR was selected to provide professional services to assist with the RAISE grant application. These services include traffic and safety analyses, benefit-cost analysis, application narrative and graphics production, and overall application development and coordination amongst the 11 stakeholders. This work was performed under an aggressive 10-week timeline to meet the USDOT's application deadline and involved large stakeholder group coordination meetings as well as one-on-one owner meetings throughout the production timeline.	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<b>2023 RAISE Grant Application Support for 66th Street NE Improvements and Interchange</b>   Burleigh County, ND	<b>2023</b>	<b>N/A</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE b. <b>Grant Preparer.</b> HDR helped to prepare a FY 2023 Grant Application for the project. We worked closely with the county to formalize the public benefits categories which could increase the probability of grant award. HDR provided technical writing and review services, and the preparation of graphics to enable the grant application to achieve its best possible fit to the FY 2023 grant criteria. We prepared a Benefit Cost Analysis (BCA) model, a technical appendix describing BCA methodology, and a summary of BCA results for inclusion in the application narrative. Due to the grant application deadline of February 28, 2023, the work was completed in approximately five weeks.	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<b>Teton Mobility Corridor Improvements BUILD Grant Administration and Project Management</b>   Teton County, WY	<b>2022</b>	<b>N/A</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE c. <b>Grant Application Advisor.</b> Daphne is serving as Grant Application Advisor to Teton County, WY for its Teton Mobility Corridor Improvements BUILD Grant Project. Leading development of a Title VI Plan for the County and coordinating with regional Federal Transportation Administration (FTA) office for Teton County to be able to receive federal funds. Will oversee required Progress Reports (quarterly) and Performance Reporting.	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<b>Successful Application for FY 2021 RAISE West Florissant Avenue Great Streets</b>   St. Louis County, MO	<b>2021</b>	<b>N/A</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE d. <b>Benefit Cost Analysis Lead.</b> Daphne oversaw the preparation of cost-benefit analysis for a successful grant application resulting in a \$18.2 million award to reconstruct portions of a principal arterial in the Greater St. Louis area.	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON)

12. NAME  <b>Alejandro Solis, PhD</b>	13. ROLE IN THIS CONTRACT  <b>Economic Analyst</b>	14. YEARS EXPERIENCE	
		A. TOTAL  <b>25</b>	B. WITH CURRENT FIRM  <b>12</b>

15. FIRM NAME AND LOCATION (CITY AND STATE)  
HDR (Washington, DC)

16. EDUCATION (DEGREE AND SPECIALIZATION) PhD, Economics, New York University MA, Economics, New York University BA, Economics, Tecnológico de Monterrey	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
Alejandro Solis is an applied economist with in-depth understanding of international logistics and a strong understanding of the freight dynamics in North America as well as extensive transportation experience in Mexico and policy-oriented experience in Latin America. His areas of specialization include monetization of social benefits estimation of financial feasibility identification of business opportunities analysis of cross-border initiatives and handling of risk and uncertainty in infrastructure projects. Accomplishments in transportation include changes in governmental policies and practices based on in-depth analysis and knowledge of the sector. Other achievements include Program Management for large infrastructure projects in Latin America, creation of methodologies for evaluation of project impact in Latin America, supervision of infrastructure and development projects, and the successful operational transfer of the first FARAC toll-road package to the private sector in Mexico.

**19. RELEVANT PROJECTS**

	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
a.	<b>Arizona Department of Transportation (ADOT)   Phoenix, AZ</b>	<b>2012</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Senior Economist.</b> Conducted a high-level Cost-Benefit Analysis for the expansion of the Mariposa Land Port of Entry in support of ADOT's TIGER VI Planning Grant to perform preliminary engineering for the proposed Interstate 11 corridor. Identified benefits related to a reduction in border-crossing times as a result of the increased capacity at the Port of Entry.		
b.	<b>Port of Corpus Christi Authority (PoCCA)   Corpus Christi, TX</b>	<b>2010</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Economist.</b> Conducted Benefit-Cost Analysis to complement TIGER II Application. The study monetized certain public benefits such as: congestion savings due to diversion to train reduction on greenhouse gases emissions reduced accident costs from truck traffic diverted into rail and congestion savings.		
c.	<b>Port of New Orleans (PoNO)   New Orleans, LA</b>	<b>2010</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Economist.</b> Participated in Benefit-Cost Analysis to complement TIGER II Application. The study included the monetization of certain public benefits such as: truck traffic delay reductions and associated emissions at the port reduced Accident Costs from truck traffic diverted into rail and congestion savings.		
d.	<b>Hidalgo County Regional Mobility Authority (HCRMA)   Pharr, TX</b>	<b>2012</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Project Manager.</b> Lead the Cost-Benefit Analysis in support of the TIGER VI Application for the International Bridge Trade Corridor (IBTC) toll road. The analysis identified benefits such as congestion reduction savings emission cost savings and accident cost savings resulting from vehicles using the new infrastructure and avoid transiting through residential areas.		
e.	<b>South Florida Regional Transportation Authority (SFRTA)   Pompano Beach, FL</b>	<b>2012</b>	<b>N/A</b>
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Senior Economist.</b> Conducted Cost-Benefit Analysis in support of the TIGER IV Application for the Fort Lauderdale (WAVE) Streetcar. Main benefit categories included economic development opportunities travel time savings and environmental sustainability.		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON)

12. NAME  <b>Dennis Bruce, MA</b>	13. ROLE IN THIS CONTRACT  <b>Economic Analyst</b>	14. YEARS EXPERIENCE	
		A. TOTAL  <b>36</b>	B. WITH CURRENT FIRM  <b>21</b>

15. FIRM NAME AND LOCATION (CITY AND STATE)  
HDR (Corner Brook, NL A2H 7J6, Canada)

16. EDUCATION (DEGREE AND SPECIALIZATION) MA, Economics, University of Western Ontario BS, Mathematics, Memorial University of Newfoundland	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
Dennis Bruce is an economist and financial analyst with a diverse range of experience in both the private and public sectors. Specializing in finance and economics, his exceptional analytical skills have enabled him to develop innovative solutions in the areas of business case development, financial planning, cost-benefit analysis and forecasting. He has developed and implemented specific methods for incorporating risk and uncertainty into decision making in both the private and public sectors. He has provided due diligence services for bond insurers on traffic, revenue and financial forecasts related to toll road and airport financings across North America. He has developed financial models in support of capital market transactions. Dennis is Senior Vice President of HDR and manages HDR's Economic and Finance Practice in Canada. He has managed HDR Decision Economics Canadian team of economists since 2001 in which he manages the vast array of projects that this team may be working on the time. He has played the role of Project Principal and/or Project Manager on infrastructure projects across North America. He has provided testimony on financial and economic matters to Parliamentary finance committees, the Canadian Radio and Telecommunications Commission, the Ontario Energy Board and the California Public Utilities Commission.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
a. <b>Chicago to Detroit/Pontiac Passenger Rail Corridor Investment Plan, Illinois, Indiana and Michigan</b>   Chicago, IL	<b>2017</b>	<b>N/A</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Economist.</b> HDR as a subconsultant to HNTB is working with FRA; States of Michigan Illinois and Indiana to prepare the alternatives analysis environmental documents and service development planning for the Chicago to Detroit/Pontiac passenger rail corridor.		
b. <b>National Park Service 2006-2011 Transportation Planning IDIQ - Long-Range Transportation Plan</b>   Denver, CO	<b>2011</b>	<b>N/A</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Economist.</b> HDR was selected to develop Long Range Transportation Plan Frameworks (LRTPs) at national regional and unit level for the National Park Service. The frameworks will provide processes best practices and methodologies for implementation of MPO/DOT-style NPS-friendly long range transportation planning within NPS. HDR services to the NPS also include advancing and supporting regional-level LRTPs underway in the Northeast Intermountain and Alaska regions.		
c. <b>Ontario Line Technical Advisor</b>   Toronto, Ontario, CA	<b>Ongoing</b>	<b>N/A</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Economist.</b> HDR serves as the Technical Advisor for the approximately CAD\$10.9-billion Ontario Line, a free-standing subway in Toronto. It is a proposed 16-kilometer rapid transit line, with 15 proposed stations (8 underground, 5 aerial, and 2 at-grade stations), connecting Exhibition Place through downtown Toronto to the Ontario Science Centre. As the Technical Advisor and in 11 months, the HDR team led the effort to perform preliminary engineering, develop project specifications and create reference documents for a multi-package procurement approach that will involve several traditional and alternative delivery methods.		
d. <b>Lock and Dam Feasibility Study</b>   Iowa	<b>2013</b>	<b>N/A</b>
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Economist.</b> Iowa Department of Transportation (IDOT) retained HDR to help understand what can be done to support and promote the lock and dam system of the Upper Mississippi River System (UMRS). The project had three phases: a feasibility study, a stakeholder workshop, and a TIGER grant application. During the feasibility study, HDR quantified the economic importance of the lock and dam system to the State of Iowa and analyzed different options for the future of UMRS. Following the feasibility study, HDR worked with IDOT to plan a workshop to engage a range of stakeholders in the planning process for an UMRS Action Plan. During the final phase of this project, HDR developed a TIGER grant application. The TIGER grant application included an HDR quantitative assessment of the economic implications of the pilot project and letters of recommendations from three adjacent state DOTs, the US Army Corps of Engineers, and others.		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME  <b>Pamela Yonkin, MA</b>	13. ROLE IN THIS CONTRACT  <b>Sustainability Economics</b>	14. YEARS EXPERIENCE	
		A. TOTAL  <b>28</b>	B. WITH CURRENT FIRM  <b>13</b>

15. FIRM NAME AND LOCATION (CITY AND STATE)  
HDR (Boston, MA)

16. EDUCATION (DEGREE AND SPECIALIZATION) MA, Economics, University of Virginia BA, Mathematics, Hobart and William Smith Colleges	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
Pam Yonkin, Principal Economist in HDR’s Boston office, experience is in regional economic analysis, economic development impact studies, benefit/cost analysis (BCA), and economics instruction. Her work has been utilized to secure grant funding through a variety of different sources and to support alternatives analyses and project prioritization efforts. She has led BCAs and economic development studies for rail corridors and proposed streetcar systems, as well as economic analysis associated with other freight and long range transportation planning activities. Pamela has participated in funding and finance assessments, and has contributed to economic development analyses of transit station areas, alignments, and underutilized public properties. She is a member of Women’s Transportation Network and Certified in the Envision® Sustainable Infrastructure Process.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
<b>Market Street Marine Terminal Better Utilizing Investments to Leverage Development (BUILD) Application Development</b>   Portsmouth, NH	<b>2018</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM a. <b>Principal Economist.</b> Pam led the economic analysis and application development for the Market Street Marine Terminal BUILD application. Funding for the rehabilitation and expansion of the port’s main wharf was requested. The benefits and costs of the project, traditional transportation benefits, and livability and sustainability benefits were estimated and included in the application narrative. The project was awarded \$8 million in 2018.		
<b>St. Louis County, West Florissant Avenue Great Streets RAISE Grant Application</b>   St. Louis, MO	<b>2018</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM b. <b>Principal Economist.</b> Pam developed the original benefit-cost analysis to support this application and provided quality control on the updated economic analysis for this RAISE grant. The project reconstructs approximately 1.5 miles of a principal arterial in the Greater St. Louis area, and was expected to generate safety and active transportation benefits. Benefits were monetized and compared to lifecycle costs. The project was awarded a RAISE grant of \$18.2 million.		
<b>Jacksonville Transportation Authority (JTA), Bay Street Autonomous Vehicle Corridor BUILD Grant Application</b>   Jacksonville, FL	<b>2018</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM c. <b>Principal Economist.</b> Pam led the benefit-cost analysis required as part of the USDOT BUILD application submitted by JTA. The project provides a new transportation option to residents and visitors of the Bay Street project area. Safety benefits, travel time savings, and transportation cost savings were estimated for the project and compared to the life-cycle costs. The project was awarded a BUILD grant of \$12.5 million toward the project.		
<b>City of Kansas City Missouri, KC Streetcar Alternatives Analysis and TIGER Grant Applications</b>   Kansas City, MO	<b>2018</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM d. <b>Principal Economist.</b> As part of an alternatives analysis, Pam and her team estimated the potential for economic development along several proposed streetcar alignments. Value capture strategies were considered and estimates of property values generated by new development were made. In addition to the consideration of local funding sources, Pam provided benefit cost analysis guidance that measured traditional transportation benefits, as well as livability and sustainability outcomes anticipated for the project. The analysis was used to support an award of \$20 million.		
<b>I-579 Cap Urban Connector Project, Sports &amp; Exhibition Authority of Pittsburgh and Allegheny County (SEA)</b>   PA	<b>2016</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM e. <b>Principal Economist.</b> Pam led the benefit-cost analysis required as part of a TIGER application for this project, which constructs a cap over a roadway network in Pittsburgh, better connecting the city’s downtown to the Hill District of Pittsburgh. The project was awarded \$19 million.		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME  <b>Nathan Macek, AICP</b>	13. ROLE IN THIS CONTRACT  <b>Planner</b>	14. YEARS EXPERIENCE	
		A. TOTAL  <b>22</b>	B. WITH CURRENT FIRM  <b>2</b>

15. FIRM NAME AND LOCATION (CITY AND STATE)  
HDR (Washington, DC)

16. EDUCATION (DEGREE AND SPECIALIZATION) Master of Regional Planning, Regional Planning, University of North Carolina at Chapel Hill BA, Political Economy, Michigan State University	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) American Institute of Certified Planners (AICP)
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
As Infrastructure Finance Director, Nathan Macek develops and coordinates HDR's domestic and international strategies for funding and financing-related advisory services. Nathan brings his extensive experience applying innovative approaches to budgetary challenges faced by public agencies. He has developed financial models to evaluate funding, alternative project delivery and financing for rail, transit and highway projects in the U.S., Europe, Caribbean and Middle East and has performed cash flow modeling and uncertainty analysis of capital and operating funds for over two dozen transportation agencies. Nathan is an author of multiple papers focused on transportation finance.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
<b>Santa Clara Valley Transportation Authority (VTA) Financial Strategy   San Jose, California</b>		PROFESSIONAL SERVICES <b>Ongoing</b>	CONSTRUCTION (IF APPLICABLE) <b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> a. <b>Project Manager</b> providing financial strategy advice to VTA to advance the Bay Area Rapid Transit (BART) Silicon Valley Extension Phase II project, which will connect to downtown San Jose and Caltrain at Diridon Station. Reviewed and advised financial plans and reports submitted to FTA in 2022 in support of a New Starts Capital Investment Grant application. The role builds on financial planning support Nathan has provided to VTA since 2007.		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<b>Metropolitan Atlanta Rapid Transit Authority Financial Planning Services   Atlanta, Georgia</b>		PROFESSIONAL SERVICES <b>Ongoing</b>	CONSTRUCTION (IF APPLICABLE) <b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> b. <b>Project Manager</b> preparing financial planning scenarios for the Metropolitan Atlanta Rapid Transit Authority (MARTA). HDR is responsible for developing a comprehensive financial model, which will be used to develop future capital plans and operating budgets. The project will help MARTA to examine its financial capacity to construct and operate capital expansion projects funded by recent "More MARTA" ballot measures in the City of Atlanta and Clayton County.		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<b>Chicago Metropolitan Agency for Planning IJJA Regional Project Coordination Support Services   Chicago, Illinois</b>		PROFESSIONAL SERVICES <b>Ongoing</b>	CONSTRUCTION (IF APPLICABLE) <b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> c. <b>Technical Advisor</b> assisting CMAP in convening stakeholders coordinating grants strategy and application across the Chicago region. Tasks include research and evaluation of regional grant coordination practices and advice regarding data to prioritize regional projects to pursue grant applications.		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<b>Ohio Department of Transportation Discretionary Grant Services   Statewide, Ohio</b>		PROFESSIONAL SERVICES <b>Ongoing</b>	CONSTRUCTION (IF APPLICABLE) <b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> d. <b>Project Manager</b> to support Ohio DOT with USDOT discretionary grant application development and associated benefit cost analysis. The scope includes application coordination, narrative development, project visualization, benefit cost analysis calculations, and benefit cost analysis narrative development. Leading a task to help ODOT screen and prioritize which projects should pursue funding from each federal grant program.		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<b>Alaska Municipal League, AML Grant Writing Support   Alaska</b>		PROFESSIONAL SERVICES <b>Ongoing</b>	CONSTRUCTION (IF APPLICABLE) <b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> e. HDR is helping provide grant writing support for Alaska Municipal League, assisting communities and organizations across Alaska with prioritizing projects and applying for available grant funding. Nathan is providing advice regarding grants strategy to maximize the competitiveness of grant applications supported by AML.		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME  <b>Gail Haraguchi</b>	13. ROLE IN THIS CONTRACT  <b>Point of Contact and Client Liaison</b>	14. YEARS EXPERIENCE	
		A. TOTAL  <b>38</b>	B. WITH CURRENT FIRM  <b>10</b>

15. FIRM NAME AND LOCATION (CITY AND STATE)  
HDR (Honolulu, HI)

16. EDUCATION (DEGREE AND SPECIALIZATION) MA (prepared), Communications, University of Hawaii, Manoa BA, Speech Communication, University of Hawaii, Manoa	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
Gail Haraguchi is Hawaii’s Associate Vice President and Area Client Development Leader. She has worked on many projects in the private and public sectors that include exemplary communication and advocacy skills in an effort to develop and manage diverse business relationships in order to define common goals that support and accomplish the single mission. Her experience and has been working on many large event projects to procure a proactive strategy to ensure positive and timely communication to the public. Examples of projects have been Hawaiian Electric Public Engagement for Integrated Grid Planning (IGP), Asia-Pacific Economic Cooperation (APEC), Honolulu City Lights, and Mayor’s Memorial Day Ceremony.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
<b>Public Engagement for IGP</b>   Oahu, Maui, Hawaii, HI	<b>2022</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM a. <b>Liaison Support.</b> HDR was contracted to work collaboratively with Hawaiian Electric to provide strategies and support for their broad public engagement program to implement their vision for their IGP as Hawaii works toward 100 percent renewables. HDR’s Strategic Communications program connected with the technical working groups to develop public-friendly messages to use during a series of in-person and virtual public open houses. A wide array of notifications including flyers, emails, social media, paid advertisements and press releases were used to connect with the public and build awareness of the engagement opportunities. Gail provided support during stakeholder council meetings and was a liaison between Hawaiian Electric and HDR technical, communications, and graphic design staff.		
<b>West Hawaii Site Selection Charette</b>   Kona, HI	<b>2023</b>	<b>2023</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM b. <b>Liaison Support.</b> HDR is contracted by Public Safety Department (PSD), State of Hawaii, to site a new detention center in Kona. This work is to collaboratively identify the stakeholders and parties involved; potential dates and locations for this charette; outline strategies and messaging for various parties involved, as well as the public outreach strategy.		
<b>General Hydraulic Engineering Services, Statewide</b>   Maui and Kauai, HI	<b>Ongoing</b>	<b>Ongoing</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM c. <b>Liaison Support.</b> HDR is a subconsultant to another consulting firm to coordinate and gather background materials and data collection for 80 bridges (40 bridges on Maui and 40 bridges on Kauai). In addition, HDR’s Hydraulics and Hydrology (H&H) team will accompany the structural and geotechnical teams to provide visual observations of hydraulic and scour conditions for all the bridges.		
<b>Pacific Business News (PBN), Healthiest Employer of the Year, 2015</b>   Honolulu, HI	<b>2015</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM d. <b>Campaign Chair.</b> PBN recognized HDR as the healthiest employer in Hawaii for our local office in the small office category. Recognizing the effort in which the local office has committed to a “healthier lifestyle,” it was important we recognize the efforts of the local office and we were recognized with the win.		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME  <b>Kim Colson, PE (NC)</b>	13. ROLE IN THIS CONTRACT <b>Grant Writing Administrative Services</b>	14. YEARS EXPERIENCE	
		A. TOTAL <b>35</b>	B. WITH CURRENT FIRM <b>2</b>

15. FIRM NAME AND LOCATION (CITY AND STATE)  
HDR (Raleigh, NC)

16. EDUCATION (DEGREE AND SPECIALIZATION) MA (prepared), Communications, University of Hawaii, Manoa BA, Speech Communication, University of Hawaii, Manoa	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Professional Engineer - (Civil, NC No. 19286)
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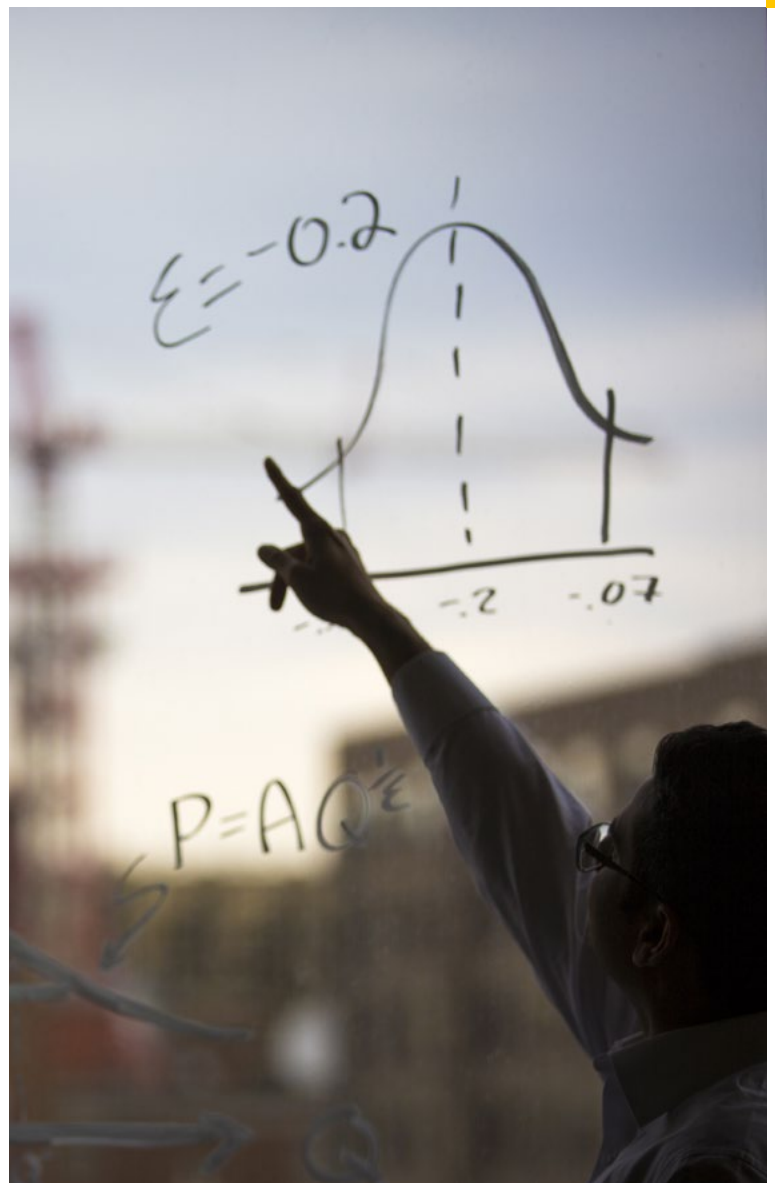
18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)  
Kim Colson has more than 35 years of experience serving in progressive management roles in the water infrastructure industry, culminating in the position of Director of the North Carolina Department of Environmental Quality (NCDEQ) Division of Water Infrastructure. He previously served as Section Chief for NCDEQ's Infrastructure Finance Section. While at NCDEQ, Kim managed a multi-disciplinary division that administered multi-billion-dollar infrastructure programs. He will leverage his unique funding experience to inform project types ranging from master plans and capital cost/benefit analyses to staffing evaluations. Kim also has extensive experience in water infrastructure engineering, asset management, finance, permitting, and regulatory issues.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
<b>Arlington Water Pollution Control Plant Engineering Program Management</b>   Arlington, VA	<b>Ongoing</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Grant Writer.</b> HDR served as program manager for the implementation of new \$120 million solids handling processes at the Arlington Water Pollution Control Plant, which may include: (1) sludge thickening, screening, and/or pre-dewatering; (2) thermal hydrolysis pretreatment equipment; (3) mesophilic anaerobic digestion systems; (4) dewatering equipment; (5) mitigation of impacts from sidestreams; (6) gas cleaning and combined heat and power generation or gas distribution equipment; (7) auxiliary boiler/steam generation system; (8) electrical power distribution and/or natural gas fuel systems; (9) odor and air emissions control; (10) instrumentation and controls; (11) dewatered biosolids loading facilities; and (12) site preparation and site improvements. A marketable Class A biosolids product and biogas utilization system to clean and make use of methane gas either on- or off-site are also envisioned.		
<b>West Hawaii Site Selection Charette</b>   Kona, HI	<b>Ongoing</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Project Manager.</b> HDR assisted with preparation of an integrated master plan that incorporated the city's utility system, including both linear and vertical facility components, into one master plan framework. The integrated master plan will provide a common basis of planning for system planning, address interdependencies between the utility systems, integrate asset management with traditional capacity-based master planning, and develop a planning framework for capital projects and priorities. During Phase 1, HDR developed water and wastewater system profiles, performed unit consumption analysis for the potable water/reclaimed water/wastewater systems, performed a regulatory review of current and future considerations, reviewed climate change scenarios, established the basis of planning, developed service area wide water demand and wastewater flow forecast, performed facility capacity evaluation, reviewed existing hydraulic models to identify gaps/model improvements/opportunities for integration with other projects/opportunities to build consistency among the models, and developed a roadmap to define specific technical modeling and analytical task activities to fully develop the master plan to meet the identified goals and objectives.		
<b>West Hawaii Site Selection Charette</b>   Kona, HI	<b>Ongoing</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Project Task Manager.</b> As part of the Stowe project for Charlotte Water, this is to put together a package to secure CWSRF monies for Belmont.		
<b>AML Grant Writing Support</b>   Alaska	<b>2022</b>	<b>N/A</b>
<small>(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE</small> <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM <b>Grant Writer.</b> Kim provided grant writing support for the Alaska Municipal League.		

# Relevant Experience

**Part I, Sections F-G**



<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b>	<b>20. EXAMPLE PROJECT KEY NUMBER</b>
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(PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED. COMPLETE ONE SECTION F FOR EACH PROJECT.)

<b>21. TITLE AND LOCATION (CITY AND STATE)</b>	<b>22. YEAR COMPLETED</b>	
<b>Market Street Marine Terminal Better Utilizing Investments to Leverage Development (BUILD) Application   Portsmouth, NH</b>	<b>PROFESSIONAL SERVICES</b> <b>2018</b>	<b>CONSTRUCTION (IF APPLICABLE)</b> <b>N/A</b>

<b>23. PROJECT OWNER'S INFORMATION</b>		
<b>A. PROJECT OWNER</b> Pease Development Authority	<b>B. POINT OF CONTACT NAME</b> Geno Marconi, Director of Ports and Harbors	<b>C. POINT OF CONTACT TELEPHONE NUMBER</b> 603.436.8500

<b>24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)</b>
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Working with Pease Development Authority Division of Ports and Harbors, HDR economists led the BUILD application development for the Market Street Marine Terminal application to USDOT. Specifically, funding for the rehabilitation and expansion of the port's main wharf was requested. Determination of market growth potential was an element of the project, incorporated into the analysis and application narrative. Transportation benefits, as well as livability and sustainability benefits, were estimated and included in the application narrative, along with project details. The project was awarded funding in 2018.

<b>25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT</b>		
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(1) FIRM NAME	(2) FIRM LOCATION (CITY AND STATE)	(3) ROLE
a. HDR	Boston, MA	Grant Application Preparation

<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b>	<b>20. EXAMPLE PROJECT KEY NUMBER</b>
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(PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR TO PROJECTS, IF NOT SPECIFIED, COMPLETE ONE SECTION F FOR EACH PROJECT.)

<b>21. TITLE AND LOCATION (CITY AND STATE)</b>	<b>22. YEAR COMPLETED</b>	
<b>Successful Application for FY 2021 RAISE Franklin Boulevard: A Partnership to Rebuild and Revive a Corridor</b>   Eugene and Springfield, OR	<b>PROFESSIONAL SERVICES</b> <b>2021</b>	<b>CONSTRUCTION (IF APPLICABLE)</b> <b>N/A</b>

<b>23. PROJECT OWNER'S INFORMATION</b>		
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<b>A. PROJECT OWNER</b> City of Eugene	<b>B. POINT OF CONTACT NAME</b> Larisa Varela, Transportation Planner	<b>C. POINT OF CONTACT TELEPHONE NUMBER</b> 541.501.0351
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<b>24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)</b>
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HDR prepared a successful grant application resulting in a \$19 million award to redesign Franklin Boulevard as a Complete Street, including reallocation of space for protected bicycle and pedestrian facilities and improved safety at traffic lane crossings, the addition of a second bus rapid transit lane, and conduits to accommodate future fiber optic cable installations.

HDR wrote and designed the grant narrative, including provision and formatting of pictures, maps and other graphics; prepared the required Benefit-Cost Analysis; and provided strategic guidance for the funding request.

<b>25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT</b>		
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<b>(1) FIRM NAME</b>	<b>(2) FIRM LOCATION (CITY AND STATE)</b>	<b>(3) ROLE</b>
a. HDR	Washington, DC	Grant Application Preparation

<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b>	<b>20. EXAMPLE PROJECT KEY NUMBER</b>
---	---------------------------------------

(PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED, COMPLETE ONE SECTION F FOR EACH PROJECT.)

<b>21. TITLE AND LOCATION (CITY AND STATE)</b>	<b>22. YEAR COMPLETED</b>	
<b>Successful Application for TIGER VII/FY2015 Grant for Transforming Dixie Highway Project</b>   Louisville, KY	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
	<b>2015</b>	<b>N/A</b>

23. PROJECT OWNER'S INFORMATION		
<b>A. PROJECT OWNER</b> Louisville Metro Government	<b>B. POINT OF CONTACT NAME</b> Michael King, Director, Office of Advanced Planning and Sustainability, Department of Develop Louisville	<b>C. POINT OF CONTACT TELEPHONE NUMBER</b> 502.574.0032

<b>24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)</b>
--

HDR's successful application to the Federal TIGER VII grant program resulted in a \$16.9 million award. The Transforming Dixie Highway project included complete streets and safety/access management improvements, ITS upgrades, and Louisville's first Bus Rapid Transit (BRT) system.

HDR wrote and designed the grant narrative, including providing and formatting pictures, maps and other graphics; prepared the required Benefit-Cost Analysis; and provided strategic guidance for the funding request. Additionally, HDR engineers prepared a traffic and safety analysis, and coordinated with multiple city agencies for the application.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
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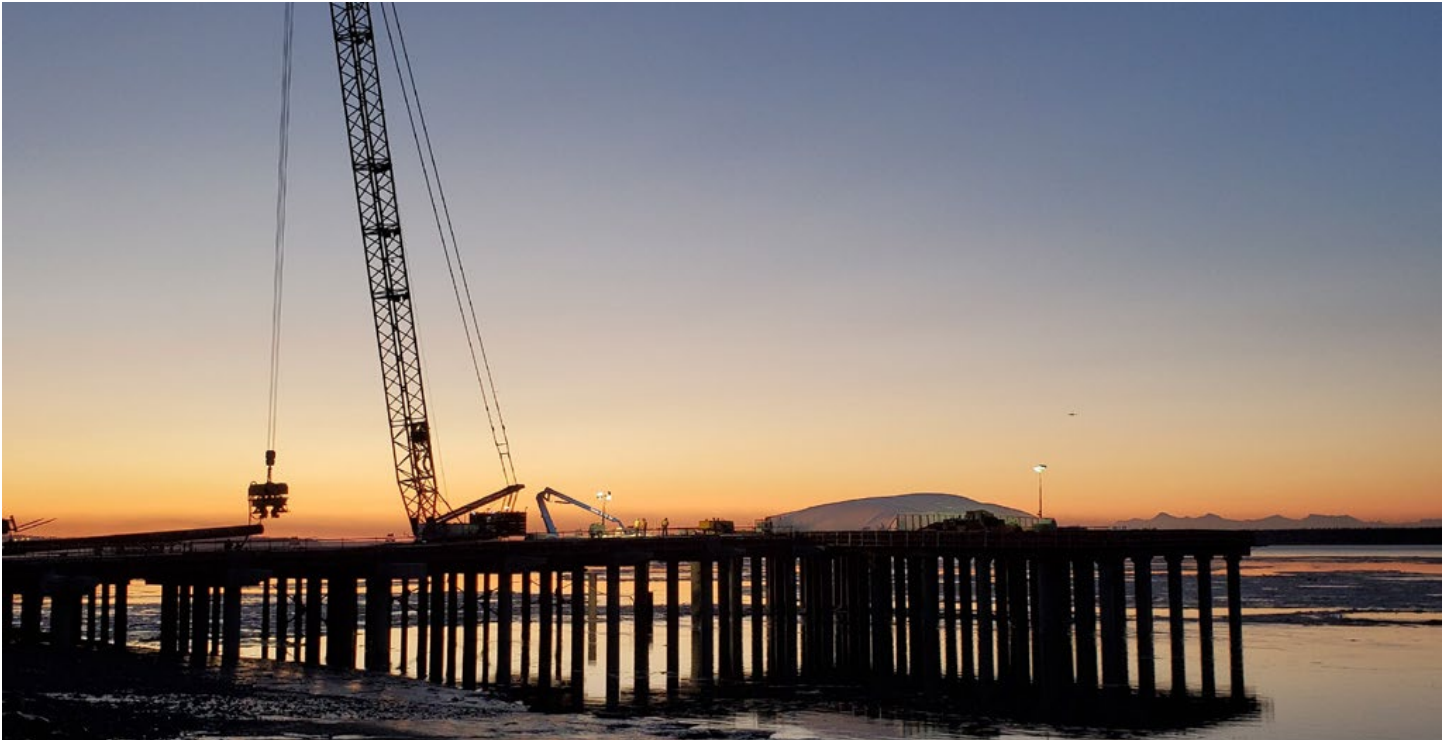
(1) FIRM NAME	(2) FIRM LOCATION (CITY AND STATE)	(3) ROLE
a. HDR	Washington, DC	Grant Application Preparation

<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b> <small>(PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED, COMPLETE ONE SECTION F FOR EACH PROJECT.)</small>	20. EXAMPLE PROJECT KEY NUMBER	
	4	

21. TITLE AND LOCATION (CITY AND STATE) <b>Port of Alaska Rate Setting Advice, Municipality of Anchorage   Anchorage, AK</b>	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES <b>2021</b>	CONSTRUCTION (IF APPLICABLE) <b>N/A</b>

23. PROJECT OWNER'S INFORMATION		
A. PROJECT OWNER Port of Alaska	B. POINT OF CONTACT NAME Steve Ribuffo, Director	C. POINT OF CONTACT TELEPHONE NUMBER 907.343.6201

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)



For the Port of Alaska, HDR reviewed the proposed tariff rate surcharge structure in the Plan of Finance for funding Phase II of the port's modernization program. HDR also conducted a thorough review of the Port's current tariff structure. HDR analyzed current and future port cargo trends and the plan's impact on carrier business operations, port revenue, and costs to consumers. As part of this effort, HDR conducted interviews with stakeholders such as ocean carriers, barge operators, shippers, and municipal officials to help assess the impact of the proposed new tariff structure and potential unintended

*"HDR's maritime economic expertise is top of the line, and they were the best possible pick for the Port of Alaska. Given a very short delivery timeline, the HDR rate study team produced a professional, comprehensive rate study analysis for us that was exactly what we needed. We trusted HDR to explain the rates and reasoning to key port users and rate-setting decision-makers. Their presentation of it to the Mayor's staff was well-received and totally accepted."*

**—Steve Ribuffo, Director, Port of Alaska**

consequences. HDR also analyzed alternative tariff structures for their effect on businesses, consumers, and port revenues.

Our team:

- Determined that the proposed rate surcharge would have several unintended consequences including less than anticipated surcharge revenue for the port
- Conducted a comprehensive review and development of a set of detailed technical due diligence documents for each of the 10 concession projects
- Proposed an alternate tariff surcharge that would eliminate the unintended consequences and stabilize revenue for the port
- Presented results to the Mayor's office, and the Municipality accepted HDR's proposed approach
- Developed a financial modeling tool to analyze port revenues and debt service ratios under different tariff and cost schedules

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
(1) FIRM NAME	(2) FIRM LOCATION (CITY AND STATE)	(3) ROLE
a. HDR	Anchorage, AK	Economist

<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b>	<b>20. EXAMPLE PROJECT KEY NUMBER</b>
---	---------------------------------------

(PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR TO PROJECTS, IF NOT SPECIFIED, COMPLETE ONE SECTION F FOR EACH PROJECT.)

<b>21. TITLE AND LOCATION (CITY AND STATE)</b>	<b>22. YEAR COMPLETED</b>	
<b>Corner Brook Functionality Assessment &amp; Business Development Plan   Newfoundland, Canada</b>	PROFESSIONAL SERVICES <b>2018</b>	CONSTRUCTION (IF APPLICABLE) <b>N/A</b>

<b>23. PROJECT OWNER'S INFORMATION</b>		
A. PROJECT OWNER Corner Brook Port Corporation	B. POINT OF CONTACT NAME Jackie Chow	C. POINT OF CONTACT TELEPHONE NUMBER 709.634.1602

**24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)**



HDR was asked to look at all of the port property and infrastructure and identify the functionality and necessary improvements to optimize port property. In addition, HDR was asked to analyze all current and potential port business activities and prioritize the focus for port management in regard to the port's most plausible business sectors. Each of the potential sectors was reviewed including economic impact, job potential, and development requirements. In addition, the tariff and competitive pricing of the port was analyzed against other regional Canadian and appropriate US ports and provided recommendations on tariff and costing changes.

Our team:

- Developed and prioritized infrastructure improvements and capital investment requirements.
- Developed investment plan and phased application of funds for improvements.
- Recommended rate structures as applied to capital improvements and master plan implementation

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

(1) FIRM NAME	(2) FIRM LOCATION (CITY AND STATE)	(3) ROLE
a. HDR	Toronto, Canada	Economist

<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b>	<b>20. EXAMPLE PROJECT KEY NUMBER</b>
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<small>(PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED, COMPLETE ONE SECTION F FOR EACH PROJECT.)</small>	6
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<b>21. TITLE AND LOCATION (CITY AND STATE)</b> <b>MassDevelopment: Ports of Fall River, New Bedford, and Gloucester  </b> Statewide, MA	<b>22. YEAR COMPLETED</b>	
	<b>PROFESSIONAL SERVICES</b> <b>2018</b>	<b>CONSTRUCTION (IF APPLICABLE)</b> <b>N/A</b>

<b>23. PROJECT OWNER'S INFORMATION</b>		
<b>A. PROJECT OWNER</b> Massachusetts Economic Development Agency	<b>B. POINT OF CONTACT NAME</b> Zach Greene	<b>C. POINT OF CONTACT TELEPHONE NUMBER</b> 617.330.2002

<b>24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)</b>
--



MassDevelopment engaged HDR to analyze the business activities, operations, tariffs, rate structures, rules and regulations, staffing and infrastructure related to the state's facilities in the Ports of Fall River, New Bedford and Gloucester.

The project included:

- Reviewing and analyzing the business and operational activities of the three port facilities
- Reviewing, revising, and restructuring the tariff structure as applied universally to the three port facilities, including rules and regulations for each

- Undertaking an infrastructure analysis and recommending CAP-EX improvements
- Recommending rate structures to be included in the tariff applicable to all three ports
- Developing a job description for a new manager of marine operations, undertaking the hiring process, screening candidates, and recommending final candidates for hiring

<b>25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT</b>		
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(1) FIRM NAME	(2) FIRM LOCATION (CITY AND STATE)	(3) ROLE
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a. HDR	Boston, MA	Economist
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<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b>		<b>20. EXAMPLE PROJECT KEY NUMBER</b>	
<small>(PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED, COMPLETE ONE SECTION F FOR EACH PROJECT.)</small>		7	
<b>21. TITLE AND LOCATION (CITY AND STATE)</b>		<b>22. YEAR COMPLETED</b>	
<b>Port of Argentia Strategic &amp; Master Plans, Business Development Market Study   Newfoundland, Canada</b>		PROFESSIONAL SERVICES <b>2016</b>	CONSTRUCTION (IF APPLICABLE) <b>N/A</b>
<b>23. PROJECT OWNER'S INFORMATION</b>			
<b>A. PROJECT OWNER</b> Argentia Port Authority	<b>B. POINT OF CONTACT NAME</b> Chris Newhook, Chief Operating Officer	<b>C. POINT OF CONTACT TELEPHONE NUMBER</b> 709.227.5502	
<b>24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)</b>			



Completed in 2016, HDR was engaged to complete a full master plan of the 3,000-acre Northside development parcel including the industrial property, offshore energy production support plant and marine terminal. Located on the Southern end of Newfoundland, the project also included a business development plan based on the Port's potential to expand its cargo operation and offshore support base, as well as fully utilize its vast industrial property. The project was completed in a record six (6) months.

Tasks included:

- Recommending structuring the industrial property for full use
- Completing a market study in the cargo development area as well as offshore energy production support
- Analyzing the ground level flows of commodities as well as the future growth of the NFL oil and gas sectors
- Recommending the reorientation and improvements to the Port, investment strategies, development of the Port and property as a strategic Atlantic Canada cargo hub
- Recommending rate structures for the port's tariff structure
- Recommending the planned expansion of the offshore support operations and strategic steps to meet objectives over a series of specific timelines

<b>25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT</b>		
<small>(1) FIRM NAME</small>	<small>(2) FIRM LOCATION (CITY AND STATE)</small>	<small>(3) ROLE</small>
a. HDR	Corner Brook, NL, Canada	Planning

<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b>		<b>20. EXAMPLE PROJECT KEY NUMBER</b>	
<small>(PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR TO PROJECTS, IF NOT SPECIFIED, COMPLETE ONE SECTION F FOR EACH PROJECT.)</small>		8	
<b>21. TITLE AND LOCATION (CITY AND STATE)</b>		<b>22. YEAR COMPLETED</b>	
<b>Port of Harlingen Strategic, Master, &amp; Business Development Plan Port Facility Assessment</b>   Harlingen, TX		PROFESSIONAL SERVICES <b>2019</b>	CONSTRUCTION (IF APPLICABLE) <b>N/A</b>
<b>23. PROJECT OWNER'S INFORMATION</b>			
A. PROJECT OWNER Harlingen Texas Port Authority	B. POINT OF CONTACT NAME Walker Smith	C. POINT OF CONTACT TELEPHONE NUMBER 956.423.0283	
<b>24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)</b>			



HDR completed a strategic and master planning process for the port, which included a facility assessment, functionality analysis, and market study. The Port of Harlingen is near Brownsville, Texas, handles a wide variety of cargoes, and has numerous tenants that supply fuel and commodities to the region and across the border into Mexico.

Tasks included:

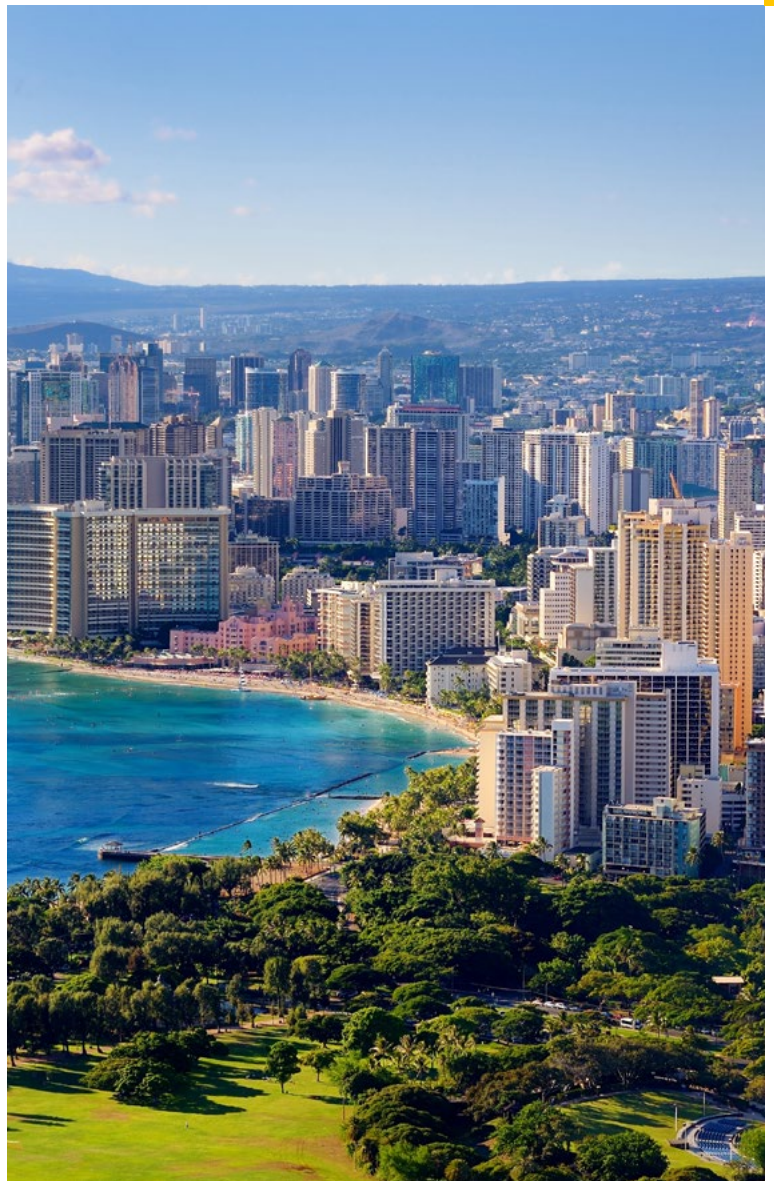
- Completed a Strategic Action Plan that focused on short- and long-term objectives, including infrastructure changes, operational adjustments, staff expansion, policies, tariff review, property master plan, rail and road improvements, waterway alterations, and prioritized business development opportunities
- Provided the structure to be used as a basis for grant applications and included estimates of infrastructure costs and permitting requirements
- Provided guidance on grants, public relations and media efforts, safety, and security

<b>25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT</b>		
<small>(1) FIRM NAME</small>	<small>(2) FIRM LOCATION (CITY AND STATE)</small>	<small>(3) ROLE</small>
a. HDR	Corpus Christi, TX	Planning



# Additional Information

## Part I, Sections H-I



## H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.



### With Us, Anything is Possible

At HDR, we make your vision a reality. We listen to you to establish clear goals for your project then tailor our teams for certain success. We deliver smart solutions to your toughest challenges, always holding ourselves accountable for our actions. And we involve you at every step along the way because we know strong partnerships are what make real progress.

### Our past. Our present.

For over 106 years, we've partnered with clients to push the boundaries and shape communities. With more than 200 locations around the world, we think globally and act locally.

**Locally, HDR has 68 employee-owners in the Honolulu, Wailuku, and Hilo offices. The Hawaii Team has years and depth of experience and HDR has the ability to engage in-house industry experts and staff resources company-wide who are ready to offer tailored services that serve each individual client's needs.**

The foundation of our success is in the leadership and dedication of our seasoned senior staff. Led by local management, the Hawaii staff consists of Architects, Civil Engineers, Computer-Aided design/Building Information modeling Experts, Construction Managers, and Inspectors. We have provided services to Federal, State, City and County agencies, utility agencies, and various private clients. We are experienced in a variety of project roles and work autonomously or with other engineers, planners, and landscape architects to develop design plans that are consistent with the client's vision and accommodates local permitting requirements. We know the local requirements and regulations so we can anticipate challenges and quickly solve problems and make the experience seamless for you.

### Name of Firm, Principal Place of Business:

**Honolulu** 1001 Bishop Street, Suite 400  
Honolulu, Hawaii 96813 | 808.697.6200

**Wailuku** 305 South High Street, Suite 101  
Wailuku, Hawaii 96793 | 808.359.2518

**Hilo** P.O. Box 4248  
Hilo, Hawaii 96720 | 808.202.6528

### Location of All Offices

**Hawaii:** Honolulu, Oahu; Wailuku, Maui; Hilo, Hawaii

**Mainland US:** Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, District of Columbia, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin, Wyoming

**US Territories:** Guam

**Asia Pacific:** Shanghai, Korea, Singapore

**Australia:** Brisbane, Melbourne, Sydney

**Canada:** Alberta, British Columbia, Newfoundland, Ontario

**Europe:** Germany, United Kingdom

**Middle East:** Israel, Saudi Arabia, United Arab Emirates

### Number of Years in Business

106 years nationally; 37 years in Hawaii

### Average Number of Employees

11,048 average number of employees company-wide in the last five (5) years

# What We Do



## Advisory Services

- Broadband Services
- Funding & Finance
- Economics & Decision Analysis
- Management & Business Improvement
- Strategic Planning & Policy
- Strategic Communications

## Architecture

- Academic
- Aviation
- Civic
- Defense
- Healthcare
- Justice
- Private Development
- Retail and Mixed-Use
- Science and Technology
- Sport and Recreation
- Workplace

## Asset Management

- Assessment
- Informed Programming
- Informed Operations and Maintenance
- Integrated Design and Construction
- Life-cycle Planning

## Commissioning & Operations Services

- Building Optimization
- Commissioning Management
- Commissioning Validation
- Diagnostic & Recovery
- Environmental Accreditation
- Facility Assessment

## Environmental Sciences

- Acoustics, Noise and Vibration
- Air Quality, Climate and Greenhouse Gases

- Cultural Resources
- Ecosystem Restoration
- Environmental Impact Analysis
- Environmental Measurements
- Environmental Remediation
- Fisheries Sciences
- Marine and Ocean Sciences
- Monitoring and Compliance
- Natural Resources
- Permitting and Regulatory Compliance
- Water Quality Modeling

## Federal

- Federal Architecture
- Federal Construction
- Federal Engineering
- Federal Energy
- Federal Environmental
- Federal Planning and Asset Management
- HDR SeaPort-e

## Industrial

- Agribusiness
- Chemical and Pharmaceutical
- Food and Beverage
- Manufacturing and Basic Industry
- Primary Metals and Steel
- Pulp and Paper

## Oil and Gas

- Exploration and Production
- Liquid Bulk Terminals
- LNG and Natural Gas Facilities
- Pipelines

## Planning & Consulting

- Condition Assessment
- Emergency Management
- Equipment & Technology Planning
- Functional & Space Programming
- Geospatial Solutions
- Master Planning
- Operations Design

- Predictive Analysis
- Security
- Transition & Occupancy Planning
- Transportation Planning
- Urban & Regional Planning
- Vehicle Operations & Maintenance Facilities

## Power

- Power Delivery
- Power Generation
- Renewable Energy

## Program Management

- Capital Planning and Budgeting
- Change Management
- Commissioning & Asset Onboarding
- Communications Construction Management
- Cost Control
- Cost Estimating
- Dashboard Analytics and Reporting
- Delivery Method Selection
- Document Management
- Environmental Justice & Equity
- Environmental Planning & Compliance
- Funding and Financing Support
- Health and Safety
- Organizational Strengthening
- Planning & Design Management
- PMO and Program Governance
- Procurement & Contracting Support
- Program Management Tools
- Program and Team Chartering
- Project Management
- Quality Management
- Real Estate
- Regulatory Support and Permitting
- Risk Management

- Scheduling
- Stakeholder Engagement
- Strategic Planning & Delivery
- Sustainability and Resiliency

## Research

- Data Analysis
- Design and Implementation
- Facility Evaluation
- Institutional Review Boards
- Instrumentation and Surveys
- Literature and Evidence Reviews
- Material Testing
- One Water Institute
- Process Testing and Modeling

## Transportation

- Aviation
- Freight Rail
- Highways and Local Roads
- Maritime
- Structural Inspections
- Transit

## Waste

- Energy-from-Waste
- HTRW and Environmental Restoration
- Organics Waste Management
- Planning and Program Development
- Solid Waste Facilities and Landfills

## Water

- Coastal Engineering
- Dams and Levees
- Drinking Water
- Storm Water Quality Improvements
- Wastewater
- Water Resource Management

ADVISORY SERVICES | Funding &amp; Finance

# Infrastructure Funding Opportunity Review

Analyzing funding gaps and potential options to fill them

Many transportation agencies have project funding gaps. Identifying additional resources for key capital projects is critical to avoiding delays or having them canceled, which will negatively impact the public by deferring much-needed improvements.

The Bipartisan Infrastructure Law enacted in 2021 authorized many new grant programs and significantly increased federal funding available through new and existing grant programs. Leveraging our expertise, we identify which grant programs are the right fit for your projects.

## Our Approach

Our funding and finance professionals have a proven approach for assisting transportation agencies reviewing their funding options for major capital projects. Based on the scope and scale of the project, and committed funding identified to date, we can evaluate opportunities to help address funding gaps.



### BASE TASKS

#### Examine capital programs

Identify projects/programs with funding gaps.

#### Identify relevant federal grant programs

Research options to address project funding needs.

#### Consider state and local funding options

These options may be eligible for matching federal grant funding.

#### Analyze operating or enterprise funding

User fee and other revenues may be able to help fill gaps.



### OPTIONAL TASKS

#### Assess readiness, eligibility and merit

Screen, prioritize and evaluate grant competitiveness of multiple projects.

#### Evaluate revenue potential

Forecast what a funding mechanism might raise and its future revenue stream growth.

#### Consider financing options

Federal loans like TIFIA/RRIF, or borrowing funds elsewhere, are also options.

#### Populate a sketch-level financial plan

Summarize sources of funding to pay for major capital projects over time.

## Outcomes & Deliverables

Our funding and finance management consultants will provide:



**A tailored list of funding options** and summary of next steps to pursue each.



**A funding options memorandum** to guide pursuing various funding opportunities.

## Potential Funding Options

### Federal

- USDOT RAISE, INFRA, Mega, Rural, Reconnecting Communities
- FTA Capital Investment Grants, Low/No Emissions, Bus Facilities, Rail Vehicle Replacement, TOD Planning
- FHWA Bridge Investment Program
- FRA CRISI, Rail Crossing Elimination, Federal-State Partnership
- Flexible Federal Funds (CMAQ, STPP)

### State, Regional, Local

- Local Sales Tax
- Property Tax
- Road Use Fee
- Motor Fuel Tax
- Vehicle Registration Fees

### Public-Private

- Tax Increment Financing (TIF)
- Special Districts
- Developer Contributions
- Joint Development

### Operating

- Fare Revenues
- Parking Fees
- Tolling/Congestion Pricing
- Retail/Concessions/Advertising

## Potential Financing Options

### Traditional

- Tax-Exempt Municipal Bonds
- Taxable Bonds

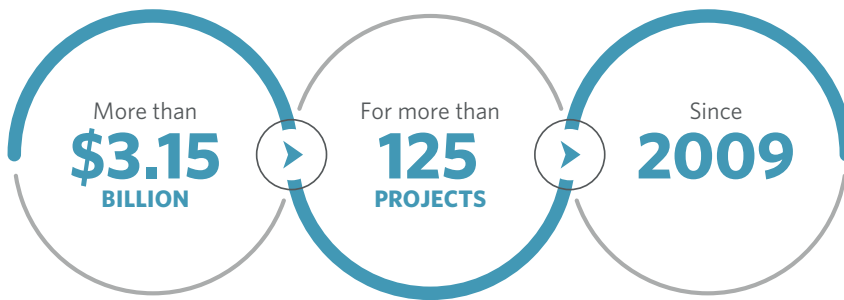
### Alternative

- Federal Lending (TIFIA/RRIF)
- State/Regional Infrastructure Bank
- P3 Financing
- Value Capture-Based Financing
- Private Activity Bonds (PABs)

### Short-Term

- Revenue Anticipation Notes
- Construction Financing
- Commercial Paper

## HDR-Supported Grant Success



## Key Benefits

- ✓ **Advance capital projects** and programs that may be stuck in neutral without funding
- ✓ **Follow an action plan** to pursue potential funding sources and close funding gaps
- ✓ **Identify state & local funding options** to serve as a federal match

## Our Experience



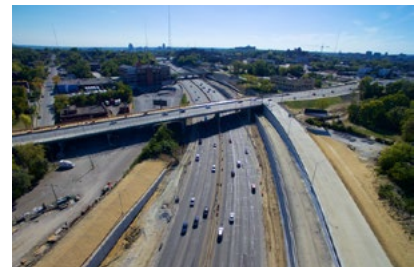
### New York MTA Penn Reconstruction Program

Our grant funding experts reviewed USDOT discretionary funding programs for New York MTA to address project-specific funding needs for the Penn Station Reconstruction Program. MTA is leveraging HDR’s findings to prioritize its grant funding pursuits for current and future projects.



### Capital Metro Capital Program

We reviewed and summarized the available formula and discretionary funding opportunities to support Capital Metro’s capital program in general, and outlined key steps to follow when pursuing funding from major grant programs.



### Ohio DOT Discretionary Grant Services

HDR helped Ohio DOT screen more than 180 state projects to evaluate the readiness, eligibility and merit of each. This evaluation resulted in a data-driven process for ODOT to support decisions about grant pursuits and prioritize projects for upcoming USDOT discretionary grant opportunities.

**Our Advisory Services experts are ready to support your infrastructure funding opportunity review.**

**If you need assistance or have questions, please contact:**

**Nathan Macek**  
Infrastructure Finance Director  
[Nathan.Macek@hdrinc.com](mailto:Nathan.Macek@hdrinc.com)

**Eric Rouse**  
Senior Finance Project Manager  
[Eric.Rouse@hdrinc.com](mailto:Eric.Rouse@hdrinc.com)

**Kathryn Roos**  
Principal Strategic Consultant  
[Kathryn.Roos@hdrinc.com](mailto:Kathryn.Roos@hdrinc.com)

[hdrinc.com](http://hdrinc.com)

We practice increased use of sustainable materials and reduction of material use.  
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H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

## Capacity to Accomplish the Work in the Required Time

The capacity to accomplish work in a timely and efficient manner requires strong leadership. Our team structure and its members have been selected to provide strong leadership, supported by technical specialists to successfully complete a wide range of projects for the County of Hawaii.

Our proposed team members have strong technical skills and the ability to quickly respond and effectively provide the services likely to be requested by the County of Hawaii. HDR has demonstrated time and again the ability to successfully complete a wide range of assignments in Hawaii and across the U.S., including the capacity to:

- Provide a wide variety of engineering techniques and technologies under differing technical, geographic, and logistical conditions
- Provide rapid response to client assignments, allowing compliance with funding and schedule deadlines
- Provide staff in the appropriate disciplines at the appropriate professional and technical levels, with the requisite experience and at reasonable cost through use of extensive in-house resources and subconsultants
- Manage present workload to retain sufficient staff to be available for assignment
- Utilize manpower scheduling software to sequence staff availability into the future for long projects

Our staff is routinely engaged in the planning and/or design of many projects at any given time. As a result, HDR has qualified technical staff to use on any particular project. We also have additional personnel resources readily available to call on, if required, from throughout the nation. These additional staff can be made available to meet peak manpower loading requirements as needed, enabling us to respond flexibly and promptly to project requirements and schedule needs.


HDR has completed numerous projects that required development of innovative solutions to project issues, such as site, performance, and schedule constraints/goals. In addition, we have addressed fast-track schedule challenges on many projects with such approaches as accelerated designs, consolidated reviews, streamlined permitting, early contractor coordination, and equipment/material pre-purchase.

Identifying your unique needs, we pull together the top minds and resources around the globe to design the smartest solutions for your challenges. Our all-service teams are custom-fit to each project, taking it from small detail to great achievement and building strong relationships.

## Client References

Point of Contact	Client Name	Phone #
Finn McCall, Engineer	Department of Land and Natural Resources, Division of Boating and Ocean Recreation	808.587.3250
Sharilyn Ikeda, Project Manager	Department of Transportation, Harbors Special Projects	808.291.0338
Wesley Yokoyama, PE, Chief	CCH Department of Environmental Services, Division of Wastewater Engineering and Construction	808.768.8790
Eric Nakagawa, PE Division Chief	County of Maui, Department of Environmental Management, Wastewater Reclamation Division	808.270.7417

I. AUTHORIZED REPRESENTATIVE THE FOREGOING IS A STATEMENT OF FACTS.

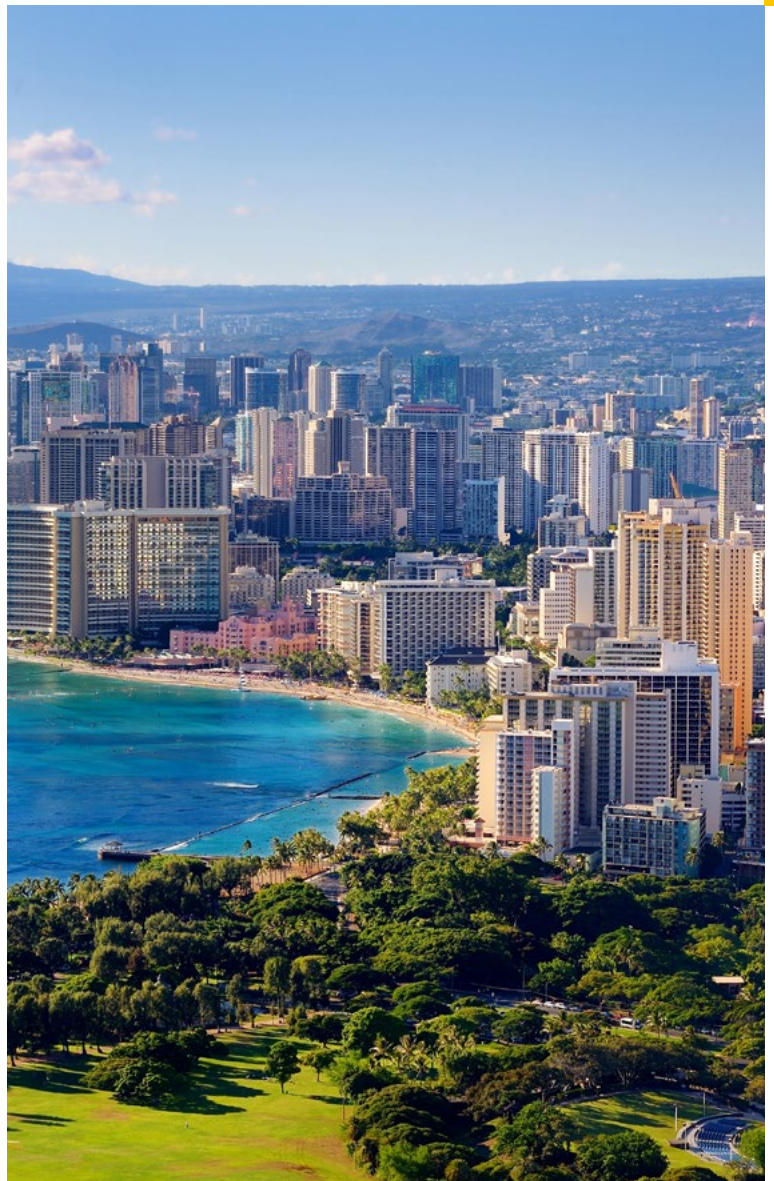
31. SIGNATURE		32. DATE June 30, 2023
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33. NAME AND TITLE Dawn Szewczyk, PE (HI No. 12103), Principal-In-Charge, Hawaii and Pacific Area Operations Manager

<b>PROFESSIONAL SERVICE PROVIDER QUALIFICATIONS</b>	1. SERVICE CATEGORY OF INTEREST <b>RD.1) Economist</b>
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# General Qualifications

## Part II



<b>ARCHITECT-ENGINEER QUALIFICATIONS</b>	1. SOLICITATION NUMBER <i>(If any)</i> <b>23-24</b>
--	--

**PART II – GENERAL QUALIFICATIONS**

*(If a firm has branch offices, complete for each specific branch office seeking work.)*

2a. FIRM (or Branch Office) NAME <b>HDR</b>			3. YR. ESTABLISHED <b>1985</b>	4. UNIQUE ENTITY IDENTIFIER <b>JACQAPZFGL93 (HDRE)</b>
2b. STREET <b>1001 Bishop Street Suite 400</b>			5. OWNERSHIP a. TYPE <b>Private Corporation</b>	
2c. CITY <b>Honolulu</b>	2d. STATE <b>HI</b>	2e. ZIP CODE <b>96813</b>	b. SMALL BUSINESS STATUS <b>Large Business</b>	
6a. POINT OF CONTACT NAME AND TITLE <b>Dawn Szewczyk, Area Manager</b>			7. NAME OF FIRM <i>(If Block 2a is a Branch Office)</i> The branch office identified in Block 2(a-e) includes personnel from one or more of our operating companies which are wholly owned subsidiaries of HDR, Inc. Collectively we bring resources of more than 10,000 multi-disciplinary professionals together as one seamless entity.	
6b. TELEPHONE NUMBER <b>808.697.6200</b>	6c. EMAIL ADDRESS <b>Dawn.Szewczyk@hdrinc.com</b>			

8a. FORMER FIRM NAME(S) <i>(if any)</i>			8b. YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER
<b>Henningson, Durham &amp; Richardson, Inc.</b>			<b>1951</b>	<b>KG5KCNG22BK6</b>
<b>Henningson Engineering Company, Inc.</b>			<b>1930</b>	
<b>Henningson Engineering Company</b>			<b>1917</b>	

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function code	b. Discipline	c. Number of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	1,140	10	A04	Air Pollution Control	1
06	Architect	731	10	A06	Airports; Terminals & Hangars; Freight Handling	10
08	CADD Technician	771	2	B02	Bridges	10
12	Civil Engineer	775	11	C15	Construction Management	10
15	Construction Inspector	422	2	D01	Dams; (Concrete; Arch)	5
16	Construction Manager	194	2	D02	Dams; (Earth; Rock); Dikes; Levees	10
21	Electrical Engineer	401	1	E09	Enviro. Impact Studies, Assessments, or Statements	8
48	Project Manager	1,015	10	E12	Environmental Remediation	10
52	Sanitary Engineer	290	4	H07	Highways: Streets; Airfield Paving; Parking Lots	10
58	Technician/Analyst	1,696	13	I01	Industrial Buildings; Manufacturing Plants	4
62	Water Resources Engineer	291	1	P06	Planning (Site, Installation, and Project)	9
992	Public Relations (Other)	579	2	P12	Power Generation, Transmission, Distribution	10
				R03	Railroad: Rapid Transit	10
				R11	Rivers: Canals; Waterways; Flood Control	1
				S04	Sewage Collection; Treatment and Disposal	7
				S07	Solid Wastes; Incineration; Landfill	6
				S10	Surveying; Platting; Mapping; Flood Plain Studies	5
				S13	Storm Water Handling & Facilities	8
				T02	Testing & Inspection Services	2
				T03	Traffic & Transportation Engineering	10
				W02	Water Resources; Hydrology; Ground Water	8
				W03	Water Supply; Treatment and Distribution	10
	Other Employees	3,632				
	<b>Total</b>	<b>11,937</b>	<b>68</b>			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS <i>(insert revenue index number shown at right)</i>		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	8	1. Less than \$100,000	6. \$2 million to less than \$5 million		
b. Non-Federal Work	8	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million		
		3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million		
c. Total Work	9	4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million		
		5. \$1 million to less than \$2 million	10. \$50 million or greater		

**12. AUTHORIZED REPRESENTATIVE** *The foregoing is a statement of facts.*

a. SIGNATURE 	b. DATE <b>4/20/2023</b>
c. NAME AND TITLE <b>Eric Keen, CEO</b>	



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**hdrinc.com**

We practice increased use of sustainable materials and reduction of material use.

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