



Statement of Qualifications

Fiscal Year 2025-2026 Professional Services

Department of Research & Development,
County of Hawaii

RD.7) Economist



June
2025



June 30, 2025

Department of Research & Development, County of Hawaii

25 Aupuni Street, Suite 1301

Hilo, HI 96720

Attn: Mr. Benson Medina, Director of Research & Development

**Re: Department of Research & Development, County of Hawaii,
Professional Services for Fiscal Year 2025-2026**

Dear Mr. Medina,

HDR submits this letter of interest together with its qualifications statement and company resume in response to the County of Hawaii's Notice to Providers of Professional Services for Fiscal Year 2026 anticipated projects. HDR would like to be considered for the following category:

RD.7) 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 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 in ranking and prioritizing 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 Dawn Szewczyk at 808.799.7803 or dawn.szewczyk@hdrinc.com.

Sincerely,

HDR

A handwritten signature in black ink, appearing to read 'Dawn Szewczyk', with a long horizontal flourish extending to the right.

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



Contents

01	Part I, Sections A-D	5
02	Part I, Section E	8
03	Part I, Sections F-G	24
04	Part I, Sections H-I	35
05	Part II	45

Qualifications

Part I, Sections A-D



ARCHITECT - ENGINEER QUALIFICATIONS

PART I - CONTRACT SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION (CITY AND STATE)

2025-2026 Notice to Providers of Professional Services

2. PUBLIC NOTICE DATE

June 01, 2025

3. SOLICITATION OR PROJECT NUMBER

RD.7) Economist

B. ARCHITECT - ENGINEER POINT OF CONTACT

4. NAME AND TITLE

Dawn Szewczyk, PE (HI No. 12103) Hawaii & Pacific Area Operations Manager

5. NAME OF FIRM

HDR Engineering, Inc.

6. TELEPHONE NUMBER

808.799.7803

7. FAX NUMBER

808.697.6201

8. E-MAIL ADDRESS

Dawn.Szewczyk@hdrinc.com

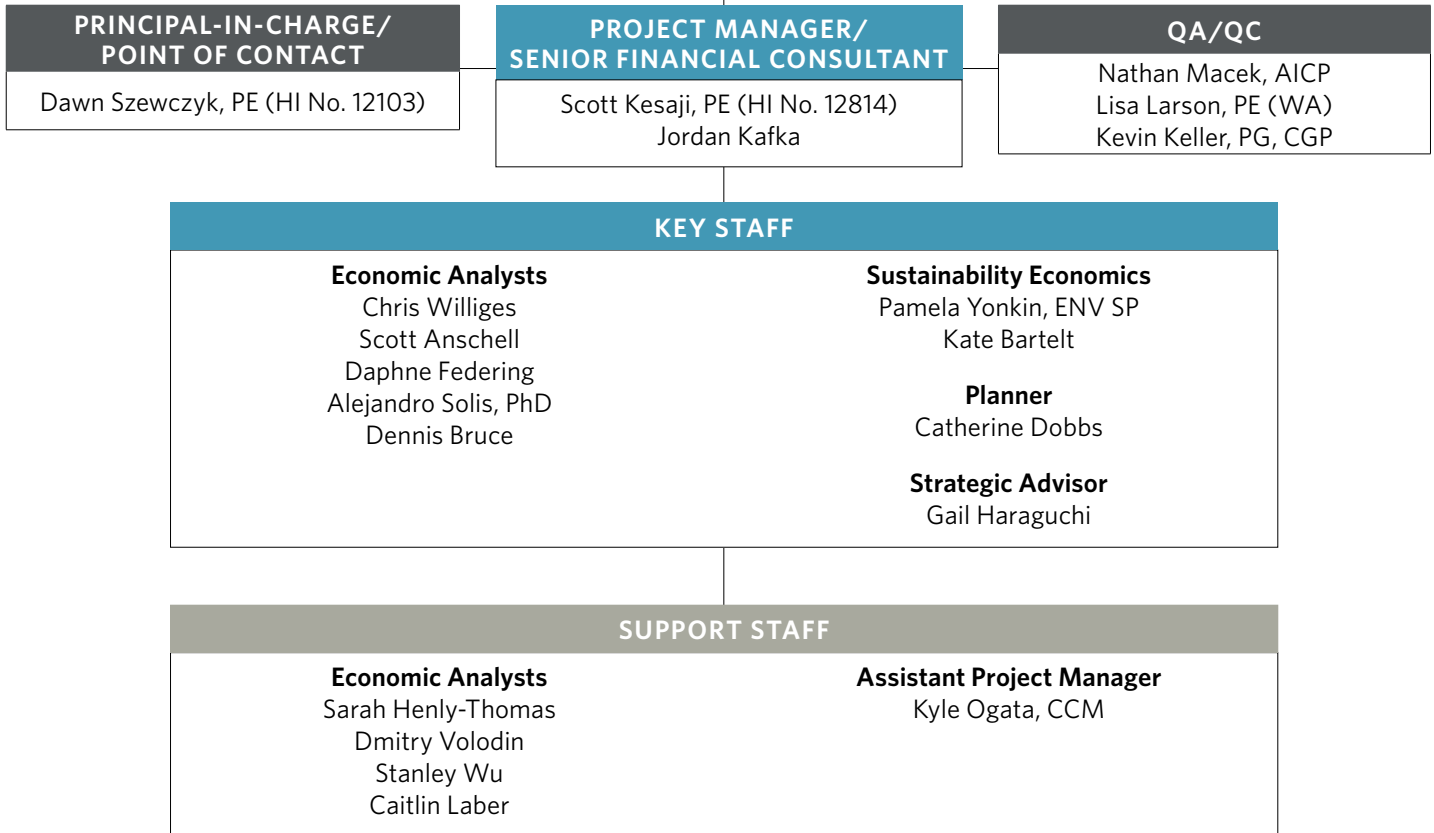
C. PROPOSED TEAM

(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			HDR ☒ CHECK IF BRANCH OFFICE	1001 Bishop Street, Suite 400 Honolulu, HI 96813	Prime
b.	X			HDR ☒ CHECK IF BRANCH OFFICE	305 South Street, Suite 101 Wailuku, HI 96793	Prime
c.	X			HDR ☒ CHECK IF BRANCH OFFICE	P.O. Box 4248 Hilo, HI 96720	Prime

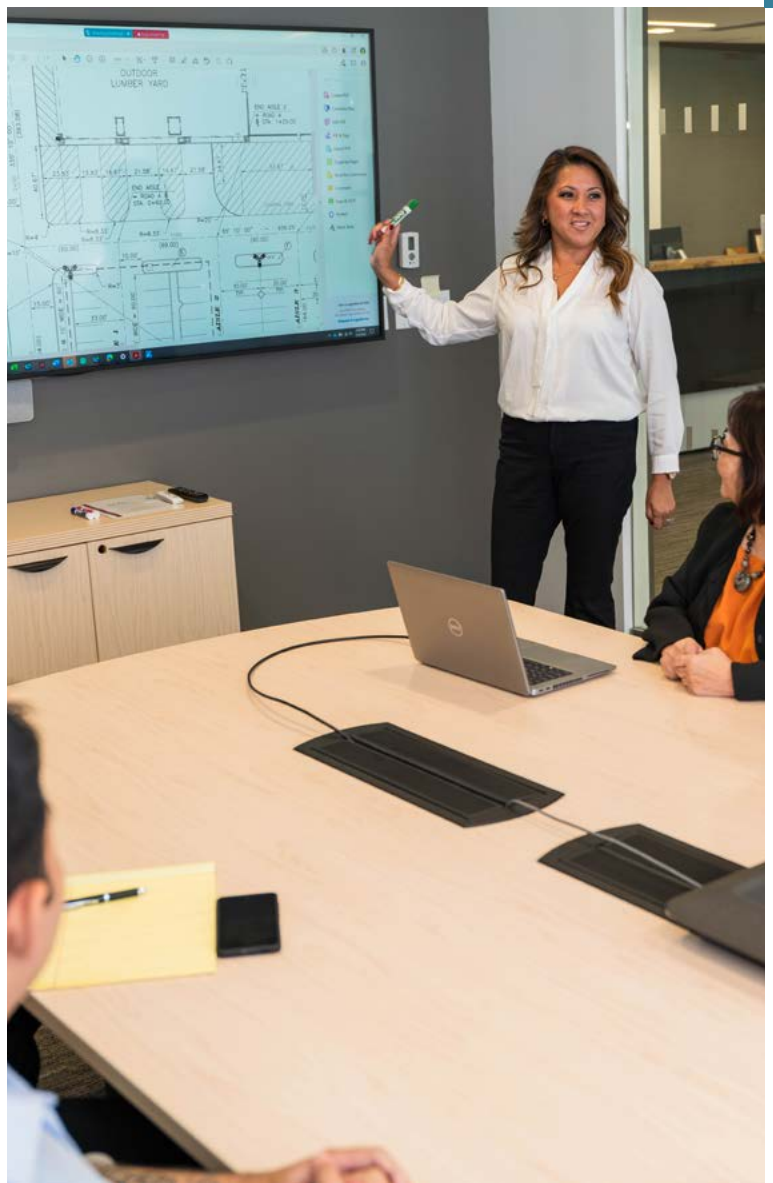


DEPARTMENT OF RESEARCH AND DEVELOPMENT
RD.7) Economist



Resumes

Part I, Section E



E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME Dawn Szewczyk, PE (HI No. 12103)	13. ROLE IN THIS CONTRACT Principal-in-Charge/ Point of Contact	14. YEARS EXPERIENCE	
		A. TOTAL 28	B. WITH CURRENT FIRM 2

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

16. EDUCATION (DEGREE AND SPECIALIZATION) BS, Engineering, Loyola Marymount University	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Professional Engineer - Civil (HI No. 12103)
---	--

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	
City & County of Honolulu Fleet Modernization Honolulu, HI	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) Ongoing
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM		
a. Program Lead. 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
City & County of Honolulu Energy Savings Performance Contract Support Honolulu, HI	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM		
b. Department Director. 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
City & County of Honolulu Street Light Conversion Honolulu, HI	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) Ongoing
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM		
c. Department Director. 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
US Department of the Navy Public Works Department, Singapore Sembawang, Singapore	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) Ongoing
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM		
d. 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	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		A. TOTAL	B. WITH CURRENT FIRM
Scott Kesaji, PE (HI No. 12814)	Project Manager	18	1

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

16. EDUCATION (DEGREE AND SPECIALIZATION)	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
BS, Mechanical Engineering, University of Southern California	Professional Engineer - Mechanical (HI No. 12814, CA No. 34046)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

Scott Kesaji currently serves as a Senior Power Delivery Project Manager, specializing in energy delivery projects associated with local utilities in Hawai'i. He has a background in power generation systems, utility asset management programs, project management, and power purchase agreements related to utility scale renewable energy resources.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
HSEO State Facilities Energy Strategy Project Honolulu, HI		PROFESSIONAL SERVICES 2025	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
a. Deputy Project Manager. Scott is currently managing a team of subject matter experts working to perform a comprehensive assessment for potential energy and utility bill cost savings across State agencies. HDR is assisting the Hawai'i State Energy Office in identifying up to 6 facilities, gathering benchmarking data, analyzing and formulating specific energy deployment strategy options, and providing a report with facility options.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
HSEO Alternative Fuels and Energy Transition Study Honolulu, HI		PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
b. Deputy Project Manager. Scott supported a broad team of subject matter experts working to study alternative fuels and the various transition options as part of the State's energy transition to net zero by 2045. The Hawai'i State Energy Office contracted with HDR to evaluate various fuels that could potentially be used for power generation.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Negotiating and Managing Power Purchase Agreements Honolulu, HI		PROFESSIONAL SERVICES 2023	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
c. Manager. During his tenure in the Renewable Acquisition Division (RAD) at Hawaiian Electric, Scott led a team of contract managers responsible for negotiating, executing, and filing new power purchase agreements (PPA) with Hawai'i's Public Utilities Commission. His team also administered existing PPAs with independent power producers on Oahu and Maui. Under his leadership, Scott's team was able to successfully place into service the Mililani Solar and Waiawa Solar projects – developer-owned utility scale solar plus battery energy storage projects on Oahu, while also supporting the development of upcoming request for proposals for new renewable energy resources.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Capital Projects within Power Supply Honolulu, HI		PROFESSIONAL SERVICES 2020	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
d. Sr. Supervising Mechanical Engineer. Supervised, mentored, and guided mechanical designers/engineers who were responsible for implementing capital projects throughout Hawaiian Electric's fleet of fossil fueled power generating units on Oahu. He reviewed/approved budgets, forecasts, engineered drawings, work packages, and other project elements within the Power Supply Engineering Division. Scott also signed off on experience required for candidates applying for their professional mechanical engineering license.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Importing of Containerized LNG Honolulu, HI		PROFESSIONAL SERVICES 2015	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
e. Project Manager. Involved with preliminary design efforts to utilize containerized liquefied natural gas (LNG) at Hawaiian Electric's existing fossil fuel power generating stations. Point of contact between Hawaiian Electric's design consultant and subject matter experts within the utility.			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME Jordan Kafka	13. ROLE IN THIS CONTRACT Project Manager/ Senior Financial Consultant	14. YEARS EXPERIENCE	
		A. TOTAL 10	B. WITH CURRENT FIRM 7

15. FIRM NAME AND LOCATION (CITY AND STATE)
HDR (Toronto, Canada)

16. EDUCATION (DEGREE AND SPECIALIZATION)

**MA, Business Economics, Wilfrid Laurier University
BA, Economics, Carleton University**

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

Jordan is a senior economist who is exceptionally skilled in developing intuitive economic and financial pro-forma models for energy resource procurement, evaluating economic feasibility of renewable energy sources and decarbonization infrastructure, and performing analysis for future utility infrastructure decisions. Jordan uses his knowledge of economics to develop decision support tools, support business case development, and evaluate the financial feasibility of new infrastructure. As part of HDR's Economics & Finance infrastructure advisory practice, Jordan is exceptionally skilled at developing transparent and flexible tools with simple user interfaces. Jordan utilizes his experience to develop high quality, replicable benefit-cost and business case analyses. He has developed analyses in support of strategic initiatives for both public and private sector clients across the U.S. and Canada, supporting renewable energy technologies and clients in their capital planning decisions.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
HSEO Alternative Fuel and Energy Transition Study HI		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
a. Economics SME. Jordan is the economics subject matter expert for an ongoing study exploring Hawaii's energy transition study for the State Energy Office. Jordan is working with other economists to develop a framework to evaluate lifecycle cost, impacts to ratepayers, greenhouse gas emissions, and economic impacts of multiple transition pathways. The analysis will help the State Energy Office identify a preferred transition pathway.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
New York State Energy Research and Development Authority (NYSERDA), Clean Energy Economics NY		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
b. Senior Economist. HDR was tasked by NYSERDA with providing on-call support for developing guidance and tools in support of clean energy projects for local governments. Jordan led the efforts to analyze and outline the changes for solar and storage projects as a result of the Inflation Reduction Act, including a cash flow calculator for solar and storage projects. Jordan continues to support NYSERDA with other policy research, developing feasibility calculators, and updating the Clean Energy Siting team's Solar Guidebook.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Evergy Inc Solar Feasibility Study MO		PROFESSIONAL SERVICES 2022	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
c. Senior Economist. Evergy Services, Inc. contracted HDR to provide solar energy owner's engineering (OE) services to meet the goal to more than 350 MW of solar PV energy into its resource portfolio by 2026. HDR began OE efforts with an initial site screening for 30 sites across Missouri, Kansas and Oklahoma. Jordan was responsible for developing the economic analysis for the site screening matrix including site-specific costs, solar generation, and locational marginal pricing at nearby nodes to develop and prioritize sites by their levelized cost of electricity. Jordan also helped develop an analysis to find the optimal AC:DC ratio to minimize the levelized cost of electricity.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Big Island Landfill Alternatives Planning Study Hawaii Island, HI		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
d. Economics Lead. HDR was tasked with evaluating current technologies available for processing typical Municipal Solid Waste (MSW) and other waste materials that are currently being disposed at the West Hawaii Sanitary Landfill. Jordan is leading the effort to evaluate the greenhouse gas emissions impact and the sustainable return on investment for available technologies to identify the best alternative. Costs are weighed against public benefits via a triple bottom line approach, considering economic, environmental, and social impacts to determine which infrastructure options are cost effective.			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		A. TOTAL	B. WITH CURRENT FIRM
Nathan Macek, AICP	QA/QC	24	4

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)

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	
		PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
a.	Santa Clara Valley Transportation Authority (VTA) Financial Strategy San Jose, CA	Ongoing	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Project Manager 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.		
b.	Metropolitan Atlanta Rapid Transit Authority Financial Planning Services Atlanta, GA	Ongoing	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Project Manager 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.		
c.	Chicago Metropolitan Agency for Planning IJA Regional Project Coordination Support Services Chicago, IL	Ongoing	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Technical Advisor 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.		
d.	Ohio Department of Transportation Discretionary Grant Services Statewide, OH	Ongoing	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Project Manager 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.		
e.	Alaska Municipal League, AML Grant Writing Support AK	Ongoing	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM 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.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		A. TOTAL	B. WITH CURRENT FIRM
Lisa Larson, PE (WA)	QA/QC	30	11

15. FIRM NAME AND LOCATION (CITY AND STATE)

HDR (Seattle, WA)

16. EDUCATION (DEGREE AND SPECIALIZATION)

Advanced Management Program, Wharton Executive Management, University of Pennsylvania
CPD, Wharton Executive Management, University of Pennsylvania, Aresty Scholar
MS, Civil Engineering, Oregon State University
BS, Civil Engineering, Oregon State University

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

Professional Engineer - Civil (WA)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

Lisa has 29 years of engineering and business consulting experience and serves as HDR's Advisory Services Director for the Resources Business Group (Power, Industrial, Waste). In this role, Lisa combines her business consulting and technical background to provide strategic solutions for clients. Some examples of HDR's Advisory Services include the following: project funding/grants, strategic planning, economics, sustainability, social impact, sustainability, asset management and organizational development.

In addition to Advisory Services, Lisa has significant technical and project management experience gained through project and program management of large infrastructure projects. She has managed programs and projects for large municipal utilities including the Los Angeles Department of Water and Power as well as the USACE. Throughout her career, she has also been involved in stakeholder engagement including government entities, non-governmental organizations, interested citizens, tribal entities, and other interested parties. Lisa is a professional engineer in Washington state, and her educational background includes both engineering and business. She has served on multiple boards in the energy industry and has written and presented research projects at many conferences.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
USTDA, Nacala Solar and Battery Storage Grant Application & Feasibility Study Nacala, Mozambique	2024	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM a. Principal in Charge. Lisa was the Principal in Charge of the grant development for the grid scale Nacala Solar and Battery Storage project leading to a comprehensive feasibility study. This included multiple international subconsultants located in three countries. Lisa led meetings with national electric company, participated in meetings to discuss the tariff and government approvals. Lisa co-led battery storage workshop for the national electric company and US government representatives. The feasibility study included identifying financing for the project.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
Northwest Power Planning Council, Regional Hydropower Potential Study OR	2024	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM b. Director. As a Director on the Northwest Hydroelectric Association, Lisa contributed to a study conducted for the Northwest Power Planning Council to review new and expanded hydropower potential throughout the Northwest. She conducted research, authored sections of the report, and served as a reviewer. Lisa participated in the presentation of the study results to the Council's Generation Resource Advisory Committee (GRAC).		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
Confidential Clients, Infrastructure Investment Jobs Act (IIJA) Funding & Inflation Reduction Act Funding Strategies Various Locations in US including Washington State	Ongoing	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM c. Principal in Charge. Lisa is providing support to power clients on various Infrastructure Investment Act DOE funding opportunities and Inflation Reduction Act. She is developing portfolio optimization and strategies, preparing grant applications, and developing grant tracking methods for the successful project implementation. Lisa is leading a team of professionals including advisors and subject matter experts. She is also involved in DOE Community Benefit Plans and co-led a RMEL workshop on Justice40 and Community Benefits Plans in the IIJA.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME Kevin Keller, PG, CGP	13. ROLE IN THIS CONTRACT QA/QC	14. YEARS EXPERIENCE	
		A. TOTAL 42	B. WITH CURRENT FIRM 17

15. FIRM NAME AND LOCATION (CITY AND STATE)

HDR (Topeka, KS)

16. EDUCATION (DEGREE AND SPECIALIZATION)

MS, Hydrology/Environmental Management, University of South Florida

BS, Geology/Civil Engineering, University of South Florida

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

Certified Professional Geologist - IN

Registered Professional Geologist - KS, KY, TN, WY

Certified Groundwater Professional - IA

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

Kevin is a Vice President and Principal Professional Associate with HDR and has over 30 years of management, planning, environmental and engineering experience in the freight and passenger transportation sectors, including 16 years with HDR. He has served as Program Director on large, multidiscipline programs for transportation clients throughout North America and has proven project management and communication skills based on his experience working with public and private sector clients. Kevin has managed the planning, permitting, engineering design, and evaluations of new transportation alignments, transportation corridors, new maintenance facilities, new structures, logistics planning, and fleet management. He has also managed public benefits analyses, economic development studies, industrial development studies, feasibility studies, and environmental assessments for numerous federal, state, and private clients. He leads HDR's Advisory Services practice for federal grant strategies and application development, and is recognized by federal agencies as an expert in discretionary grant programs.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Georgia Ports Authority Reduction of Truck Emissions at Port Facilities Grant Savannah, GA		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) Ongoing
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
a. Program Manager. HDR assisted Georgia Ports Authority (GPA) with developing a successful USDOT discretionary grant application for the Reduction of Truck Emissions at Port Facilities Grant Program. The GPA Port of Savannah Renewable Fuel Project received \$7.5 million to conduct a four-year pilot program at the Port of Savannah that will expand the use of low-emission and zero-emission equipment to carry out daily port activities and reduce port-related emissions from idling trucks. The project will replace petroleum diesel fuel used by 621 trucks with renewable, low-emission diesel fuel. HDR is working with GPA to implement this new program.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
BNSF Railway Systemwide Sustainability Program Western USA		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) Ongoing
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
b. Program Director. HDR is currently assisting BNSF with their systemwide sustainability initiatives program. BNSF Railway is one of North America's leading freight transportation companies, operating a rail network of 32,500 route miles in 28 states and three Canadian provinces. HDR has been supporting BNSF's corporate sustainability program since 2021, including the testing of new renewable fuels, introduction of battery-electric locomotives, development of procurement policies supporting sustainable resources and materials, and rehabilitation of existing facilities (and designs of new facilities) to be more energy efficient.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
HDOT Harbors Division Federal Discretionary Grants Support Honolulu, HI		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
c. Program Manager. HDR is currently providing advisory services to HDOT Harbors for their pursuit of various federal grants through grant programs such as RAISE, PIDP, INFRA, PROTECT, EPA's Clean Ports Program, and others. HDR is also assisting HDOT with the development of a "grants roadmap" to provide a strategy and approach for pursuing federal grants over the next three to five years for their planned critical projects.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Confidential Study for the Electrification of the North American Rail Network North America		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
d. Project Manager. HDR is providing advisory services to a confidential client to understand the practical considerations, potential for incremental approaches, benefits, and costs of electrifying the North American rail network. The results of this study will be used to inform the client, other stakeholders, and decision makers about the potential implications and outcomes of various electrification proposals.			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME Chris Williges	13. ROLE IN THIS CONTRACT Economic Analyst	14. YEARS EXPERIENCE A. TOTAL 33	B. WITH CURRENT FIRM 11
-----------------------------------	--	---	-----------------------------------

15. FIRM NAME AND LOCATION (CITY AND STATE)

HDR (San Francisco, CA)

16. EDUCATION (DEGREE AND SPECIALIZATION)

MCP, Transportation Planning, University of California Berkeley
MS, Transportation Engineering, University of California, Berkeley
BA, Quantitative Economics, Stanford University

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

Chris Williges is the director of HDR's economics and statistics practice. He has more than 30 years of experience conducting planning, economics, engineering, and strategic assignments for public and private sector clients. Chris has used and overseen the development of a wide range of analysis tools, such as revenue forecasting tools, regional economic models, and financial models. Recently, Chris has focused on conducting benefit-cost analyses, economic impact assessment, and estimating changes to economic productivity.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	CONSTRUCTION (IF APPLICABLE)
Hawaii State Energy Office, Alternative Fuels and Energy Transition Study HI	Ongoing	N/A
a. (3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Economics Lead. Chris is currently helping the Hawaii State Energy Office (HSEO) analyze and evaluate alternative energy strategies. Chris is overseeing the economics evaluation, which includes lifecycle cost analysis of proposed fuel alternatives, cost of service analysis, and risk assessment.	☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
Federal Transit Administration, Regulatory Assessment WA	Ongoing	N/A
b. (3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Principal-in-Charge. As a subcontractor to Guidehouse, Chris is currently helping the Federal Transit Administration (FTA) conduct a regulatory assessment of a confidential proposed rule.	☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
City of Springfield, MO, Southwest Wastewater Treatment Plant Master Planning Springfield, MO	2023	N/A
c. (3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Senior Advisor. Chris served as a senior advisor to help the City of Springfield Environmental Services determine where the city and potential partners should build wastewater capacity to accommodate regional growth and provide economic opportunities. Chris provided input into a business case and model that identified business impact under constrained and unconstrained growth.	☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
Multnomah County Burnside Bridge NEPA and Type Selection Phase Multnomah, OR	2023	N/A
d. (3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Senior Advisor. Chris worked with Multnomah County to conduct an environmental review of alternatives from the Earthquake Ready Burnside Bridge Project (EQRB) Feasibility Study. He oversaw HDR's work on the economic and land-use evaluation. The work included documenting regional economics and economic trends, evaluating the compatibility of land use with social and economic impacts, and estimating the impacts of potential alternatives on economic vitality and societal benefits.	☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
Monterey Economic Evaluation of Groundwater Replenishment (GWR) Project Externalities Monterey, CA	2015	N/A
e. (3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Senior Advisor. The Monterey Peninsula Water Management District considered whether to use alternative water supplies (groundwater replenishment in particular) to augment desalinated water supplies. Chris served as quality assurance/quality control (QA/QC) lead on HDR efforts to conduct a Sustainable Return on Investment (SROI) analysis and help incorporate sustainability elements into the decision-making process.	☒ 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 Scott Anschell	13. ROLE IN THIS CONTRACT Economic Analyst	14. YEARS EXPERIENCE	
		A. TOTAL 21	B. WITH CURRENT FIRM 7

15. FIRM NAME AND LOCATION (CITY AND STATE)

HDR (Olympia, WA)

16. EDUCATION (DEGREE AND SPECIALIZATION)

BS, Mechanical Engineering, Columbia University
BA, Management-Engineering, Claremont McKenna College

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

Scott leads HDR's power asset management practice and is a Utility Advisory Services Principal with a background in mechanical engineering and economics. He provides consulting services to utilities, particularly in the areas of asset management, business transformation, and capital planning. Scott's work addresses the full range of asset management program development, from framework and strategic planning through implementation of decision-support methodologies and business processes. He has significant experience applying industry best practices across power delivery, hydropower, and water/wastewater.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Army Utility Privatization Transition Period Honolulu, HI		PROFESSIONAL SERVICES 2021	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Project Manager. Hawaiian Electric took over the United States Army's electrical facilities for 12 sites on the island of Oahu. As part of this effort, HDR collected and compiled the most up-to-date electrical equipment inventory, electrical system maps, and electrical system data of the electrical facilities at the 12 sites. The inspections will be the basis for Hawaiian Electric to develop a spare parts inventory, new design and construction standards, and potential modifications to existing operating procedures. The inspections will also identify miscellaneous repairs that will address critical and immediate safety or reliability hazards. The project scope involved developing a custom GIS-based data collection software application, collecting asset inventory and condition data for substation and distribution equipment, collecting wiring diagram information for 170+ circuit breakers, producing 850 wiring diagrams, and using the data collected through the field inventory to produce an updated Esri file geodatabase.		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
a.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Salt River Project (SRP), Electric System Asset Management Program Implementation AZ		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Project Manager. HDR is assisting SRP with the development and implementation of an asset management program for the entire electric system which includes power delivery, generation, and distribution grid services. The project involves developing and delivering an internal training program; supporting the development of an Asset Management Commitment; Strategic Asset Management Plan; and implementation roadmap; refining electric system metrics; supporting the development of Tactical Asset Management Plans for priority asset classes; integrating grid resiliency practices into the asset management program, and establishing a data architecture for supporting asset lifecycle activities.		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
b.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
Chelan County Public Utility District, Asset Management Program Implementation Support WA		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Asset Management Consultant. Scott provided guidance and support to the Generation Asset Management group across all aspects of the asset management program. Specific tasks include assisting in the development of the five-year roadmap, implementation planning for up to three Asset Class Strategies, recommendations on updates and improvements to the current Asset Class Strategy template, refinement and data mapping of the Whole Life Cost (WLC) model, document approach for development of an Asset Information Strategy, and evaluation of asset performance measures.		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
c.			
(1) TITLE AND LOCATION (CITY AND STATE)		(2) YEAR COMPLETED	
California Department of Water Resources, Asset Management Program Implementation Support CA		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Asset Management Consultant. HDR is supporting a multi-year Asset Management program that involves all aspects of the asset management program. Specific tasks include: assisting in updating the SAMP and five-year roadmap and implementation plan; developing a governance structure for identifying, delivering, and tracking initiatives and activities; supporting the development of a Plant Asset Management Strategy for the 29 facilities (powerplants, pumping plants, and pump stations); refining risk management processes for supporting asset management plans; supporting change management tasks to embed and sustain AM activities.		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
d.			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME Daphne Federing	13. ROLE IN THIS CONTRACT Economic Analyst	14. YEARS EXPERIENCE	
		A. TOTAL 30	B. WITH CURRENT FIRM 16

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)
--	--

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			
a.	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	ICEA RAISE Grant Application Assistance IA	PROFESSIONAL SERVICES 2023	CONSTRUCTION (IF APPLICABLE) N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Deputy Task Lead. 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.		
b.	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	2023 RAISE Grant Application Support for 66th Street NE Improvements and Interchange Burleigh County, ND	PROFESSIONAL SERVICES 2023	CONSTRUCTION (IF APPLICABLE) N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Grant Preparer. 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.		
c.	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	Teton Mobility Corridor Improvements BUILD Grant Administration and Project Management Teton County, WY	PROFESSIONAL SERVICES 2022	CONSTRUCTION (IF APPLICABLE) N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Grant Application Advisor. 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.		
d.	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	Successful Application for FY 2021 RAISE West Florissant Avenue Great Streets St. Louis County, MO	PROFESSIONAL SERVICES 2021	CONSTRUCTION (IF APPLICABLE) N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Benefit Cost Analysis Lead. 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.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		A. TOTAL	B. WITH CURRENT FIRM
Alejandro Solis, PhD	Economic Analyst	26	13

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)

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.	Arizona Department of Transportation (ADOT) Phoenix, AZ	2012	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Senior Economist. 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.	Port of Corpus Christi Authority (PoCCA) Corpus Christi, TX	2010	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Economist. 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.	Port of New Orleans (PoNO) New Orleans, LA	2010	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Economist. 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.	Hidalgo County Regional Mobility Authority (HCRMA) Pharr, TX	2012	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Project Manager. Led 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.	South Florida Regional Transportation Authority (SFRTA) Pompano Beach, FL	2012	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Senior Economist. 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 Dennis Bruce	13. ROLE IN THIS CONTRACT Economic Analyst	14. YEARS EXPERIENCE	
		A. TOTAL 38	B. WITH CURRENT FIRM 23

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)
---	--

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	
Chicago to Detroit/Pontiac Passenger Rail Corridor Investment Plan, Illinois, Indiana and Michigan Chicago, IL	PROFESSIONAL SERVICES 2017	CONSTRUCTION (IF APPLICABLE) N/A
a. (3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Economist. 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
National Park Service 2006-2011 Transportation Planning IDIQ - Long-Range Transportation Plan Denver, CO	PROFESSIONAL SERVICES 2011	CONSTRUCTION (IF APPLICABLE) N/A
b. (3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Economist. 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
Ontario Line Technical Advisor Toronto, Ontario, Canada	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) N/A
c. (3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Economist. 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 (eight underground, five aerial, and two 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
Lock and Dam Feasibility Study IA	PROFESSIONAL SERVICES 2013	CONSTRUCTION (IF APPLICABLE) N/A
d. (3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Economist. 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 Pamela Yonkin, ENV SP	13. ROLE IN THIS CONTRACT Sustainability Economics	14. YEARS EXPERIENCE	
		A. TOTAL 30	B. WITH CURRENT FIRM 15

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)

Envision Sustainability Professional (MA)

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	
Market Street Marine Terminal Better Utilizing Investments to Leverage Development (BUILD) Application Development Portsmouth, NH	PROFESSIONAL SERVICES 2018	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM a. Principal Economist. 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
St. Louis County, West Florissant Avenue Great Streets RAISE Grant Application St. Louis, MO	PROFESSIONAL SERVICES 2018	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM b. Principal Economist. 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
Jacksonville Transportation Authority (JTA), Bay Street Autonomous Vehicle Corridor BUILD Grant Application Jacksonville, FL	PROFESSIONAL SERVICES 2018	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM c. Principal Economist. 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
City of Kansas City Missouri, KC Streetcar Alternatives Analysis and TIGER Grant Applications Kansas City, MO	PROFESSIONAL SERVICES 2018	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM d. Principal Economist. 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.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
I-579 Cap Urban Connector Project, Sports & Exhibition Authority of Pittsburgh and Allegheny County (SEA) PA	PROFESSIONAL SERVICES 2016	CONSTRUCTION (IF APPLICABLE) N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM e. Principal Economist. 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	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		A. TOTAL	B. WITH CURRENT FIRM
Kate Bartelt	Sustainability Economics	23	3

15. FIRM NAME AND LOCATION (CITY AND STATE)

HDR (Boston, MA)

16. EDUCATION (DEGREE AND SPECIALIZATION)

Master's Certificate Circular Economy and Sustainability
Strategies, University of Cambridge
MS, Science, Technology and Environmental Public Policy,
University of Minnesota
BS, Environmental Sciences, Iowa State University

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

Certified TRUE Advisor

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

As HDR's Sustainability and Resiliency Lead - Resources, Kate Bartelt's work has focused on the intersectionality of infrastructure, people, and the environment. Kate is dedicated to seamlessly integrating sustainability principles into HDR's solid waste, industrial, and power business classes. Kate's 20+ years of experience spans developing and designing municipal public policies and programs, sustainability analysis, climate-focus initiatives, and resilient infrastructure. Kate specializes in including environmental, sociopolitical, and financial expertise to develop, plan, and implement integrated plans and programs. She also brings expertise in communicating complex engineering and scientific findings with all audiences - from staff to elected officials - to find unique solutions and ensure understanding.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
Hawaii Gas, Resiliency Plan HI	2025	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Project Manager. HDR worked with Hawai'i Gas to prepare a comprehensive analysis and develop a robust Resiliency Plan to comply with PUC Order No. 40396. The project included conducting Risk and Vulnerability Assessments to identify the potential impacts of natural hazards such as hurricanes, wildfires, and tsunamis on Hawai'i Gas's critical infrastructure. a. HDR also developed Mitigation and Adaptation Plans tailored to each asset, ensuring that Hawai'i Gas's infrastructure could withstand the identified hazards. The scope further included thoroughly reviewing Hawai'i Gas's pre- and post-mobilization response procedures, communication strategies, damage assessment protocols, and restoration priorities. In addition, HDR provided strategic business continuity plans to safeguard operations during and after natural hazard events while identifying system upgrades and improvements that resulted from past disasters. HDR's work ensured that Hawai'i Gas has a clear, actionable framework for mitigating risks and responding to future natural hazard events, enhancing the resilience of its operations and ensuring regulatory compliance. Kate was the project manager, delivering the project in 10 weeks in order to meet PUC timelines.		
(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
HSEO Alternative Fuels and Energy Transition Study Honolulu, HI	2024	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM b. Sustainability and Resiliency Technical Advisor. HDR is supporting the HSEO on an Alternative Fuel and Energy Transition Study as a part of the State's energy transition to net zero by 2045. The alternative fuels under consideration will potentially replace fuel oil and diesel from Hawai'i's electricity without compromising the statewide net-zero goal, energy costs, and grid reliability. The scenarios include starting with liquified natural gas and then transitioning to new fuels and potential technologies such as hydrogen, ammonia, and other sustainable fuels. HDR leads the following tasks: 1. Technology and Functional Evaluation, 2. Economics Evaluation, 3. Policy and Regulatory Review, and 4. Community, Culture, and Environment Evaluation, with an integrated national and local team. Kate supported the life cycle analysis of alternative fuels, strategic support, and final report development.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		A. TOTAL	B. WITH CURRENT FIRM
Catherine Dobbs	Planner	16	5

15. FIRM NAME AND LOCATION (CITY AND STATE)

HDR (Raleigh, NC)

16. EDUCATION (DEGREE AND SPECIALIZATION)

JD, Law, Willamette University

BA, Communications and Journalism, University of Portland

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

Cat is a Senior Project Manager and program strategist with HDR that specializes in NEPA, federal partnerships, and grant monitoring, compliance, and administration. Cat spent nearly 12 years with the US Department of Transportation Federal Railroad Administration's (FRA) Office of Program Delivery and brings firsthand experience administering FRA projects under all current and legacy DOT programs, spanning three different presidential administrations; as well as National Environmental Policy Act (NEPA) compliance and the environmental evaluation process for rail infrastructure development. While at the FRA, Cat served as the Central Team Lead for the Project Management and Oversight Division, where she managed a team of four and maintained accountability for all grants and partnership initiatives in the Central region. Cat brings her program expertise and robust experience with rail grantmaking practices, regulations, and policies to make strategic program recommendations to her teams and FRA leadership. At HDR Cat works with a wide variety of industry stakeholders providing guidance on project development, federal partnership opportunities, and maintains excellent working knowledge of federal granting regulations, policies, and practices. Cat provides unmatched insight on how to convey project information to the FRA, offers technical expertise in the application of all federal funding requirements and compliance for rail programs, is uniquely situated to interpret federal programmatic guidance, and can effectively engage with the network of federal expertise housed within the FRA.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (IF APPLICABLE)
	2024 RAISE Grant Application Development for the Kalaeloa Barbers Point Harbor Access Road Project for HDOT Harbors Honolulu, HI	2024	N/A
a.	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Planner. HDR supported HDOT with the preparation of a RAISE application. HDR provided guidance to align the project with the program's merit criteria which includes safety, environmental sustainability, quality of life, mobility and community connectivity, economic competitiveness and opportunity including tourism, state of good repair, partnership and collaboration, and innovation.		
	FY24 Port Infrastructure Development Program (PIDP) Grant Application for HDOT Harbors Honolulu, HI	2024	N/A
b.	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Planner. HDR provided guidance of application development, schedule, criteria, and overall strategy to produce a FY24 PIDP grant application. HDR lead the development of the grant application for the project. HDR provided technical writing and review services consistent with standard grant criteria. HDR assisted in evaluating the selected project and developed the content for each of the merit criteria.		
	Three-Year Roadmap for Federal Discretionary Grant Programs for HDOT Harbors Honolulu, HI	Ongoing	N/A
c.	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE ☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Planner. HDR is collaborating with HDOT to identify federal funding opportunities for future large-scale projects and is developing a roadmap to align the appropriate federal discretionary grant programs for each project. This will include identifying the eligible federal grant programs that match the planned projects, and forecasting (i.e. preparing a timeline) the possible grant application submittals over the next three years.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(COMPLETE ONE SECTION E FOR EACH KEY PERSON.)

12. NAME Gail Haraguchi	13. ROLE IN THIS CONTRACT Strategic Advisor	14. YEARS EXPERIENCE	
		A. TOTAL 39	B. WITH CURRENT FIRM 12

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

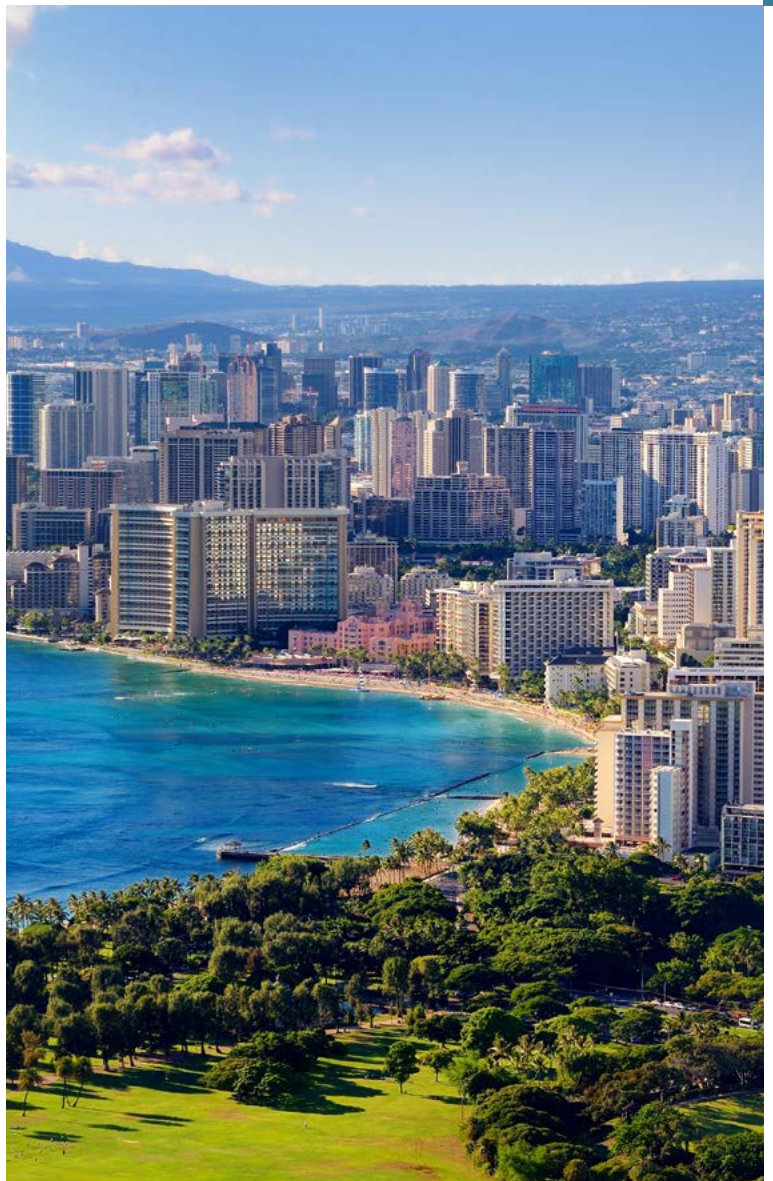
16. EDUCATION (DEGREE AND SPECIALIZATION) MA (prepared), Communications, University of Hawaii, Manoa BA, Speech Communication, University of Hawaii, Manoa	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
--	--

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) Public Engagement for IGP Oahu, Maui, Hawaii, HI	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2022	CONSTRUCTION (IF APPLICABLE) N/A	
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE a. Liaison Support. 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.		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
(1) TITLE AND LOCATION (CITY AND STATE) West Hawaii Site Selection Charette Kona, HI	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2023	CONSTRUCTION (IF APPLICABLE) 2023	
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE b. Liaison Support. 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.		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
(1) TITLE AND LOCATION (CITY AND STATE) General Hydraulic Engineering Services, Statewide Maui and Kauai, HI	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (IF APPLICABLE) Ongoing	
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE c. Liaison Support. 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.		☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
(1) TITLE AND LOCATION (CITY AND STATE) Pacific Business News (PBN), Healthiest Employer of the Year, 2015 Honolulu, HI	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2015	CONSTRUCTION (IF APPLICABLE) N/A	
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE d. Campaign Chair. 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.		☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

Relevant Experience

Part I, Sections F-G



F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT (PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED. COMPLETE ONE SECTION F FOR EACH PROJECT.)		20. EXAMPLE PROJECT KEY NUMBER 1	
21. TITLE AND LOCATION (CITY AND STATE)		22. YEAR COMPLETED	
HSEO Alternative Fuels and Energy Transition Study Honolulu, HI		PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) N/A
23. PROJECT OWNER'S INFORMATION			
A. PROJECT OWNER Hawaii State Energy Office	B. POINT OF CONTACT NAME Monique Schaefer	C. POINT OF CONTACT TELEPHONE NUMBER 808.349.3052	
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)			

The Hawai'i State Energy Office (HSEO) contracted with HDR to provide professional services to study alternative fuels and the various transition options as part of the State's energy transition to net zero by 2045. This transition may include scenarios that start with liquified natural gas and then transition to new fuels and potential technologies such as hydrogen, ammonia, and other sustainable fuels. Decarbonizing the energy sector is already underway with renewable generation additions. This evaluation will consider fuels that could be used for power generation by repurposing diesel and other facilities to accommodate new fuels as well as new plants.

HDR's approach to the study, while working collaboratively with HSEO, was to break up the project into four major tasks listed below:

- 1) Technology and Functional Evaluation
- 2) Economics Evaluation
- 3) Policy and Regulatory Review
- 4) Community, Culture, and Environmental Evaluation

These four tasks, especially tasks 1 and 2, are essential in developing the right energy mix strategy to help inform Hawaiian Electric and other energy stakeholders. The outcome of each of these tasks were developed, in collaboration with HSEO, into a final report / slide deck that summarizes HDR's findings of the analysis.

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

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT (PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED. COMPLETE ONE SECTION F FOR EACH PROJECT.)		20. EXAMPLE PROJECT KEY NUMBER 2			
21. TITLE AND LOCATION (CITY AND STATE) HDOT Federal Grant Workshop Honolulu, HI		22. YEAR COMPLETED <table border="1"> <tr> <td>PROFESSIONAL SERVICES 2024</td> <td>CONSTRUCTION (IF APPLICABLE) 2024</td> </tr> </table>		PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) 2024
PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) 2024				
23. PROJECT OWNER'S INFORMATION					
A. PROJECT OWNER HDOT Harbors Division		B. POINT OF CONTACT NAME DreanaLee Kalili			
		C. POINT OF CONTACT TELEPHONE NUMBER 808.587.3651			
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)					

HDR led a workshop to familiarize HDOT (Highways, Harbors and Airports) staff with the active federal grant programs, vet and prioritize future planned capital projects for possible grant applications. HDR led an interactive exercise on project identification, possible grant programs for those projects, grant application components, determination of grant criteria, benefit cost analysis (BCA) overview, scope definition, engineering design, environmental pathways, and NEPA requirements. HDR reviewed federal terms and conditions, obligation process, Buy America Act vs Buy American Act, performance metrics, scope/schedule/budget and reporting requirements. HDR also shared lessons learned that has been accumulated from its historical grant advisory services practice across the United States.

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

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT (PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED. COMPLETE ONE SECTION F FOR EACH PROJECT.)		20. EXAMPLE PROJECT KEY NUMBER 3	
21. TITLE AND LOCATION (CITY AND STATE) Three-Year Roadmap for Federal Discretionary Grant Programs for HDOT Harbors Honolulu, HI		22. YEAR COMPLETED PROFESSIONAL SERVICES: Ongoing CONSTRUCTION (IF APPLICABLE): Ongoing	
23. PROJECT OWNER'S INFORMATION			
A. PROJECT OWNER HDOT Harbors Division		B. POINT OF CONTACT NAME DreanaLee Kalili	
		C. POINT OF CONTACT TELEPHONE NUMBER 808.587.3651	
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)			

HDR collaborated with HDOT to identify federal funding opportunities for future large-scale projects and is developing a roadmap to align the appropriate federal discretionary grant programs for each project. This will include identifying the eligible federal grant programs that match the planned projects, and forecasting (i.e. preparing a timeline) the possible grant application submittals over the next three years.

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

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT (PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY. OR TO PROJECTS, IF NOT SPECIFIED, COMPLETE ONE SECTION F FOR EACH PROJECT.)		20. EXAMPLE PROJECT KEY NUMBER 4			
21. TITLE AND LOCATION (CITY AND STATE) 2024 RAISE Grant Application Development for the Kalaeloa Barbers Point Harbor Access Road Project for HDOT Harbors Honolulu, HI		22. YEAR COMPLETED <table border="1"> <tr> <td>PROFESSIONAL SERVICES 2024</td> <td>CONSTRUCTION (IF APPLICABLE) 2024</td> </tr> </table>		PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) 2024
PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) 2024				
23. PROJECT OWNER'S INFORMATION					
A. PROJECT OWNER HDOT Harbors Division		B. POINT OF CONTACT NAME DreanaLee Kalili			
		C. POINT OF CONTACT TELEPHONE NUMBER 808.587.3651			
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)					

HDR supported HDOT with the preparation of a RAISE application. HDR provided guidance to align the project with the program's merit criteria which includes safety, environmental sustainability, quality of life, mobility and community connectivity, economic competitiveness and opportunity including tourism, state of good repair, partnership and collaboration, and innovation.

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

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT (PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED. COMPLETE ONE SECTION F FOR EACH PROJECT.)		20. EXAMPLE PROJECT KEY NUMBER 5			
21. TITLE AND LOCATION (CITY AND STATE) FY24 Port Infrastructure Development Program (PIDP) Grant Application for HDOT Harbors Honolulu, HI		22. YEAR COMPLETED <table border="1"> <tr> <td>PROFESSIONAL SERVICES 2024</td> <td>CONSTRUCTION (IF APPLICABLE) 2024</td> </tr> </table>		PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) 2024
PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) 2024				
23. PROJECT OWNER'S INFORMATION					
A. PROJECT OWNER HDOT Harbors Division		B. POINT OF CONTACT NAME DreanaLee Kalili			
		C. POINT OF CONTACT TELEPHONE NUMBER 808.587.3651			
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)					

HDR provided guidance of application development, schedule, criteria, and overall strategy to produce a FY24 PIDP grant application. HDR lead the development of the grant application for the project. HDR provided technical writing and review services consistent with standard grant criteria. HDR assisted in evaluating the selected project and developed the content for each of the merit criteria.

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

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT (PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY. OR 10 PROJECTS, IF NOT SPECIFIED. COMPLETE ONE SECTION F FOR EACH PROJECT.)		20. EXAMPLE PROJECT KEY NUMBER 6			
21. TITLE AND LOCATION (CITY AND STATE) Young Brothers Clean Energy Plan Honolulu, HI		22. YEAR COMPLETED <table border="1"> <tr> <td>PROFESSIONAL SERVICES 2024</td> <td>CONSTRUCTION (IF APPLICABLE) 2024</td> </tr> </table>		PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) 2024
PROFESSIONAL SERVICES 2024	CONSTRUCTION (IF APPLICABLE) 2024				
23. PROJECT OWNER'S INFORMATION					
A. PROJECT OWNER Young Brothers		B. POINT OF CONTACT NAME Katra Cuskaden			
		C. POINT OF CONTACT TELEPHONE NUMBER 808.429.6128			
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)					

Young Brothers developed several goals to transition their assets to align with the State's 2045 goal of 100% clean energy. HDR outlined and provided general estimates for budgetary planning purposes and detailed sources of potential federal funding grants to support Young Brothers with their advancement to increase their sustainability.

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

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT (PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED. COMPLETE ONE SECTION F FOR EACH PROJECT.)		20. EXAMPLE PROJECT KEY NUMBER	
		7	
21. TITLE AND LOCATION (CITY AND STATE)		22. YEAR COMPLETED	
Successful Application for FY 2021 RAISE Franklin Boulevard: A Partnership to Rebuild and Revive a Corridor Eugene and Springfield, OR		PROFESSIONAL SERVICES 2021	CONSTRUCTION (IF APPLICABLE) N/A
23. PROJECT OWNER'S INFORMATION			
A. PROJECT OWNER	B. POINT OF CONTACT NAME	C. POINT OF CONTACT TELEPHONE NUMBER	
City of Eugene	Larisa Varela, Transportation Planner	541.501.0351	
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)			

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.

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

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT (PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR 10 PROJECTS, IF NOT SPECIFIED. COMPLETE ONE SECTION F FOR EACH PROJECT.)		20. EXAMPLE PROJECT KEY NUMBER 8	
21. TITLE AND LOCATION (CITY AND STATE) Corner Brook Functionality Assessment & Business Development Plan Newfoundland, Canada		22. YEAR COMPLETED PROFESSIONAL SERVICES 2018 CONSTRUCTION (IF APPLICABLE) N/A	
23. PROJECT OWNER'S INFORMATION			
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

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT (PRESENT AS MANY PROJECTS AS REQUESTED BY THE AGENCY, OR TO PROJECTS, IF NOT SPECIFIED, COMPLETE ONE SECTION F FOR EACH PROJECT.)		20. EXAMPLE PROJECT KEY NUMBER 9	
21. TITLE AND LOCATION (CITY AND STATE) Port of Harlingen Strategic, Master, & Business Development Plan Port Facility Assessment Harlingen, TX		22. YEAR COMPLETED PROFESSIONAL SERVICES: 2019 CONSTRUCTION (IF APPLICABLE): N/A	
23. PROJECT OWNER'S INFORMATION			
A. PROJECT OWNER Harlingen Texas Port Authority	B. POINT OF CONTACT NAME Walker Smith	C. POINT OF CONTACT TELEPHONE NUMBER 956.423.0283	
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (INCLUDE SCOPE, SIZE, AND COST)			



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

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

G. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS										
26. NAMES OF KEY PERSONNEL (from Section E, Block 12)	27. ROLE IN THIS CONTRACT (from Section E, Block 13)	28. EXAMPLE PROJECTS LISTED IN SECTION F (fill in "Example Projects Key" section below before completing table. Place "X" under project key number for participation in same or similar role).								
		1	2	3	4	5	6	7	8	9
Dawn Szewczyk	Principal-in-Charge/ Point of Contact		x	x	x	x	x			
Scott Kesaji	Project Manger	x								
Jordan Kafka	Project Manager/ Senior Financial Consultant	x								
Nathan Macek	QA/QC						x			
Lisa Larson	QA/QC	x								
Kevin Keller	QA/QC		x	x	x	x				
Chris Williges	Economic Analyst	x								
Scott Anschell	Economic Analyst	x								
Daphne Federling	Economic Analyst							x		
Alejandro Solis	Economic Analyst							x		x
Dennis Bruce	Economic Analyst								x	
Pamela Yonkin	Sustainability Economics						x			
Kate Bartelt	Sustainability Economics	x								
Catherine Dobbs	Planner			x	x	x				
Gail Haraguchi	Strategic Advisor		x		x		x			

29. EXAMPLE PROJECTS KEY			
NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)	NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)
1	HSEO Alternative Fuels and Energy Transition Study Honolulu, HI	6	Young Brothers Clean Energy Plan Honolulu, HI
2	HDOT Federal Grant Workshop Honolulu, HI	7	Successful Application for FY 2021 RAISE Franklin Boulevard: A Partnership to Rebuild and Revive a Corridor Eugene and Springfield, OR
3	Three-Year Roadmap for Federal Discretionary Grant Programs for HDOT Harbors Honolulu, HI	8	Corner Brook Functionality Assessment & Business Development Plan Newfoundland, Canada
4	2024 RAISE Grant Application Development for the Kalaeloa Barbers Point Harbor Access Road Project for HDOT Harbors Honolulu, HI	9	Port of Harlingen Strategic, Master, & Business Development Plan Port Facility Assessment Harlingen, TX
5	FY24 Port Infrastructure Development Program (PIDP) Grant Application for HDOT Harbors Honolulu, HI		

Additional Information

Part I, Sections H-I





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 108 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 85 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 | 808.2026528

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: Singapore

Australia: Brisbane, Melbourne, Sydney

Canada: Alberta, British Columbia, Newfoundland, Ontario

Europe: Germany, United Kingdom

Middle East: Saudi Arabia, United Arab Emirates

Number of Years in Business

108 years nationally; 39 years in Hawaii

Average Number of Employees

11,827 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

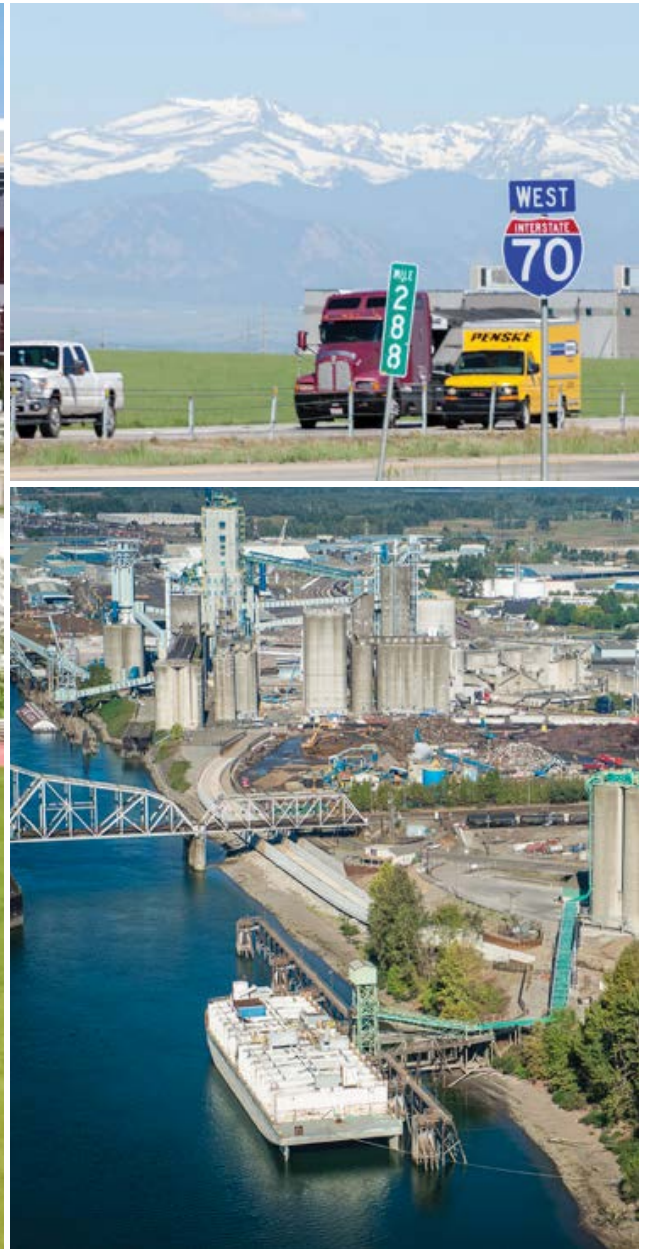
- Energy-from-Waste
- HTRW and Environmental Restoration
- Organics Waste Management
- Planning and Program Development
- Solid Waste Facilities and Landfills

Water

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

INFRASTRUCTURE GRANT EXPERTISE TO TRANSFORM COMMUNITIES

USDOT Grant Funding Services





Major Discretionary Grant Opportunities

U.S. Department of Transportation

- INFRA/Mega/Rural
- Nationally Significant Federal Lands and Tribal Projects
- RAISE
- Reconnecting Communities
- Safe Streets and Roads for All (SS4A)

Federal Emergency Management Agency

- Building Resilient Infrastructure and Communities (BRIC)

Federal Highway Administration

- Advanced Transportation Technology and Innovation (ATTAIN)
- Bridge Investment Program (BIP)
- Charging and Fueling Infrastructure (CFI)
- National Electric Vehicle Infrastructure (NEVI)
- Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT)

Federal Railroad Administration

- Consolidated Rail Infrastructure and Safety Improvements (CRISI)
- Corridor Identification and Development Program (CID)
- Federal-State Partnership for Intercity Passenger Rail (FSP)
- Railroad Crossing Elimination (RCE)

Federal Transit Administration

- Bus & Bus Facilities Program
- Low/No Emissions Program
- Capital Investment Grants

Maritime Administration

- Port Infrastructure Development Program (PIDP)

Environmental Protection Agency

- Climate Pollution Reduction Grants
- Clean Ports Program

Positively Impact Your Community and the Local Economy by Closing Infrastructure Funding Gaps

Together, we can identify available funding opportunities and successfully navigate the application and implementation process to deliver transformative transportation projects.

Many community-enhancing infrastructure projects are held back due to limited availability of funds. U.S. Department of Transportation grant programs help bridge fiscal shortfalls to move significant projects forward. Without the right expertise, the process of identifying, applying for and administering grants can be daunting. Our infrastructure grant experts offer a comprehensive portfolio of services to better position you for grant success.

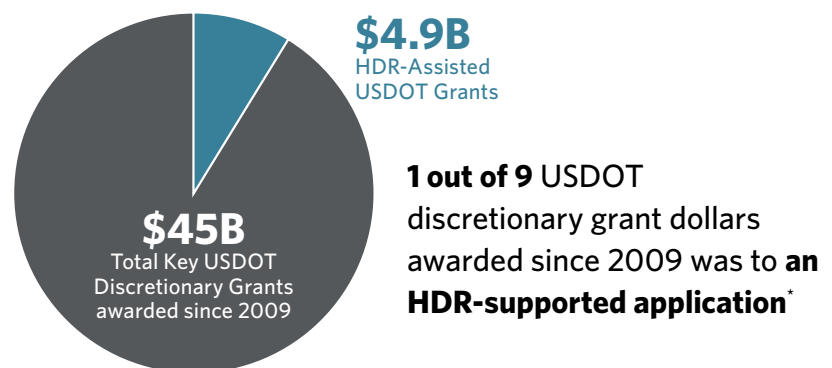
Start the grant application process by asking the right questions:

- What is the scale of funding needs?
- How can we best fill a funding gap?
- What projects should we prioritize to pursue funding?
- What is our best strategy to pursue grants?
- How can we best position an individual project for a grant?

The answers will help us develop a grant strategy tailored to your specific needs. Beyond the strategy, we offer comprehensive, multidisciplinary services to secure the needed funding, which includes supporting your existing staff, backfilling staff shortages and helping address political pressures.

Industry-Leading Grant Track Record

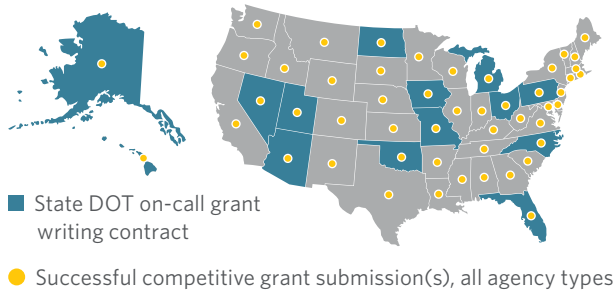
We have supported more than 200 successful grant applications — securing \$4.9 billion in federal funds for key highway, rail, port, transit, bike and pedestrian, freight, and multimodal projects.



*Estimated for Rebuilding American Infrastructure with Sustainability and Equity (RAISE) and its predecessor BUILD and TIGER; Infrastructure for Rebuilding America (INFRA), and its predecessor FASTLANE; FRA Consolidated Rail Infrastructure and Safety Improvements (CRISI); and MARAD Port Infrastructure Development (PID) programs since 2009, plus FTA Low and No Emissions; FTA Bus and Bus Facilities; FHWA Bridge Investment program; and FHWA Safe Streets and Roads for All (SS4A) program since 2022; and, FHWA ADCMS, FHWA WCPP, FRA CID, FRA FSP National, FRA RCE, PHMSA NGDISM, USDOT Rural STP, USDOT SMART, and USDOT Tribal Transportation Program Safety Fund since 2023.

Proven History of Grant Application Success

Trusted Across the U.S. to Deliver Competitive Grant Opportunities



HDR USDOT Grants Performance*



\$2.4B since the Bipartisan Infrastructure Law passed in 2021

Partnering to Secure Transportation Grant Funding

Prioritize your grant funding pursuits and address your funding gaps with our skilled team of specialists to lead all facets of preparing and applying for grant funding. You'll benefit from our expertise in transportation, energy, water, resiliency and broadband to support grants in related programs. This multidisciplinary capability ensures we can handle a wide range of complex challenges. Together, we will devise a plan that matches your critical project needs with potential funding and prepare applications and supporting materials. We can also help you administer grant awards and assist in leveraging relationships with federal decision makers to optimize opportunities for success.



Strategic Approach to Program Alignment with Grant Opportunities

Develop more competitive applications with a strategy to determine which projects should pursue specific grant opportunities. We'll proactively assess overall capital needs to identify and prioritize funding gaps relative to discretionary grant opportunities. This includes capital prioritization, capacity, political support, availability of matching funds, alignment with grant program objectives and competitiveness. We also meet with stakeholders to identify synergies between needed capital projects and grant opportunities.



Deep Bench of Grant Writing and Support Services

You will be able to prepare for multiple grant programs concurrently — without sacrificing quality — with support from our highly experienced finance specialists, economists, planners, designers, engineers and advocates.

Our team is highly knowledgeable about federal agency grant processes and priorities which helps us interpret policy, get feedback on applications and build support.



Grant Administration to Meet Federal Requirements

When you are awarded a grant, HDR can assist with grant administration. Drawing on experience with managing other federalized projects, we can build internal capacity with your staff to meet the specific requirements of receiving federal funds — including reporting, accounting, invoicing, environmental clearances, etc. We will support and train your staff to meet ongoing compliance and regulatory requirements.

H. ADDITIONAL INFORMATION

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



Recent Client Grant Success

42nd Street Grade Separation Project

Grand Forks, North Dakota

*2023 FRA Rail Crossing Elimination
Program Grant Award, \$30M*

CNG Bus Fleet Modernization Project

Dallas, Texas

*2023 FTA Low/No Emissions Vehicle
Grant Award, \$116M*

Improve I-70 Project

Missouri Statewide

*2023 USDOT INFRA Grant
Award, \$93M*

Ely Downtown Infrastructure and Complete Streets Project

Ely, Nevada

2023 USDOT RAISE Grant Award, \$24M

Port Electrification

Nome, Alaska

*2023 MARAD Port Infrastructure
Development Program Award, \$11M*

Investing in South Carolina's Rural Bridges

Union County, South Carolina

*2023 FHWA Bridge Investment Program
Grant Award, \$51M*

Our Advisory Services grant experts are ready to support your infrastructure funding needs. Contact:

Nathan Macek, Infrastructure Finance Director | Nathan.Macek@hdrinc.com

Our Story

We specialize in engineering, architecture, environmental and construction services. While we are most well-known for adding beauty and structure to communities through high-performance buildings and smart infrastructure, we provide much more than that. We create an unshakable foundation for progress because our multidisciplinary teams also include scientists, economists, builders, analysts and artists.

Our employees, working in more than 200 locations around the world, push open the doors to what's possible each and every day.

hdrinc.com

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

© HDR, all rights reserved.



0096412.0524

ADVISORY SERVICES | Economics & Decision Analysis

Cost Forecasting & Management

Assessing inflation impacts on transportation project construction

The current inflationary environment presents new challenges for infrastructure owners and operators to deliver transportation projects on time and on budget.

Our cost forecasting and management advisory services help address an immediate need at the core of any organization's mission — delivering infrastructure within resource constraints.

Our Approach

Applying the expertise of our economics, statistics and finance team, we provide cost data, analysis and modeling services to support informed decision making. This insight can help agencies plan for and deliver their transportation infrastructure projects on time and on budget.



DATA

Research and collect data on the construction industry in general and construction costs in particular using primary and secondary data sources.

Primary data:

- Bid data
- Cost estimates
- Surveys/interviews

Secondary data:

- U.S. Bureau of Labor Statistics
- ENR and S&P Global



ANALYSIS

Analyze recent trends among major cost categories and regions, and the impact of funding and policy changes on prices.

- Trend analysis
- Price index development
- Benchmarking



MODELING

Improve the accuracy of your cost forecasting by accounting for region-specific variables that are ignored by traditional approaches.

- Econometric modeling
- Forecasting
- Risk analysis

Our Services

We offer a suite of services to help agencies predict and manage infrastructure material and labor costs. Our team of economists, cost estimators and value engineers can help research, analyze and manage costs. These time-tested services are even more critical today with high inflation and ongoing supply chain issues.

Information Assessment

- Validate quality, quantity and feasibility

Data Collection

- Literature review
- Government and industry statistics
- Focus groups
- Industry surveys

Data Analysis

- Analytical file development
- Exploratory analysis
- Historical analysis

Modeling

- Advanced econometric methods
- Diagnostic testing for accuracy
- Actionable and transparent results

Key Benefits

Inflation cost forecasting can help your organization:



Better understand market conditions and dynamics, the factors affecting construction costs, and potential cost growth forecasts



More accurately budget and plan transportation projects and better manage your program



Deliver projects on budget and on time with consistent escalation procedures across projects

Our Experience



Impact of Senate Bill 1 on Construction Cost Escalation

In 2017, the California Legislature passed SB 1, which raises additional transportation funding through increases in the state gas excise tax, diesel excise tax, and license and registration fees. The infusion of additional spending has the potential to upend the transportation construction market (specifically highways and bridges) and lead to shortages of materials, fewer bids and ultimately higher bid prices. The California Department of Transportation asked HDR to help it look at market dynamics from SB 1 funding and the implications for construction cost escalation. The study we designed used evidence from multiple sources to produce transparent and actionable cost estimating results for Caltrans.



Virginia Department of Transportation Construction Cost Escalation Study

HDR developed annual escalation factors to help Virginia DOT revisit cost estimation procedures and escalation factors to incorporate into a process called System Management and Allocation of Resources for Transportation: Safety, Congestion, Accessibility, Land Use, and Economic Development and Environment (SMART SCALE) to improve consistency in escalation procedures across projects. This improved VDOT's budget forecasting and planning by providing a framework for escalating project costs. We also developed a construction cost index. This resulted in more accurate forecasts which incorporate risk analysis with a range of probability-weighted escalation factors.

Our Advisory Services experts are ready to provide cost forecasting and management services for your project. If you need assistance or have questions, please contact:

Chris Williges, Economics and Statistics Director
chris.williges@hdrinc.com

Bruno Penet, Principal Economist
bruno.penet@hdrinc.com

May Raad, M.SC., P.STAT, Principal Statistician
may.raad@hdrinc.com

Sarah Henly-Thomas, Senior Economist
sarah.henly-thomas@hdrinc.com

hdrinc.com

We practice increased use of sustainable materials and reduction of material use.
 © HDR, inc. all rights reserved.



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 are 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	808.586.2458
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

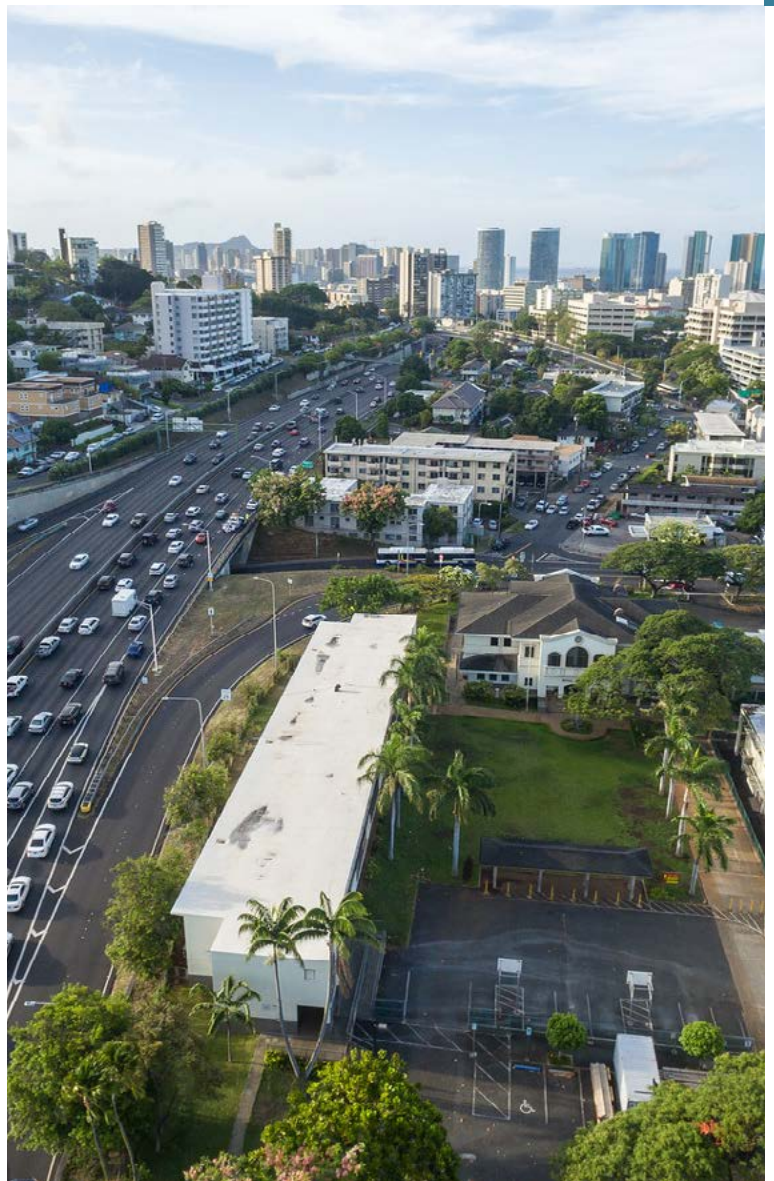
June 30, 2025

33. NAME AND TITLE

Dawn Szweczyk, PE (HI No. 12103) Hawaii & Pacific Area Operations Manager

General Qualifications

Part II



ARCHITECT-ENGINEER QUALIFICATIONS				1. SOLICITATION NUMBER <i>(If any)</i> 2025-2026 Notice to Providers of Professional Services	
PART II - GENERAL QUALIFICATIONS <i>(If a firm has branch offices, complete for each specific branch office seeking work.)</i>					
2a. FIRM (or Branch Office) NAME HDR Engineering, Inc.				3. YR. ESTABLISHED 1985	4. UNIQUE ENTITY IDENTIFIER T39AK2RRG2H9
2b. STREET 1001 Bishop Street Suite 400				5. OWNERSHIP a. TYPE Private Corporation	
2c. CITY Honolulu	2d. STATE HI	2e. ZIP CODE 96813		b. SMALL BUSINESS STATUS Large Business	
6a. POINT OF CONTACT NAME AND TITLE Dawn Szewczyk, Area Manager				7. NAME OF FIRM <i>(If Block 2a is a Branch Office)</i> HDR, Inc. (UEI: KG5KCNG22BK6)	
6b. TELEPHONE NUMBER 808.697.6200	6c. EMAIL ADDRESS Dawn.Szewczyk@hdrinc.com				
8a. FORMER FIRM NAME(S) <i>(if any)</i>				8b. YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

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 <i>(see below)</i>
		(1) FIRM	(2) BRANCH			
02	Administrative	1,543	14	A05/06	Airports; Terminals & Hangars; Lighting; Fuel	10
06	Architect	764	11	B02	Bridges	10
08	CADD Technician	829	3	C15	Construction Management	10
12	Civil Engineer	874	14	D01/02	Dams; Dikes; Levees	10
15	Construction Inspector	489	3	D04	Design Build - Preparation of Requests for Proposals	7
16	Construction Manager	218	2	E01	Ecological & Archeological Investigations	8
21	Electrical Engineer	444	5	E09	Env. Impact Studies, Assessments or Statements	10
23	Environmental Engineer	62	1	E12	Environmental Remediation	8
47	Planner: Urban/Regional	375	1	G04	GIS: Development, Analysis, and Data Collection	6
48	Project Manager	970	10	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	9
52	Sanitary Engineer	307	4	H07	Highways; Streets; Airfield Paving; Parking Lots	10
58	Technician/Analyst	2,061	13	H09	Hospitals & Medical Facilities	10
62	Water Resources Engineer	315	1	L01	Laboratories; Medical Research Facilities	9
	Public Relations (Other)	653	3	P05/06	Planning (Community; Site, Installation, and Project)	7
				P12	Power Generation, Transmission, Distribution	10
				R03	Railroad; Rapid Transit	9
				R11	Rivers; Canals; Waterways; Flood Control	9
				S05	Soils & Geologic Studies; Foundations	8
				S07	Solid Wastes; Incineration; Landfill	9
				S11	Sustainable Design	10
				T03	Traffic & Transportation Engineering	10
				W02	Water Resources; Hydrology; Ground Water	9
				W03	Water Supply; Treatment and Distribution	10
				Z01	Zoning; Land Use Studies	9
	Other Employees	3,591				
Total		13,495	85			

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	10	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
		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 <i>The foregoing is a statement of facts.</i>	
a. SIGNATURE 	b. DATE 02/05/2025
c. NAME AND TITLE John Henderson, CEO	



P.O. Box 4248
Hilo, HI 96720
808.202.6525

hdrinc.com

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

© 2025 HDR, Inc., all rights reserved.

