



City of Gustavus CIP Review

HDR offers the following draft scope to provide the City of Gustavus (City) with capital improvement plan (CIP) project evaluation for grant competitiveness.

Communities across Alaska have planned infrastructure projects that could provide substantial benefits to the community and the economy but are stymied by funding gaps. With the passage of the Bipartisan Infrastructure Law (BIL) in November 2021, along with the growth of other state and federal funding programs, the City has the chance to compete for significant funds to address local infrastructure needs.

All funding programs are oversubscribed, and winning projects are carefully prepositioned for application. Additionally, new and revised grant criteria have been developed, and many grant programs require submission at similar times of the year, straining the limited resources of communities applying for grants. Because of the increased competition for grant funding, applicants must often quantify the economic benefits of their projects to qualify for or assist with the grant evaluation process.

Pre-positioning for applications by evaluating and selecting for application those projects that will be most competitive on a national scale offers the City a way to prioritize efforts to those most likely to be successful in winning grant funding.

The City is seeking consultant assistance in screening priority projects for match to federal discretionary grant sources. This work requires local knowledge paired with deep understanding of grant programs and funding opportunities.

Since 2009, HDR has helped secure over \$5 billion in infrastructure funding and financing including \$1 out of every \$9 in key USDOT discretionary grants awarded. Since passage of the BIL in 2021, USDOT has awarded \$2.4B in discretionary grant funding to more than 100 HDR supported applications. Our Alaska grant successes of over \$230 million in awards include wins for transportation, energy, and water projects in rural and urban areas. HDR offers the following benefits:

1. **National and Local Staff.** Our unique combination of national expertise and local Alaska knowledge makes us well-suited to help the City secure funding. HDR's National Finance Group has tracked the IJA from conception to passage and is monitoring its implementation daily. Many of our grants and economics staff are former federal grant program administrators. Our Alaska personnel are uniquely familiar with Alaska's challenging geography and community needs. We will use our knowledge of local infrastructure needs and grant programs to craft strong financial strategies and compelling stories to win grants.

2. **Track Record of Success in Alaska.** HDR has won over \$1 billion in BIL funding as well as over \$230 million in infrastructure grants for Alaska projects in recent years, including helping the City of Sitka, Mat-Su Visitors Center, City of Unalaska, Alaska Department of Transportation and Public Facilities (DOT&PF), the Alaska Railroad Corporation (ARRC), the Port of Alaska, and others to secure significant

HDR has 60+ in-house economists and financial professionals dedicated to transportation infrastructure analysis to develop a project's equity and environmental sustainability metrics and BCA frameworks. This includes using the latest methodologies, such as monetizing quality of life, that are critical to meet many of the grant goals. Our team also includes more than 100+ local and national grant authors who have written hundreds of winning grants. Our deep bench of financial strategists and grant writers will meet CBERRRSA's infrastructure finance needs for priority projects.



including grant production management, grant writing, BCA, graphic design, and grants.gov document loading. **Reference:** *Jenny Carroll, 907.235.8121 ext. 2246, citymanager@cityofhomer-ak.gov*

Matanuska-Susitna Borough (MSB), Alaska

HDR prepared an FY 2020 U.S. Economic Development Administration (EDA) Public Works and Economic Adjustment Assistance Program grant application, funded through the federal CARES Act to fund a new, shovel-ready, 10,000-square-foot Gateway Visitor Center. A cooperative project between the MSB and the Mat-Su Convention & Visitors Bureau (MSCVB), it will support the MSB's visitor industry by creating direct and indirect employment opportunities and establishing a focal point for independent and commercial tourists. The grant award is pending EDA's completion of the required National Environmental Policy Act (NEPA) documentation for the project. The total project is estimated to cost \$8.6 million, with EDA providing 80 percent of project funding. **Reference:** *Bonnie Quill, CEO MSCVB, 907.355.1862, bonnie@alaskavisit.com; Pam Graham, MSB Grants Administrator, 907.861.8404, pam.graham@matsugov.us*

Port of Alaska Modernization Program, Port of Alaska, Alaska

HDR managed the preparation of a successful 2019 PIDP Grant award of \$20 million and a 2019 BUILD Grant award of \$25 million for construction of a new petroleum and cement marine terminal (PCT). The PCT is an essential component of the Port of Alaska Modernization Program that replaces the Port's primary petroleum terminal, which was severely corroded and suffered significant damage during the 2018 earthquake. These grants allowed PCT construction to begin in 2020 and be completed in 2021. Specific services provided by HDR included grant strategy, federal agency coordination, BCA, grant preparation, and grant management activities. **Reference:** *Steve Ribuffo, 907.343.6201, steve.ribuffo@anchorageak.gov*

Alaska Railroad Corporation, Alaska

HDR prepared one BUILD and three CRISI discretionary grant applications for multiple rail, bridge, and terminal improvement projects to support ARRC efforts to improve rail infrastructure, expand capacity, and provide unrestricted access for today's industry-standard freight and intermodal railcars. Our economists and grant writers coordinated the applications' progress, authored project narratives, and developed BCAs. Three CRISI applications were awarded federal funding totaling \$11 million. We are now assisting with grant administration and reporting. **Reference:** *Brian Lindamood, 907.441.6088, lindamoodb@arr.com*



HDR-ASSISTED WINNING GRANTS IN ALASKA (\$231.52 MILLION TOTAL)

Type of Grant	Project	Location	Amount (\$ Million)
Alaska Clean Water Actions (ACWA)	City of Seldovia Drainage Mapping and Stormwater Planning	Seldovia	\$0.2
Alaska Renewable Energy Fund (Alaska REF)	Gartina Falls & Water Supply Creek Conceptual Design	Hoonah	\$0.2
Alaska REF	Gunnuk Creek Reconnaissance Study	Kake	\$0.08
Alaska REF	Gartina Falls Design and Construction	Hoonah	\$7.0
Alaska REF	Tazimina Turbine Upgrade Evaluation	Iliamna	\$0.2
Alaska REF	Thayer Lake Design	Angoon	\$0.9
Alaska REF	Triangle Lake Feasibility Study	Metlakatla	\$0.18
Alaska REF	Water Supply Creek Feasibility Study	Hoonah	\$0.04
Alaska REF	Water Supply Creek Final Design	Hoonah	\$0.4
Alaska REF	Waterfall Creek Design	King Cove	\$0.5
Better Utilizing Investment to Leverage Development (BUILD)	Petroleum and Cement Terminal	Anchorage	\$25.0
Consolidated Rail Infrastructure and Safety Improvements (CRISI)	Alaska Railroad Corporation (ARRC) Milepost (MP) 25.7 Trail River Bridge Replacement	Kenai Peninsula	\$4.1
CRISI	ARRC MP 422.9 Bridge Replacement	Nenana	\$3.1
CRISI	ARRC MP 86.6 Bird Creek Pony Truss Bridge Replacement	Anchorage	\$3.8
Environmental Protection Agency (EPA) Rural, Small, and Tribal Wastewater Technical Assistance Grant Program	Alaska Municipal League	Statewide	\$2.2
FHWA Tribal Transportation Program Safety Fund (TTPSF)	CRNA Richardson Highway MP 111.5 Turn Lanes	Tazlina	\$0.69
Port Infrastructure Development Program (PIDP)	ARRC Whittier Terminal Master Plan	Whittier	\$1.2
PIDP	Port of Alaska Modernization Program	Anchorage	\$20.0
PIDP	Seward Marine Terminal & Freight Dock	Seward	\$19.8
PIDP	North Extension Stabilization Step 1 Project	Anchorage	\$68.7
PIDP	Alaska Marine Highway System (AMHS) Prince William Sound Ferry Terminal Project	Cordova, Tatitlek, Chenega	\$28.8
PIDP	Arctic Deep Draft Port Utility Services	Nome	\$11.25
U.S. Department of Agriculture Rural Utility Services	Gunnuk Creek Design and Construction	Kake	\$3.0
U.S. Economic Development Administration - American Rescue Plan	Gateway Visitor Center	Mat-Su Borough	\$6.69
U.S. Department of Energy	Tazimina Design and Construction	Iliamna	\$3.4
U.S. Department of Energy Energyshed	Launch Alaska Energyshed Tech Stack	Statewide	\$4.5
Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	Marine Service Center Sheetpile Wall and Crane	Sitka	\$7.8
RAISE	DOT&PF Statewide Equitable Community Connectivity Action Plan	Statewide	\$0.93
Safe Streets for All (SS4A)	Kenai Peninsula Borough Planning Grant	Kenai Peninsula	\$0.96
State of Alaska Grant	Tazimina Design and Construction	Iliamna	\$5.0
State of Alaska Grant	Thayer Lake Design	Angoon	\$0.9

City of Homer | Grant Support | Homer, Alaska

HDR has performed project evaluation for grant opportunities, developing financial strategies for select projects. Products include actionable grant strategies, 5-year financial planning for infrastructure funding, and presentations to City Councils. HDR has additionally produced a planning grant application for multi-modal sidewalk and trail improvements and a grant application and BCA for port infrastructure replacement. We are providing ongoing grant opportunity tracking and grant applications as requested



	and federal programs. He has successfully prepared, administered, and leveraged over \$200 million in state, federal, and private funding for local governments providing critical infrastructure. Ashley's expertise in water and sewer project funding in unparalleled in the industry.
Laurie Cummings, AICP CTP, ENV SP – Senior Planner and Grant Writer / Anchorage, AK, HDR, 24 years' exp (AICP #019129).	Laurie will help identify Alaskan funding sources and support project identification, including development of project descriptions, the nexus between the project and grant program, data collection, and consistency with development plans. She was the primary author of the MSB/MSCVB Gateway Visitor Center EDA CARES Act Grant Application. Laurie has also provided grant services for the Haines Borough, City of Unalaska, and City of Soldotna. She is a certified transportation planner (CTP) with the American Institute of Certified Planners (AICP) and an Envision Sustainable Professional.
Taylor Horne – Local Conditions, Environmental Review / Anchorage, AK / 15 years exp	Taylor is a NEPA and regulatory professional, skilled in program and project management, with over 15 years of experience in the environmental and transportation fields. He will review projects as needed for environmental and permitting feasibility and timeline, and he will advise on methods of navigating federal NEPA, U.S. Army Corps of Engineers (USACE), and other review requirements.
Greg Hartman, PE – Local Conditions, Roads and Trails Technical Review / Anchorage, AK / 12 years exp	Greg will serve as lead road and sidewalk/trail engineer on this project. To support project review as needed, he will provide engineering and design review of technical components of package and recommend updates to the project plans, specifications, and estimates.
Irene Turletes, PE – Local Conditions, Drainage Technical Review / Anchorage, AK / 12 years exp	Irene will provide engineering and design review as needed of technical components of project development to advise on funding strategies.
Aziz Atallah – Planner / Anchorage, AK / 2 years exp	Aziz will support with data collection and analysis.

3. Experience and Qualifications

Federal grant programs are highly competitive, with hundreds of localities requesting funds — requests can exceed total available funds by 30 times or more. HDR has secured over \$5 billion in infrastructure funding and finance since 2009 and over \$1 billion in BIL funding. On behalf of Alaskan agencies and communities, HDR has won 30 grant applications in the last few years, worth over \$230 million. Our successful grants range from small to large awards.

HDR has worked with communities throughout Alaska from our Anchorage office, where we have a stable, committed practice of more than 130 professionals who are invested in our clients' success. We are also able to engage HDR's large pool of national practice leaders, enabling us to adapt our grant application teams to the client's needs and deliver winning applications.

We have produced economic analyses for the Port of Alaska, City of Unalaska, DOT&PF, and City and Borough of Juneau that have assisted in securing infrastructure grant funding. Our Alaskan clients' grant successes are outlined in the table below, with detailed examples following.



2. Key Project Staff

HDR’s proposed staff comprises local Alaskans as well as national experts, finance professionals, and grant-writing specialists who together understand CITY’s objectives to improve Eagle River’s infrastructure. Our team includes some of the nation’s top infrastructure funding strategists, grant writers and economists.

Aurah Landau will serve as Project Manager. She is the Alaska Grant Program lead and has worked with large and small communities and services areas around the country to develop funding strategies. She is a trusted infrastructure finance advisor and grant strategist with deep experience advising on federal infrastructure grants helping Tribes, communities, non-profits, and agencies successfully access more than \$226 million in USDOT discretionary grants in 2022 and 2023. She offers training nationwide on best practices for maximizing federal discretionary grant opportunities. Additionally, she has developed several guidebooks and associated training modules on grants and other topics for the Alaska Department of Transportation and Public Facilities. Aurah has a BA from Brandeis University and 23 years of experience. **References:** *City of Homer: Jenny Carroll, 907.435.3101; City of Seldovia: Heidi Geagel, 907.234.7643; DOT&PF: James Marks, 907.465.6981*

Kiernan Maletsky is a grants and finance expert transportation planner who has developed cutting edge tools to evaluate projects for grant eligibility and competitiveness to assist agencies’ grant investment decisions. Kiernan has experience helping agencies including small towns, large cities, metropolitan planning organizations (MPOs), and states to think strategically, manage stakeholder expectations, and navigate the administrative intricacies and cost-matching burdens of federal programs. Just since the passage of the BIL, he has been the primary author of ten grant applications for discretionary and formula programs and contributed to several others. Notably, he spearheaded the development of the Colorado Department of Transportation’s application to the Multimodal Project Discretionary Grant program for the Floyd Hill Improvement Project, securing \$100 million in INFRA funding for the Interstate 70 corridor. Kiernan has an MPA from the University of Colorado and a BS from the University of Missouri.

Eric Rouse will provide quality assurance reviews to the project. He specializes in the financial, operational, and institutional analysis of existing and planned transportation systems, the planning and evaluation of major capital improvement projects, and preparation of NEPA documents. Eric has been instrumental in the evaluation of potential revenue sources and the development of traditional and innovative funding and financing strategies for major infrastructure projects across the country. He has a Master of Regional Planning from University of North Carolina and a BA from Michigan State.

This team will be supported by project team members who will offer technical assistance or specialized expertise as needed.

Team Member	Specialty
Stanley Wu – Grant Application, Economist / Vancouver, BC / 4 years exp	Stanley is a economist focused on conducting research and econometric analyses to support infrastructure projects. Stanley has performed BCAs on many Alaskan projects, including Unalaska Captains Bay Road and ARRC CRISI grants. His expertise would be leveraged to assist in assessing project competitiveness for grant applications for those programs where a BCA is required.
Ashley Willoughby – Grant Application, Grant Writer / Louisville, KY / 32 years exp	Ashley is a Municipal Client Advisor with over 28 years of experience assisting local governments and public agencies in writing and administering grants and loans across various state



- CIP list by discretionary federal grant funding program.
- Virtual meeting to discuss comments as necessary.

Subtask 2.3 Assess Projects According to Eligibility and Grant Selection Criteria (Step Two)

Subtask 2.3 is the second step of the two-step process to screen and then best-match projects according to eligibility and selection criteria for each grant program. The lists of projects by discretionary funding program developed in Subtask 2.2 will be assessed against factors including overall project importance to Richmond, alignment with grant program objectives and timing, and win likelihood.

The prioritization process will evaluate each project's likely competitiveness for funding given BIL/IRA grant selection criteria, project schedule, funding timing needs, the national pool of available funds, and the likely range in grant awards by program. Maps of each project's location with common federal grant criteria such as census bureau and areas of persistent poverty will be developed. The outcome will be a recommended list of projects by discretionary federal grant funding opportunity and expected application timelines for the opportunity.

If a grant opportunity application deadline is expected prior to March 29, 2024, HDR will notify the City of the potential grant opportunity and project recommendations no later than January 5, 2024. This interim deadline is so that the City may have sufficient time to apply for the grant opportunity.

Deliverables Subtask 2.3:

- Database with a spreadsheet list of best-matched projects for each grant program and rationale, eligibility criteria, application due dates, estimated award dates, and funding categories.
- Maps of project locations with common federal grant criteria.

Task 3: Presentation of Results

HDR will develop both a draft and final memorandum detailing the completed assessment and next step recommendations. The final database will be provided to the City. In addition, HDR will conduct a work session with CITY to present and discuss the results and recommended next steps.

Deliverables Task 3:

- Virtual presentation to the City of the assessment process and recommendations for next steps and on-going project assessments.
- Draft and final memorandum of the data collection, assessment process, and high-level recommendations for next steps.
- Final database of the project list with discretionary grant assessments and prioritization developed from Tasks 1 and 2.

SCHEDULE (Tasks 1-3)

HDR will provide services to conduct the Federal Discretionary Grant Assessment of the City's Capital Improvement Program and other Priority Projects over a six-week period following receipt of Notice to Proceed.

Task 4: Ongoing Grant Opportunity Monitoring

Based on the results of Tasks 1-3, HDR will track grant opportunity timelines and announcements and alert the via email City when grants become available for which City projects would be competitive. HDR will perform this task through the end of 2024.



- Completed project list data collection with identified information gaps.
- The City provides project list data information to HDR so that data collection can be completed.
- HDR provides the City with comprehensive project database for review and comment.
- Two virtual meeting to discuss comments as necessary.
- HDR provides data collection database to the City.

Task 2: CIP List Analysis and Project Federal Discretionary Funding Assessment

Task 2 will include developing and inputting screening methodology criteria from federal discretionary grant program requirements into the database, analyzing the CIP list data, and screening and prioritizing the project list by grant program. The data collection database transforms into the assessment database during this task.

Subtask 2.1 Develop Screening Methodology

Screening methodology will be informed by HDR's existing research and knowledge of federal funding options and requirements under both the BIL and Inflation Reduction Act (IRA) grant programs. In addition to the data collected in Task 1, screening methodology criteria for projects will include:

- project readiness,
- safety,
- state of good repair,
- economic vitality,
- equity including areas of persistent poverty and historically disadvantaged communities,
- innovative technologies,
- census data,
- resiliency,
- support/ partnerships,
- quality of life, and
- grant agreement timing requirements.

HDR will develop a memorandum summarizing the methodology and criteria for screening the projects to determine alignment with, and competitiveness for, discretionary federal grant programs authorized under the BIL and IRA.

Deliverables Subtask 2.1:

- Memorandum summarizing methodology and criteria for screening projects by individual discretionary federal grant programs for review and comment.
- Virtual meeting to discuss comments as necessary.

Subtask 2.2 Screen Potential Funding Sources by Project (Step One)

Using the database created in Task 1 and the screening methodology in Subtask 2.1, HDR staff will assess projects for federal discretionary funding opportunities to align project funding needs to potential grant funding programs. The screening process will evaluate which funding programs each project is eligible for considering the initial characterization of each project's data. The potential program could be federal discretionary funding provided to a third-party entity that then provides it to the City. This is the first step to screen and then best-match projects according to eligibility and selection criteria. The outcome will be a list of projects by discretionary funding program.

Deliverables Subtask 2.2:



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1. Methodology, Approach (Work Plan and Timeline)

HDR will conduct the Federal Discretionary Grant Assessment of the City's Capital Improvement Program (CIP) and Other Priority Projects over a six-week period following receipt of Notice to Proceed.

SCOPE OF SERVICES

This assessment supports the following objectives:

- Collect consistent capital project information and create assessment database.
- Identify potential discretionary funding sources based on grant criteria and other information.
- Determine best-match projects by each potential discretionary funding source.
- Document and present results to CITY.
- Identify next potential actions CITY can consider.

Task 0: Project Management

Aurah Landau will serve as project manager (PM). This task will include preparation of invoices, project administration activities, peer and quality assurance reviews of project deliverables, and a virtual kick-off meeting with the City's team, and she will be the HDR team's point of contact. Eric Rouse will provide strategic support and quality assurance reviews.

Deliverables Task 0:

- Virtual call with City to kick off project between PM and CITY.
- Monthly invoices to Contractor with required detail.
- Final billing to Contractor with required detail.

Task 1: CIP and Other Project Priorities Data Collection

The PM will confirm with the City's the project list to be included within five business days of notice to proceed (NTP). After developing a data collection tool that can be used consistently across projects (Excel based), the HDR team will review the project list's publicly available information, input data, and prepare a data gap analysis for each project. Data requirements will include at a minimum project scope, purpose and need, appropriated/allocated funding by source, project status (including federal National Environmental Policy Act [NEPA] requirements), potential phasing, and work completed through the end of fiscal year 2023. Data gaps will be provided to the City to collect the information so that a populated, consistent database can be developed across projects by HDR.

Deliverables Task 1:

- Standardized Excel-based data collection tool.



federal discretionary grant funds for important infrastructure improvements. We look forward to a successful future helping you.

Attached are details of grant evaluation services that we can provide for the City as well as examples of our grant success and expert staff qualifications.

Should other services such as grant writing, technical analyses, and submission assistance be required, HDR is able to offer further support. Fee estimates for those services would be developed based on discussion of specific City project needs using results of the CIP evaluation.

We look forward to the opportunity to provide grant-related services for the City.