



HDR Engineering, Inc.

JULY 23, 2025

Statement of Qualifications

IDIQ Contract for Strategic Highway Safety Plan (SHSP) and Vulnerable Road User (VRU) Safety Assessment

Louisiana Department of Transportation and Development (LADOTD)

Contract No. 4400032349

DOTD FORM: 24-102

PROPOSAL TO PROVIDE CONSULTANT SERVICES

(Revised December 12, 2024)

Prime consultant shall complete the DOTD Form 24-102 without altering the Form's text; however, the instruction and/or guidance for Sections 12 through 23 can be removed but do not remove Section title and number.

ANY CONSULTANT FAILING TO SUBMIT ANY OF THE INFORMATION REQUIRED ON THE DOTD FORM 24-102, OR PROVIDING INACCURATE INFORMATION ON THE DOTD FORM 24-102, MAY BE CONSIDERED NON-RESPONSIVE.

1. Contract Name as shown in the advertisement	IDIQ Contract for Strategic Highway Safety Plan (SHSP) and Vulnerable Road User (VRU) Safety Assessment
2. Contract Number(s) as shown in the advertisement	4400032349
3. State Project Number(s), if shown in the advertisement	N/A
4. Prime consultant name (name must match <u>exactly</u> as registered with the Louisiana Secretary of State (SOS) where such registration is required by law; including punctuation; <u>include screenshot from SOS at the end of Section 20</u>)	HDR Engineering, Inc.
5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law)	EF.0001231
6. Prime consultant mailing address	8545 United Plaza Boulevard, Suite 379 Baton Rouge, LA 70809-0204
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	8545 United Plaza Boulevard, Suite 379 Baton Rouge, LA 70809-0204
8. Name, title, phone number, and email address of prime consultant's contract point of contact	Wesley Jacobs, PE – Associate Vice President (225) 465-6361, wesley.jacobs@hdrinc.com
9. Name, title, phone number, and email address of the official with signing authority for this proposal	Brett L. Geesey, PE - Vice President (337) 347-5598, brett.geesey@hdrinc.com

Prime consultant should enter the firm name in the footer at the bottom of this page. (It will carry over to subsequent pages.)

Prime consultant name: HDR Engineering, Inc.

10. This is to certify that all information contained herein is accurate and true, and that the team presently has sufficient staff to perform these services within the designated time frame. By submitting this proposal, proposer certifies that it is not engaged in a boycott of Israel and it will, for the duration of its contract obligations, refrain from a boycott of Israel. Proposer also certifies and agrees that the following information is correct: In preparing its response, the proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial treatment of any subcontractor or supplier, refused to transact or terminated business activities, or taken other actions intended to limit commercial relations, with a person or entity that is engaging in commercial transactions in Israel or Israeli-controlled territories, with the specific intent to accomplish a boycott or divestment of Israel. The proposer also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. DOTD reserves the right to reject the response of the bidder or proposer if this certification is subsequently determined to be false, and to terminate any contract awarded based on such a false response.

Signature above shall be the same person listed in Section 9:

Date: 7/23/2025

Pursuant to Act No. 581 of the 2024 Louisiana Legislature Regular Session, proposer further certifies that it does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association based solely on the entity's or association's status as a firearm entity or firearm trade association. In addition, proposer certifies it will not discriminate against a firearm entity or firearm trade association during the term of the contract based solely on the entity's or association's status as a firearm entity or firearm trade association.

11. If a Disadvantaged Business Enterprise (DBE) goal has been set for this advertisement, indicate which firm(s) will be used to meet the DBE goal and each firm(s)' percentage.

Firm(s):
N/A

Firm(s)' %:

12. Discipline Table:

As indicated in the advertisement, insert a completed table here. The percentages for the prime and sub-consultants must total 100% for each discipline, as well as the overall total percent of the contract.

The **only** disciplines to be used are listed in the drop down in each row (Appraiser, Bridge, CE&I/OV, CPM, Data Collection, Environmental, Geotech, ITS, Other (must specify), Planning, Right-of-Way, Road, Survey, and Traffic). **Remove rows as needed.**

Discipline(s)	% of Overall Contract	HDR Engineering, Inc. (Prime)	Arcadis U.S., Inc. (Sub)	Penna Powers, Inc. (Sub)	Kostrzewski Consulting LLC (Sub)	Each Discipline must total to 100%
Traffic	45%	12%	83%		5%	100%
Planning	40%	90%		5%	5%	100%
Other (Engagement)	15%	67%		30%	3%	100%
Identify the percentage of work for the overall contract to be performed by the prime consultant and each sub-consultant.						
Percent of Contract	100%	51.5%	37.3%	6.5%	4.7%	100.0%

Prime consultant name: HDR Engineering, Inc.

13. Firm Size:

For all firms that are part of this team, indicate the approximate number of personnel to be committed to this contract, by DOTD Job Classification and the total number of personnel within the firm that could provide support, if needed. If a specialized job classification is required and not included on the DOTD job classification list, specify “Other (must specify)” and include the classification title inside the parentheses.

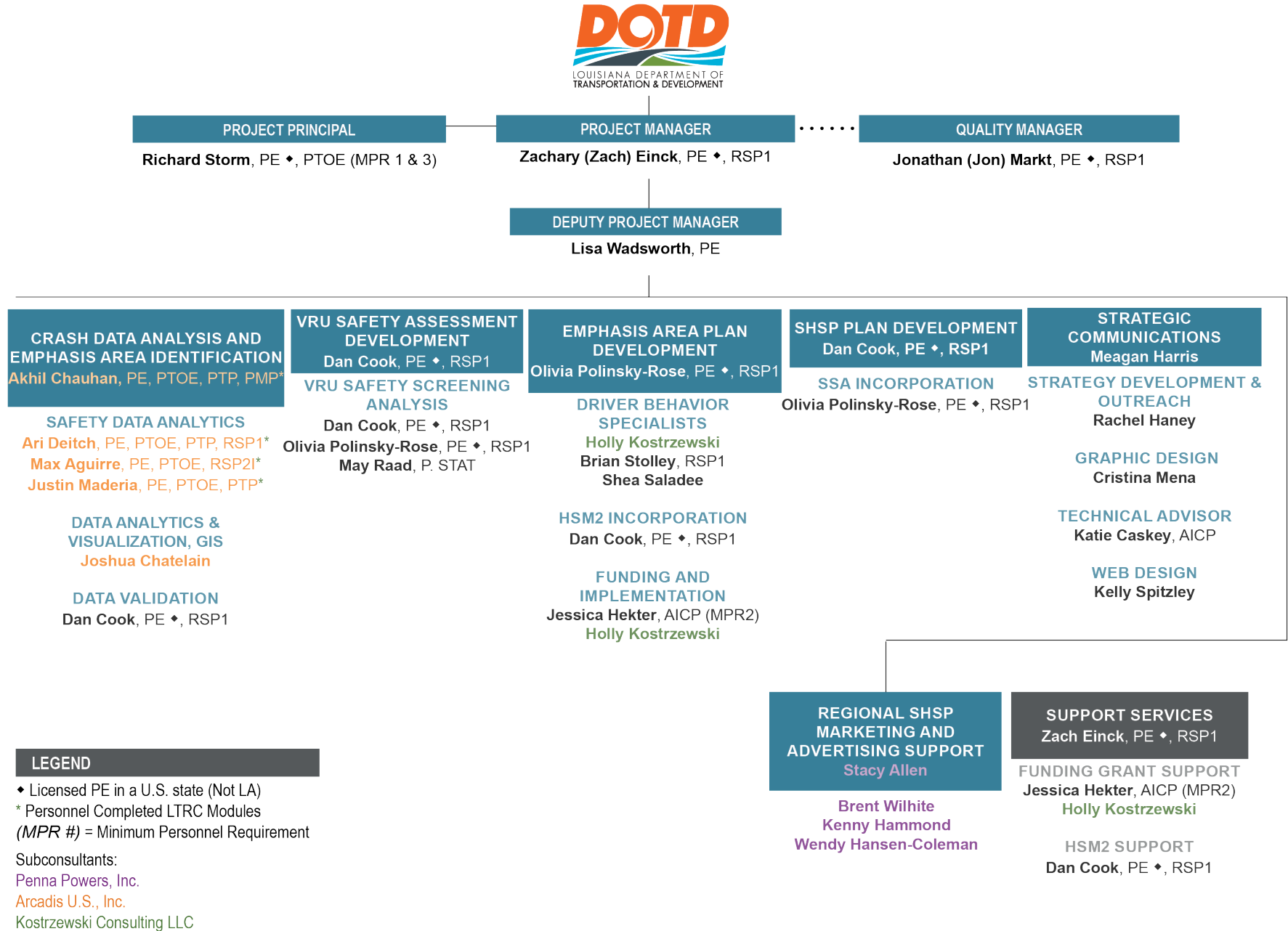
The DOTD Job Classification(s) to be used can be found at the following link:

http://wwwsp.dotd.la.gov/Inside_LADOTD/Divisions/Engineering/CCS/Job_Qualification/Job%20Classifications%20with%20Descriptions.pdf

Firm name	DOTD Job Classification	Number of personnel committed to this contract	Total number of personnel available in this DOTD Job Classification (if needed)
HDR Engineering, Inc.	Engineer - Other	2	9
	Graphics	1	9
	Other (Communications)	4	5
	Planner	1	17
	Principal	1	10
	Supervisor - Eng	1	2
	Supervisor - Other	5	5
Arcadis U.S., Inc.	Engineer	1	3
	GIS Analyst	1	2
	Principal	1	1
	Supervisor - Eng	2	3
Penna Powers, Inc.	Supervisor - Other	4	45
Kostrzewski Consulting LLC	Planner	1	1

Prime consultant name: HDR Engineering, Inc.

14. Organizational Chart:



15. Minimum Personnel Requirements:

Use the table below to identify both prime consultant and sub-consultant staff designated to work on this contract meeting the Minimum Personnel Requirements (MPRs) specified in the advertisement. Ensure the résumé reflects the required experience stated in the MPR. Make sure the P.E. discipline is also listed (highlighted in table) that is meeting the MPR; e.g. professional civil engineer should show the discipline of the license as civil if meeting that MPR.

MPR No. Do not insert wording from ad	Personnel being used to meet the MPR (Individual(s) may not satisfy more than one MPR unless specifically allowed by Attachment B of the advertisement)	Firm employed by	Type of license and discipline meeting MPR/ certification & number (Ex: PE # - Civil)	State of license	License / certification expiration date
1	Richard Storm, PE, PTOE	HDR Engineering, Inc.	N/A	N/A	N/A
2	Jessica Hekter, AICP	HDR Engineering, Inc.	N/A	N/A	N/A
3	Richard Storm, PE, PTOE	HDR Engineering, Inc.	N/A	N/A	N/A

Prime consultant name: HDR Engineering, Inc.

16. Staff Experience:

Firm employed by: HDR Engineering, Inc.				
Name	Zach Einck, PE, RSP1		Years of relevant experience with this employer	11
Title	Traffic Studies Team Lead		Years of relevant experience with other employer(s)	1
Degree(s) / Years / Specialization			BS / 2014 / Civil Engineering	
Active registration number / state / expiration date			Professional Engineer #58108 / MN / June 30, 2026	
Year registered	2020	Discipline	Civil Engineering	
Contract role(s) / brief description of responsibilities			Project Manager, Support Services Lead	
Zach is a traffic engineer with experience in traffic safety and traffic operations. Zach has worked as a project manager and task lead for multiple safety projects and has a robust skillset working with crash data, identifying safety trends and systemic risk factors, consulting with stakeholders, and developing strategies. His experience includes work on traffic safety studies, traffic incident management, Highway Safety Manual analysis, conflict point analysis, benefit/cost analysis for safety grant pursuits, and transportation safety plan development, including strategic highway safety plans for multiple states.				
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
12/23-07/25	Minnesota DOT, Strategic Highway Safety Plan Update (2025), Roseville, MN. Project Manager. Zach developed actionable safety strategies and tactics to be included in the plan. The strategies were developed with input from the Minnesota traffic safety community to be used by each level of government to improve roadway safety. Zach provided additional details to note which Safe System Approach elements and which of the 4 ‘E’s (engineering, education, enforcement, and emergency response) are tied to each strategy.			
10/22-12/24	Mississippi DOT, Strategic Highway Safety Plan and Vulnerable Road Users Safety Assessment, Jackson, MS. Lead Data Analyst. Zach analyzed statewide crash data to prioritize emphasis areas, consulted with stakeholders to identify strategies to include in the plan, and created actionable steps toward implementation. He led statewide systemic safety analysis to analyze risk factors on state-owned roads. He also developed the vulnerable road user safety assessment (VRUSA) to identify the VRU high injury network and recommend bicycle/pedestrian countermeasures.			
08/23-09/24	South Dakota DOT, Strategic Highway Safety Plan Update, Pierre, SD. Traffic Engineer. Zach conducted the safety analysis for the VRUSA and for the SHSP focus areas. Zach presented on the VRUSA data components as part of the VRUSA engagement team. Zach worked on the development of both the VRUSA and SHSP, including tying components from the VRUSA into the SHSP.			
02/22-03/22	LaDOTD, Strategic Highway Safety Plan (SHSP) Development and Planning, LA. Traffic Engineer. Zach was part of the internal quality control team that reviewed the draft SHSP and provided comments to the plan writers.			
01/24-05/25	Minnesota DOT, County Road Safety Plan Updates Phase 3, Roseville, MN. Deputy Project Manager. This project involved updating the county road safety plans for three counties and developing MSAS safety plans for four cities. Zach developed data collection guidance and led the risk factor analysis to prioritize county road locations for safety countermeasures. He facilitated three county safety workshops. Zach developed the county road safety plans and led communication for MnDOT and county reviews.			
10/22-Ongoing	Minnesota DOT, District Safety Plan Updates, Roseville, MN. Deputy Project Manager. Zach oversaw a large data collection effort to gather information for state-owned highways in three districts. He led the systemic risk analysis to identify which road characteristics are correlated with severe injury crashes and to help prioritize the road network. Zach facilitated the Metro safety workshop. He led the safety project recommendation process for at-risk highways in Metro District and developed the district safety plans and is currently collaborating with the districts for their review.			
08/24-Ongoing	Minnesota DOT, Traffic Safety Strategy Evaluations, Roseville, MN. Project Manager. Zach led the evaluation for city street speed limit changes, and is currently working on evaluations for roundabout design, rest-in-red signal operations, and advance signal warning flashers. He also led the development of the final report for the city speed limit change evaluation.			

Prime consultant name: HDR Engineering, Inc.

Firm employed by: HDR Engineering, Inc.			
Name	Katie Caskey, AICP		Years of relevant experience with this employer
Title	Transportation Strategic Communications Director		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		MS / 2011 / Urban Planning BS / 2008 / Architecture	
Active registration number / state / expiration date		AICP / U.S. / December 2025	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Strategic Communications Technical Advisor	
Katie specializes in public engagement, strategic communications, and policy planning. She has experience managing complex projects, conveying technical information to diverse audiences, facilitating discussions, and building relationships. Previously, she served as the Policy Planning Director at the Minnesota Department of Transportation and has extensive knowledge of transportation issues and trends. Additionally, Katie worked as an adjunct faculty member at the Humphrey School of Public Affairs, where she taught future planning and policy professionals how to conduct effective and meaningful public engagement and communication. Her professional specialties include traffic safety, planning studies, behavior change, connected and automated vehicles, strategic planning and change management, and participant compensation in infrastructure public engagement.			
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
12/21-ongoing	New Jersey DOT, Safety Resource Center, NJ. <i>Facilitator.</i> HDR supported NJDOT with safety planning, resources, and implementation activities. Katie provided event planning and facilitation support for stakeholder events, including facilitating a SHSP implementation workshop with DOT partners and the Getting to Zero Conference, which included participation from technical partners, advocacy organizations, legislators, and the Governor of New Jersey.		
08/23-06/25	Minnesota DOT, Safe System Approach (SSA) Implementation Plan, MN. <i>Stakeholder Engagement Lead.</i> Katie led five workshops with MnDOT staff representing the districts and functional areas to review MnDOT’s project and programming lifecycle, understand how the SSA could be integrated into that lifecycle, and facilitate discussions to prioritize implementation strategies and actions. Training and presentation material on the plan are also under development for MnDOT’s use throughout the plan rollout and implementation		
12/23-Ongoing	Minnesota DOT, 2024 Strategic Highway Safety Plan, MN. <i>Engagement Advisor and Equity Lead.</i> Katie identified the stakeholders and conducted one-on-one interviews to bring diverse, underrepresented perspectives into Minnesota’s planning for traffic safety.		
01/21-06/22	Minnesota DOT, Toward Zero Deaths 2.0, MN. <i>Project Manager and Stakeholder Lead.</i> HDR supported the Minnesota Toward Zero Deaths (TZD) program in conducting an internal program evaluation focused on identifying organizational structure and operating procedure changes. Katie developed and executed engagement with TZD stakeholders, including facilitating conversations about issues and needs across diverse stakeholders.		
07/21-12/21	Minnesota DOT, MPO Traffic Safety Peer Exchange, MN. <i>Project Manager.</i> HDR supported MnDOT, the Metropolitan Council, and FHWA to plan and host a virtual peer exchange on the topic of traffic safety planning in MPOs. The topics included best practices for safety analysis, prioritization, and incorporating equity. Katie led the planning and facilitation of the virtual event, including developing the agenda and approach, coordinating with other presenters, day-of facilitation, and summary of results.		
01/19-11/23	Minnesota DOT, Traffic Safety Evaluation, MN. <i>Communications Lead.</i> HDR supported MNDOT to evaluate the safety impact of various policies and treatments on its transportation network such as speed limit changes, rumble strips, and flashing yellow arrows. Katie provided the team with communications, including editing, document design and preparation, and document accessibility.		
08/19-04/20	Minnesota DOT, 2020 Strategic Highway Safety Plan, MN. <i>Engagement Lead.</i> Katie provided engagement strategy, workshop planning, facilitation, online input tools, and visual communications materials.		
10/18-09/19	South Dakota DOT, 2019 Strategic Highway Safety Plan & Highway-Rail Safety Plan, SD. <i>Engagement Lead.</i> Katie provided engagement strategy, workshop planning and facilitation, online input tools, and visual communications materials.		

Prime consultant name: HDR Engineering, Inc.

Firm employed by: HDR Engineering, Inc.			
Name	Dan Cook, PE, RSP ₁		Years of relevant experience with this employer
Title	Lead Traffic Engineer		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		MS / 2010 / Civil Engineering BS / 2009 / Civil Engineering	
Active registration number / state / expiration date		Professional Engineer #23725 / KS / 2026	
Year registered	2014	Discipline	Civil Engineering
Contract role(s) / brief description of responsibilities		Data Validation, VRU Safety Assessment Development Lead, VRU Safety Screening Analysis, SHSP Plan Development Lead, HSM2 Incorporation, HSM2 Support	
Dan's traffic safety experience includes numerous NCHRP and FHWA projects as well as state and county road safety plans. He is currently the Principal Investigator of NCHRP Project 17-119, "Conflict-Based Crash Prediction Method for Intersections." Dan is also the Principal Investigator of NCHRP Project 17-126, "Crash Prediction Models for Alternative and Unconventional Intersections." He was a key member of the team that developed the 2nd Edition of the Highway Safety Manual as part of NCHRP Project 17-71A.			
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
03/23-04/25	LaDOTD, Strategic Highway Safety Plan (SHSP) Development and Planning, LA. <i>VRU Safety Assessment Data Analysis Lead.</i> The data analysis included performing descriptive statistics of VRU crashes in Louisiana and identifying statewide trends. This led to the identification of target analysis areas. Dan led the development of safety performance functions to calculate the excess expected crash frequencies for pedestrian and bicycle collisions for equal-area hexagons across the entire state of Louisiana. The target analysis areas were defined as the top 20 polygons for pedestrian and bicycle excess expected crash frequency. He also led the development of a prioritization process for identifying areas within the target analysis areas, which generated priority maps.		
02/24-05/25	MNDOT, County Road Safety Plans Phase 3, MN. <i>Data Lead.</i> Dan led the development of roadway segments, intersections, and curves for three counties and four cities in Minnesota. He coordinated with GIS analysts to build the networks during the data collection process. He coordinated with County and City Engineers to make sure their county and municipal road networks were accurate. He also performed quality control checks of the collected data.		
11/22-Ongoing	MNDOT, District Safety Plans Update, MN. <i>Task Lead.</i> Dan is the lead coordinator for the development of safety plans for two districts in Minnesota. He coordinated with district traffic engineers to make sure their district roadway networks were complete prior to performing data collection. Dan also coordinated with GIS analysts to make sure databases were complete for analysis. He identified sustained high-crash locations for intersections and curves statewide.		
08/24-Ongoing	TRB, NCHRP Project 17-126: Crash Prediction Models for Alternative and Unconventional Intersections, US. <i>Principal Investigator.</i> Dan is leading NCHRP Project 17-126 which is developing crash prediction models that address intersection types that are not addressed in the Highway Safety manual or the upcoming HSM2. Dan is overseeing each project aspect, including coordination with several state DOTs to obtain data, two subconsultants, data scientists and statisticians.		
07/24-Ongoing	TRB, NCHRP Project 17-119: Conflict-Based Crash Prediction Methods for Intersections, US. <i>Principal Investigator.</i> Dan is leading NCHRP Project 17-119 which is developing a quantifiable method to uniformly identify and describe at-grade intersection conflict point types under different contexts and developing and validating a predictive methodology using intersection conflict point types to predict multimodal crash frequency and severity to supplement those in the HSM Part C.		

Prime consultant name: HDR Engineering, Inc.

Firm employed by: HDR Engineering, Inc.			
Name	Rachel Haney		Years of relevant experience with this employer
Title	Strategic Communications Lead		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		BA / 2006 / Mass Communication	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Strategy Development and Outreach	
Rachel is a skilled communicator specializing in media relations, crisis communications, and stakeholder engagement. She has managed public outreach campaigns at both the local and state levels and has a passion for developing impactful messaging that effectively engages target audiences.			
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
05/24–Ongoing	LaDOTD, Baton Rouge to New Orleans Intercity Passenger Rail, LA. <i>Strategic Communications Lead.</i> Rachel leads pre-NEPA communications strategy and stakeholder communications for the planned passenger rail project.		
05/23–Ongoing	Port of New Orleans, Louisiana International Terminal, St. Bernard Parish, LA. <i>Strategic Communications Lead.</i> Rachel provides support for community and stakeholder outreach associated with the development of a new container ship terminal. Activities include communications planning, media strategy, website development, video production, graphic production, and strategic consultation and advising for the port’s in-house communications team.		
05/23–Ongoing	Sewerage and Water Board of New Orleans (SWBNO), Internal and External Communications Support, New Orleans, LA. <i>Strategic Communications Lead.</i> Rachel supports delivering comprehensive internal and external communications for New Orleans’ water, wastewater, and drainage providers. Rachel and her team pair local experience with national expertise to deliver a broad range of services, including communications planning, strategy, advising and consultation, content development and copywriting, graphic design, crisis communications support, media strategy and training, website content creation and ADA compliance advising, event coordination and delivery, employee communications and organizational change management support.		
05/22–05/23	Louisiana Housing Corporation, Outreach and Communications Planning, Baton Rouge, LA. <i>Director of Public Relations.</i> Rachel managed the outreach and communications plan, including key stakeholders - the media, community leaders, non-profit partners, developers, and elected officials. She developed, integrated, and implemented PR activities and special events to enhance the corporation’s reputation and promote their mission, goals, and strategic plan.		
05/19–05/22	Louisiana Coastal Protection and Restoration Authority, Strategic Planning, Baton Rouge, LA. <i>Communications Director.</i> Rachel was responsible for crafting strategic, long-term messaging campaigns to communicate the State’s work to restore the coast and increase hurricane protection for Louisiana residents. She secured positive coverage by leading media outlets, including The New York Times, FOX News, The Washington Post, Politico, Scientific American, and The Weather Channel.		

Firm employed by: HDR Engineering, Inc.				
Name	Meagan Harris		Years of relevant experience with this employer	4
Title	Senior Communications Coordinator		Years of relevant experience with other employer(s)	3
Degree(s) / Years / Specialization			BS / 2018 / Mass Communication	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities			Strategic Communications Lead	
Meagan is an experienced strategic communications professional with a strong track record leading public and stakeholder engagement efforts across high-profile infrastructure and planning projects throughout Louisiana. She has a proven ability to develop and implement data-driven engagement strategies, facilitate public involvement, and manage complex communications in politically sensitive environments. Meagan has a deep understanding of local communities and government processes across LA, including work in New Orleans, Lafayette, and St. Bernard Parish.				
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
08/21–07/22	LaDOTD, Strategic Highway Safety Plan (SHSP) Development and Planning, LA. <i>Quality Reviewer.</i> Meagan reviewed the designed version of the 2022 document, which involved planning client review meetings, managing client comments, and coordinating with the designer to verify edits were captured correctly.			
5/25–Ongoing	Bayou Vermilion District (BVD), Master Plan, Lafayette, LA. <i>Senior Strategic Communications Coordinator.</i> Meagan developed a public and stakeholder engagement plan that set the framework for public involvement throughout BVD’s master planning effort. Based on secondary research and community analytics (via publicly available data in partnership with HDR’s Data Solutions team), Meagan crafted a data-driven, strategic approach to engage multiple stakeholder groups requiring varying levels of engagement and incorporate their feedback into the Master Plan. Meagan is working with the client to finalize this plan and implement it through June 2026.			
08/21–Ongoing	Port of New Orleans, Louisiana International Terminal, St Bernard Parish, LA. <i>Senior Strategic Communications Coordinator.</i> HDR acts as an extension of the Port NOLA communications team, focused on the politically charged Louisiana International Terminal project. Amid a largely present opposition group and misinformation, Meagan helps the client develop empathetic communication tools to clearly communicate the most recent information. This includes creating and implementing communications plans, crafting an earned media strategy, supporting robust public outreach efforts, and managing NEPA comments. Meagan also oversaw the development of a project website and planned and implemented three series of public open houses with supplemental online versions.			
05/21–Ongoing	Sewerage & Water Board of New Orleans (SWBNO), Communication Services, New Orleans, LA. <i>Project Manager.</i> Meagan provides comprehensive internal and external communications support to New Orleans’ water, wastewater, and drainage utility. She delivers a broad range of services, including communications strategy, customer education, content development and copywriting, graphic design, crisis communications support and media relations. Meagan has developed and implemented communications strategies for the utility’s new online customer portal platform and for initial stages of SWBNO’s lead service line replacement program.			

Firm employed by: HDR Engineering, Inc.				
Name	Jessica Hekter, AICP		Years of relevant experience with this employer	3
Title	Senior Transportation Planner		Years of relevant experience with other employer(s)	21
Degree(s) / Years / Specialization		BS / 2003 / Community & Regional Planning		
Active registration number / state / expiration date		APA ID: 219669 / 2026		
Year registered	2017	Discipline	N/A	
Contract role(s) / brief description of responsibilities		Funding and Implementation, Funding Grant Support. Meets MPR 2.		
Jessica is an HDR Professional Associate, and she helps clients nationwide compete for, secure, and implement projects funded through federal discretionary grant programs. She has supported state DOTs and local governments in securing and managing billions of dollars in federal infrastructure funding. Jessica has 17 years of experience with the U.S. Department of Transportation at the Federal Highway Administration (FHWA), where she led a multidisciplinary team overseeing programs in safety, planning, right of way, and emergency response. She also served as a grant reviewer for multiple discretionary programs, providing scoring recommendations that informed award decisions. This federal experience gives Jessica a deep understanding of the strategic, technical, and compliance factors essential to winning and delivering grant-funded projects—expertise she now leverages to guide HDR clients through every stage of the grant lifecycle.				
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
05/25-07/25	Des Moines Area Metropolitan Planning Organization, Safe Streets and Roads for All (SS4A) Implementation Grant Application and Political Advocacy Plan, Des Moines, IA. Primary Author and Strategic Lead. For this fast-tracked, multi-jurisdictional SS4A Implementation Grant application , Jessica led the development of tailored project profiles and readiness schedules and created a compelling narrative that was coordinated across multiple partner agencies and contractors. She designed and executed a targeted political advocacy plan to enhance project competitiveness and support federal award selection.			
08/23-Ongoing	City of Lincoln/StarTran, RAISE Grant for Multimodal Transit Center, Lincoln, NE. Federal Grant Compliance Lead. Jessica helped the City of Lincoln secure a community victory in August 2022 with the announcement of the successful RAISE grant for the Lincoln Multimodal Transit Center. The win secured \$23 million in federal discretionary grant funding and provides necessary design, permitting, and construction funding to deliver a new facility. As part of this win, HDR was selected to create a sustainable design for the new location, an 18-bay bus transit center in Downtown Lincoln. Jessica is closely coordinating with the Federal Transit Administration and the City of Lincoln to move the project toward delivery in accordance with the bounds of the federal project development process. Jessica is guiding the City and the design team through preconstruction milestones, including planning, NEPA, design, and the project grant administration to make funds accessible on the timeline needed.			
07/24-Ongoing	Confidential Client, Systemwide Life Cycle Grant Services Program Management and Advisory Support, US. Federal Grant Compliance Lead. HDR is has been providing program management and advisory services for a systemwide program to strategically identify, prioritize, and pursue public project opportunities and applicable grant funding programs in coordination with eligible public agency applicants across a Class I rail network. This proactive approach allows the entity to strategically partner with eligible applicants on projects that align with capital planning investments, to leverage available funding with public agency partners to advance projects of mutual benefit that improve safety by grade separating highway-rail grade crossings, enhance capacity by providing network infrastructure to eliminate bottlenecks and support new or expanded passenger rail service on shared-use corridors, progress state of good repair through rehabilitation or replacement of legacy infrastructure. Jessica is supporting the client with advancing life cycle grant services amidst new Administration priorities and Executive Orders. In an effort to advance grant selections into obligated funding, Jessica and HDR are providing strategic advisory guidance on navigating time-sensitive phases and pre-obligation requirements for project development, to streamline the agreement process. This includes developing, tools, systems, and reference guides to progress			

	awarded projects through obligation prerequisite milestones and to verify that grant agreement components are aligned with obligation requirements.
06/23–Ongoing	Iowa DOT Grants On-Call, Ames, IA. <i>Principal Author and Advisor.</i> The purpose of this project is to proactively and strategically manage and respond to the significant increase in competitive, discretionary grant programs due to the passage of the federal IIJA. HDR assisted Iowa DOT in screening and prioritizing projects for pursuing grants. HDR has completed 11 grant applications and related task orders since summer 2022. HDR recently delivered two project grant applications under the INFRA grant program within an accelerated 45-day NOFO response window. We mobilized two teams to deliver both grant applications on time. Jessica was the primary author on each grant application and was strategy advisor on the initial project alignment ranking . This project has resulted in the following awards for Iowa DOT: Southwest Mixmaster - from the MEGA program under MPDG (\$68.7M award), I-380 and Wright Bros Freight Hub - from the rural program under MPDG (\$57.3M award), and Merrill Rail Crossing Elimination Study (\$540K award).
08/22-Ongoing	Iowa County Engineers Association (ICEA), Des Moines, IA. <i>Principal Author and Advisor.</i> Jessica assisted ICEA to develop grant applications under RAISE and BIP , providing professional services to advise the county engineers to create compelling applications that bring discretionary grant funds to Iowa. Services include traffic and safety analyses , BCAs, application narrative and graphics production, public support surveys, letter of support templates, and overall application development and coordination among the multiple stakeholders involved in each application. This work is performed under aggressive timelines 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. Jessica’s approach has resulted in the following ICEA wins: Rebuilding 9 Bridges RAISE Grant (\$23M award) and ICEA/Building Bridges Today, Help Feed America Tomorrow BIP Grant (\$38.6M award).
01/16-01/22	South Carolina DOT (SCDOT), Safety Program Management, Columbia, SC. <i>Program Delivery Team Leader at the FHWA SC Division Office.</i> Jessica managed a multidisciplinary team that included the Safety Program, overseeing the programming process for \$420 million in federal aid funding on an annual basis. She was responsible for strategic oversight of the Safety Program at the SCDOT , coordinating with state and federal partners to advance safety initiatives. In 2020, Jessica helped to provide oversight and input on the update of the South Carolina Strategic Highway Safety Plan (SHSP). Jessica’s team oversaw the Highway Safety Improvement Program (HSIP) funding process and project ranking , and was responsible for emergency response efforts during major hurricanes. Her team regularly facilitated cross-agency collaboration with the South Carolina State Patrol to align infrastructure investments with enforcement strategies and improve statewide safety outcomes.

Firm employed by: HDR Engineering, Inc.				
Name	Jonathan (Jon) Markt, PE, RSP1		Years of relevant experience with this employer	12
Title	Transportation Safety Program Manager		Years of relevant experience with other employer(s)	3
Degree(s) / Years / Specialization		MS / 2011 / Civil Engineering BS / 2010 / Civil Engineering		
Active registration number / state / expiration date		PE. E-16144 / NE / 12-31-2026 Road Safety Professional (RSP) 1 / National / Dec. 2025		
Year registered	2016	Discipline	Civil Engineering	
Contract role(s) / brief description of responsibilities		Quality Manager		
Jon has strong and diverse technical capabilities including traffic safety analysis, selection of countermeasures, and use and development of safety software. He is well versed in the Highway Safety Manual through corridors and area-wide safety projects. Jon is a maximizer—his 15 years pushing boundaries in the transportation industry have garnered him roles on respected national panels in safety. Jon’s work with state and municipal clients has provided him with a strong understanding of agency staff and stakeholder expectations. His work routinely includes the development of data-driven analyses and strategy development for transportation issues – affording him an understanding of the assignments likely on this as-needed contract.				
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
03/23-Ongoing	LaDOTD, Strategic Highway Safety Plan (SHSP) Development and Planning, LA. <i>Quality Reviewer.</i> Jon supported, through quality oversight and review, the development of the State of Louisiana’s first Vulnerable Road User (VRU) Safety Assessment. Jon provided feedback into methods of safety analysis and performance modeling, targeted safety treatments for bicycle and pedestrian users, and overall document clarity and accuracy. The VRU Safety Assessment required development of a first-generation federal report (<i>i.e.</i> addressing new legal requirements). Jon confirmed adherence to federal requirements to meet schedule timelines.			
11/22-Ongoing	New Jersey DOT, Safety Resource Center and Vulnerable Road User Safety Assessment, NJ. <i>VRU lead and Training Lead.</i> HDR has provided program support to the New Jersey DOT through a five-year support service contract. Jon has led the development of the state’s VRU Safety Assessment and led local agency training. He developed a quality management plan for the VRU Safety Assessment, led the execution of that plan, and delivered a quality product to help New Jersey improve safety for those walking, biking, and rolling. Jon’s role in training exemplifies attention to his audience, command of industry resources, and strong written and oral communications that help with quality project delivery.			
09/22–Ongoing	Various Clients, Safe Streets and Roads for All Safety Action Plans, Various Locations, US. <i>Program Manager.</i> HDR is delivering over 50 safety action plans consistent with the US DOT definition from the Safe Streets and Roads for All program of the Bipartisan Infrastructure Law. Jon provides quality assurance across each project to promote consistency, minimize delivery and grant approval risks, and to maintain customer satisfaction. Jon’s oversight includes roles as project manager, quality manager, and as senior technical resource across projects and staff covering more than a dozen states. Jon’s attention to detail, strong relationship building, and keen eye for fatal flaws serve his quality and program management role in this capacity well.			
10/19–06/22	Nebraska DOT (NDOT), Highway Safety Manual (HSM) Tool for 3R Projects, NE. <i>Project Manager.</i> HDR developed a safety analysis tool based on the Highway Safety Manual (HSM) for NDOT to apply during development of Resurfacing, Restoration, and Rehabilitation (3R) projects. The Rural Safety Tool allows for automated predictive safety calculations based on the typical section of linear roadway design projects. The tool generates quantitative crash reduction benefits to compare with construction costs and allows NDOT to conduct benefit-cost analysis. The tool was developed in two phases. Jon developed the quality management plan, led timing and need for quality reviews, and confirmed expectations were met with the state’s representative.			

Prime consultant name: HDR Engineering, Inc.

Firm employed by: HDR Engineering, Inc.				
Name	Cristina Mena		Years of relevant experience with this employer	4
Title	Senior Graphic Designer		Years of relevant experience with other employer(s)	5
Degree(s) / Years / Specialization		BFA / 2017 / Graphic Design AFA / 2015 / Graphic Design		
Active registration number / state / expiration date		N/A		
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities		Graphic Design		
Cristina provides graphic design assistance for transportation projects throughout the country. She makes project information easier to understand through the creation of well-designed and innovative graphics. Cristina's design experience includes brand development, infographics, illustrations, presentation graphics, brochures, signage, newspaper advertisements, photo editing, map design, 3D visualization, video editing, and motion graphics. She is experienced in the Adobe Creative Suite of design applications, 3D modeling programs Lumion and SketchUp, and works closely with project teams in developing creative concepts that effectively deliver project messaging.				
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
06/22-07/22	LaDOTD, Strategic Highway Safety Plan (SHSP) Development and Planning, LA. <i>Graphic Designer.</i> The Louisiana Strategic Highway Safety Plan provided a framework for reducing fatalities and serious injuries within the state. Cristina designed the Louisiana Strategic Highway Safety Plan report along with an executive outreach document.			
12/20-09/23	Dallas Area Rapid Transit, General Planning Consultant (GPC) 7, Dallas, TX. <i>Graphic Design Lead.</i> Cristina designed numerous reports and fact sheets, including the 2045 Transit System Plan, the Draft Sustainability Plan, 2024 Capital Improvement Project Report, the Mobility Hub Guidelines report, as well as numerous station and TOD fact sheets. She provided design coordination for several projects and designed comprehensive layouts, infographics, presentations, and maps for executive briefings and internal and external use.			
09/23-Ongoing	Trinity Metro, GPC, Dallas, TX. <i>Graphic Design Lead.</i> Cristina designed graphical documents including the Transit Value Report, Trinity Metro fact sheets, and the GPC logo.			
2021-Ongoing	Kaufman County, Outer Loop, Kaufman County, TX, <i>Graphic Design Lead.</i> Cristina has designed the project logo and brand guide, as well as public meeting materials, project maps, 3D renderings, infographics, and additional graphic materials that relay complex information in a visually appealing format.			
2020-Ongoing	TxDOT El Paso, Downtown I-10, El Paso, TX, <i>Graphic Design Lead.</i> Cristina led the design of public meeting materials, project maps, infographics, a newsletter, and additional graphic materials that relay complex information into a visually appealing format.			

Firm employed by: HDR Engineering, Inc.			
Name	Olivia Polinsky-Rose, PE, RSP1		Years of relevant experience with this employer
Title	Traffic Engineer		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		BS / 2020 / Civil Engineering	
Active registration number / state / expiration date		Professional Engineer #63057 / MN / 2026 Road Safety Professional (RSP1) 1686 / National / 2028	
Year registered	2024	Discipline	Civil Engineering, Transportation
Contract role(s) / brief description of responsibilities		VRU Safety Screening Analysis, Emphasis Area Plan Development Lead, Safe System Approach (SSA) Incorporation	
Olivia's safety experience includes SSA implementation, Highway Safety Manual (HSM) analysis, traffic safety before and after evaluations, and traffic incident management (TIM) program management. Her safety planning experience at the state and local levels, strategic highway safety plan (SHSP) development and implementation, county road safety plans, and safe streets for all safety action plans. Olivia is passionate about implementing data-driven safety strategies that create a more accessible, equitable and efficient transportation system for users.			
08/23-06/25	Minnesota DOT (MnDOT), Minnesota Safe System Approach (SSA) Implementation Plan, MN. <i>Project Manager.</i> The final plan vision is to provide a framework that leads the agency to broaden the application of the SSA throughout the project development process across the organization. Olivia led the research efforts, plan development, and MnDOT engagement efforts. The plan development process included a robust literature review and agency interviews and extensive engagement with MnDOT staff and leadership to prioritize and refine planned implementation strategies.		
07/23-Ongoing	New Jersey DOT (NJDOT) Bureau of Safety, Bicycle, and Pedestrian Programs, New Jersey Strategic Highway Safety Plan (SHSP), NJ. <i>Safety Training Lead.</i> HDR is advancing 150 safety strategies identified in the New Jersey 2020 SHSP to reach the SHSP goal of reducing fatal and serious injury crashes in NJ by 3% per year. Olivia led the development of the New Jersey Mature Drivers Infrastructure Best Practices report and supported early efforts on equity actions. Olivia was the lead developer of training material for 14 one-hour traffic safety lunch and learn training sessions. As part of the lunch and learn sessions, Olivia developed and delivered the final training in the series on the FHWA Safe System Approach Project-based Alignment Framework, which had over 300 participants in attendance.		
08/24-Ongoing	NJDOT, New Jersey Safety Resource Center, NJ. <i>Safety Training Lead.</i> To support the previous New Jersey SHSP contract, this contract includes Highway Safety Improvement Program (HSIP) programmatic support, roadway safety resources and training, implementation of the Safe System Approach (SSA), and implementation of the SHSP. Olivia is the safety training lead, tasked with developing and delivering training materials both internal and external to NJDOT. Olivia led the development and delivery of a full-day New Jersey SSA training pilot in 2024 and will be the lead trainer for the 2025 New Jersey SSA training. Additionally, Olivia is the lead developer of an upcoming New Jersey Safety Training Series, which will include 12 hours of instruction on the fundamentals of safety analysis, built around the SSA principles and elements.		
12/23-Ongoing	MnDOT, Minnesota Local Road Traffic Safety Regional Workshops, MN. <i>Deputy Project Manager.</i> HDR worked with MnDOT to develop a series of full-day workshops held for local agencies in the state, with the goal of providing cities, counties, and local road agencies in Minnesota with updated tools to focus on reducing fatal and serious injury crashes on their roadway system. HDR developed presentation and handout materials for the workshops, which cover the history of traffic safety efforts in the state, regional crash data analysis findings, safety countermeasures, an overview of traffic safety funding opportunities, and best practices for communicating traffic safety to various stakeholders. Olivia led the development of technical training materials for both the workshop series and the pilot webinar. Olivia supports the delivery of the workshop series as one of the lead facilitators and will be a presenter at the upcoming July pilot webinar. Olivia also leads coordination with MnDOT and the two subconsultants on the project.		

Firm employed by: HDR Engineering, Inc.			
Name	May Raad, P.STAT		Years of relevant experience with this employer
Title	Principal Statistician		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		MS / 1988 / Statistics BS / 1986 / Statistics	
Active registration number / state / expiration date		Accredited Professional Statistician – P.STAT #158 / US / 02/28/2026	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		VRU Safety Screening Analysis	
May has extensive experience in statistical and data analysis. She has applied advanced statistical models, experimental designs, and sample surveys to test the effectiveness of safety countermeasures. She is experienced with statistical software applications such as SAS, SPSS, R, and NCSS on her many and varied statistical projects and surveys. May's contribution to transportation research and analysis led her to being selected on the advisory panel of the NCHRP Project 17-93, Updating Safety Performance Functions for Data-Driven Safety Analysis.			
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract, <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
06/23-09/23	LaDOTD, Strategic Highway Safety Plan (SHSP) Development and Planning, LA. <i>Statistical Lead.</i> HDR helped build an assessment to explore vulnerable road user (VRU) crash data trends and provide a plan for mitigating VRU transportation safety concerns across the state. May conducted advanced statistical analysis of transportation crash and profile data to inform risk of pedestrian and bicyclist crashes as function traffic and socio-economic attributes per area of the state. She referenced the advanced data driven safety analysis methods described in the HSM 2 methodologies for predicting crashes within geographic areas of interest. May used advanced data driven methodologies described in the HSIP countermeasure evaluation to calculate negative binomial regression models to predict the crash counts of pedestrians and bicyclists for all eligible polygons. May's model results informed HDR's custom safety performance functions (SPF) that were used to screen the network for polygons with the highest excess expected crash frequency, also referred to as potential for crash reduction.		
05/24-Ongoing	Minnesota DOT (MnDOT), Traffic Safety Evaluation - Comprehensive Roundabout Evaluation, Minneapolis, MN. <i>Statistical Lead.</i> May is providing direction for the statistical design of the evaluation, in particular, which roundabout facilities have sufficient crash and traffic data to assess the safety effectiveness of certain design features such as signage in roundabouts, number of circulating lanes, channelized turns among other features and which intersections can be used to serve as control facilities to test the overall safety effectiveness of roundabouts relative to intersections without roundabouts. After crash and traffic data are linked to each treatment and control site, May will establish functional forms for the crash prediction models following HSIP countermeasure evaluation methodologies. This includes before-and-after and cross-sectional experimental designs. Parameters from the statistical models will inform crash modification factors (CMFs) for each test where data quantity and quality permit. May's models will provide a means for MnDOT to measure the effectiveness of their roundabout conversion strategies.		
12/24-05/25	Missouri DOT, Statewide Vulnerable Road User Safety Assessment, MO. <i>Statistical Lead.</i> May conducted advanced statistical analysis of transportation crash and profile data to inform risk of combined pedestrian and bicyclist crashes as a function traffic and socio-economic attributes per area of the state. She referenced advanced data-driven safety analysis methods in HSM 2 for predicting crashes in specific areas and utilized HSIP countermeasure evaluation methodologies to develop a negative binomial regression model for predicting pedestrian and bicyclist crash counts in eligible polygons. May's model results informed HDR's custom safety performance functions (SPF) that were used to screen the network for polygons with the highest excess expected crash frequency, also referred to as potential for crash reduction.		
04/23-12/23	Minnesota DOT, Traffic Safety Evaluation - Sinusoidal Rumble Strips Safety Evaluation, Minneapolis, MN. <i>Statistical Lead.</i> May conducted statistical analysis, using a cross-sectional design approach (an HSIP countermeasure methodology), to evaluate the		

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	performance of rural undivided two-lane sinusoidal rumble strips installed on MN highways between 2018 to 2022 in reducing crashes relative to comparable roads with installed rectangular rumble strips. The comprehensive study evaluated the different types of sinusoidal rumble strips of shoulder only, centerline only or combined locations. The study estimated crash modification factors (CMFs) (using negative binomial and Poisson models) specific to sinusoidal rumble strips installed on MnDOT's undivided two-lane roads. Overall, the analysis did not detect statistically significant differences in the crash rates for rural two-lane undivided roads with sinusoidal rumble strips and those with rectangular rumble strips indicating that the safety effectiveness of the two types of rumble strips was comparable and hence could be used equivalently without compromising safety effectiveness in these rural road settings.
09/19-03/20	Minnesota DOT, Traffic Safety Evaluation - Rectangular Rumble Strips Safety Evaluation, Minneapolis, MN. <i>Statistical Lead.</i> May designed and conducted an advanced statistical analysis, using a cross-sectional design approach (an HSIP countermeasure methodology), to evaluate the safety effect of installing longitudinal rectangular rumble strips on rural two-lane undivided and rural four-lane divided roads in Minnesota from 2012 to 2018. The comprehensive study evaluated the different types of rectangular rumble strips of centerline only, centerline + shoulder, or shoulder only. May estimated crash modification factors (CMFs) using negative binomial and Poisson models for different crash categories and multiple aspects of rectangular rumble strips by road class and installation location including crashes observed on rural two-lane undivided roads with centerline + shoulder rumble strips and shoulder only rumble strips, and rural four-lane divided roads.

Firm employed by: HDR Engineering, Inc.				
Name	Shea Saladee		Years of relevant experience with this employer	6
Title	Social Media Team Lead		Years of relevant experience with other employer(s)	7
Degree(s) / Years / Specialization			MA / 2018 / Integrated Media Communications BS / 2011 / Secondary Education	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities			Driver Behavior Specialist	
Shea brings significant experience in digital analytics, social marketing, and audience segmentation on transportation projects across the nation. She is a strategic thinker with a strong ability to analyze, plan, and implement focused communications. She has helped transportation agencies across the country with outreach on safety, mobility, construction, work zone, and other general transportation messaging. Her vast social media experience helps to hear the conversations happening online and apply audience insights to help target messaging and identify communication strategies. Shea was also recently named Transportation Safety Engagement and Outreach Lead for HDR's Strategic Communications with work focused in behavior change messaging on transportation safety campaigns.				
Experience dates (mm/yy-mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
12/21-Ongoing	Florida DOT, Target Zero, Tallahassee, FL. Social Media Strategist and Paid Advertising. Shea led the development and implementation of social content and the coordination of social ad buying on the Target Zero program for FDOT. Shea's work focused on behavior change of at risk drivers throughout the state. Content was crafted to feel authentic to the audience and presented in a relatable way while considering language choices, values and norms.			
03/21-12/24	Nevada DOT, Las Vegas, NV. Social Media Strategist and Media Manager. Shea was responsible for the daily social media strategy of the Department. She also oversaw the development of social media content, management and posting across platforms for the agency, including Facebook, Twitter, Instagram, and LinkedIn.			
01/23-12/23	Connecticut DOT, Automated Work Zone Speed Control, Newington, CT. Social Media Strategist and Paid Advertising. As part of CTDOT's "Know the Zone" work zone camera pilot program, Shea was responsible for the program social media content strategy and advertising. She partnered with the larger communications team to get drivers key information on changes coming to work zones across the state and help enhance roadway safety.			
01/21-12/24	Nebraska Department of Transportation, Moving the Metro, Omaha, NE. Social Media Strategist and Paid Advertising. Shea developed the social media content and outreach strategy, social management and paid advertising on this project. Much of this work was focused on the safety of the public and roadway users.			

Firm employed by: HDR Engineering, Inc.			
Name	Kelly Spitzley		Years of relevant experience with this employer
Title	Senior Web and Graphic Designer		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		MS / 2012 / Library & Information Science BA / 2004 / English Language and Literature	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Web Design	
Kelly provides user interface planning, mockup creation, design, and front-end development services for websites and web-based applications. She specializes in infrastructure planning and design across the U.S. in sectors such as transportation, water, industrial, waste, and power. Her services range from small informational websites to large organizational sites, content management systems, data-driven applications, and mapping solutions. Kelly uses Figma for interactive design and prototyping, and she has expertise in HTML5, CSS3, PHP, SQL, JavaScript, and various libraries and frameworks. Additionally, she works with the ConcreteCMS platform, allowing clients to manage their websites easily. Kelly is committed to meeting WCAG 2.1 Level AA accessibility standards for websites and online materials.			
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
12/24-Ongoing	LaDOTD, Strategic Highway Safety Plan (SHSP) Development and Planning, LA. <i>Website Planning and Technical Lead.</i> Kelly led the planning and wireframing processes and provided server build, website installation, and launch services for the final destination Zero Deaths website, which launched in May 2025, using ConcreteCMS, Figma, HTML/SCSS/JS. https://destinationzerodeaths.com/		
12/23–03/2025	Florida DOT, Target Zero, FL. <i>Digital Communications Advisor, Lead Website Developer.</i> HDR provided a full public communications campaign to improve safe driving behavior throughout the State of Florida. Kelly provided technical guidance for the digital engagement portion of the campaign and worked closely with the FDOT web team to create a custom Sitefinity template and develop a microsite within the greater FDOT CMS. https://www.fdot.gov/projects/targetzero/speeding		
12/23–12/24	South Dakota DOT, South Dakota Strategic Highway Safety Plan Update, SD. <i>Lead Designer and Developer.</i> Kelly designed and developed the project website to provide a digital platform for communicating to stakeholders and the public about the progress and contents of the Plan.		
03/19-Ongoing	Virginia DOT, Website Redesign, VA. <i>Website Project Manager and Lead Developer.</i> Kelly led the website analytics and industry research for the first phase, incorporating user focus group and survey results into a report for VDOT’s expansion. She conducted a content audit, created a sitemap, developed a component-driven design system, and provided a content creation guide and information governance guide. Additionally, she coordinated with the technology vendor (TerminalFour), supplied front-end code for components, and continues to migrate and build custom sites on an on-call basis. https://www.vdot.virginia.gov/		
11/17-Ongoing	City of Minneapolis, Transportation Action Plan Digital Engagement, Minneapolis, MN. <i>Lead Designer and Developer.</i> HDR was contracted to provide communication, design, and online engagement support to the City of Minneapolis throughout the development of the City’s Transportation Action Plan. This is a 10-year action plan to guide future planning, design, and implementation of transportation projects for people in every way they move around, and the technology that will support it. Kelly provided comprehensive design and development services for the primary website and other ancillary communication materials using ConcreteCMS, Figma, HTML/SCSS/JS, GoogleMaps API. https://go.minneapolismn.gov/		
08/15-Ongoing	Minnesota DOT, Minnesota GO Statewide Transportation Plan and Highway Investment Plan, MN. <i>Lead Designer and Developer.</i> HDR provided full statewide community engagement. Kelly designed and developed the project website, which includes survey-style input, interactive plans, and video, as well as promotional, social media, and informational materials like visual executive summaries using ConcreteCMS, Figma, HTML/SCSS/JS. https://minnesotago.org/		

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01/18-03/21	Minnesota DOT, Statewide Transportation Performance Dashboard, MN. <i>Lead Designer and Developer.</i> HDR provided web design and development services to MnDOT's Performance group to develop a data-driven website designed to convey a large amount of complicated transportation metrics in a user-friendly, discoverable way. HDR developed the website in concrete5 to allow MnDOT to add and manage their own content. MnDOT and HDR choose Tableau to visualize and manage their performance metrics. HDR developed a custom block to embed tabbed tableau canvases into the website that live-update when MnDOT makes data changes. Kelly was the lead designer and developer on the project.
06/23–08/24	New Jersey DOT, Safety Resource Center, NJ <i>Lead Developer.</i> HDR provided full website reorganization, planning, redesign, and redevelopment services to NJDOT for their Safety Resource Center website. Kelly led the web-focused aspects of the project, from content reorganization, wireframing, prototyping, to full site development.
03/21-03/23	City of Minneapolis, Street Design Guide, Minneapolis, MN. <i>Lead Designer and Developer.</i> HDR was contracted to provide website planning, design, and development services. The Guide was designed to be visually oriented, interactive, and includes searching and custom-print functionality. HDR also designed and integrated a PDF version of the Guide into the website. HDR developed the website in the concrete5 CMS to allow the client to edit content. Kelly provided planning, design, development and content management on the project. https://sdg.minneapolismn.gov/

Firm employed by: HDR Engineering, Inc.			
Name	Brian Stolley, RSP1		Years of relevant experience with this employer
Title	Traffic Incident Management (TIM) Specialist		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		MA / 2011 / Management BA / 2002 / Sociology	
Active registration number / state / expiration date		RSP1 #1700, 07/10/2028	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Driver Behavior Specialist	
Brian has experience in law enforcement with extensive knowledge of traffic-related solutions including Traffic Incident Management (TIM) implementation, crash reconstruction, and data-driven specialized enforcement initiatives in a multi-agency setting. He is passionate about fostering a culture of cooperation among responders through shared resources, cross-training, and incident command. Brian is a UAV (drone) pilot and is interested in how technology improves traffic safety for all. He was selected for this project because of his unique perspective as a former responder. His background provides him with credibility with the responder community, and he will advocate for and engage responders to actively identify safety solutions to fit their unique needs.			
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
10/22-12/24	Mississippi DOT, Strategic Highway Safety Plan and Vulnerable Road Users Safety Assessment, MS. TIM/TSMO Specialist. HDR updated the Mississippi Strategic Highway Safety plan. Brian provided technical support in researching and comparing existing Mississippi code to other state laws on traffic enforcement for potential areas of improvements to document within the SHSP on legislative opportunities.		
03/24-06/25	Metro Area Planning Agency (MAPA), Safe Street for All Public Outreach and Comprehensive Safety Action Plan (CSAP), Omaha, NE. TIM/TSMO Specialist. HDR led the public outreach and responder engagement in developing the MAPA Comprehensive Safety Action Plan for the 16 MPO member communities. Brian provided technical support in identifying appropriate agency stakeholders to participate in small group meetings. He conducted outreach and preliminary discussions with stakeholders to prepare them for providing valuable feedback for the CSAP. Additionally, he worked to build relationships between the responder community and project team members.		
10/24-Ongoing	City of Ames Iowa, Comprehensive Safety Action Plan (SS4A), Ames, IA. TIM/TSMO Specialist. Brian provided technical support in engaging responder stakeholders on safety countermeasures, leading discussions on enforcement and post-crash care to solicit feedback from stakeholders on the local applicability of the stated countermeasures.		
07/19-Ongoing	Iowa DOT, I-29/I-80 Council Bluffs Interstate System (CBIS), Council Bluffs, IA. TIM/TSMO Specialist. HDR is providing Program Management and General Engineering Consultant (PM/GEC) services for the I-29/80 Council Bluffs Interstate System program. Brian provides technical support in planning and facilitating quarterly TIM meetings with local emergency responders and stakeholders to improve traffic incident response in the Council Bluffs. Meetings include after-action reviews, construction summaries, small group (action item) summaries and other TIM educational content. Brian regularly develops materials to support the meetings and to educate responders.		
05/20-Ongoing	Nebraska DOT, Statewide Traffic Incident Management (TIM) Program Management, NE. TIM/TSMO Specialist. The Nebraska Statewide TIM Program brings together first responders and identifies best practices for safe, quick clearance of traffic incidents. Our approach incorporates a holistic understanding of responder needs to continually improve area TIM efforts — combining engineering, strategic communications and field expertise to deliver a suite of TIM services. Brian provides technical support in planning and facilitating quarterly TIM meetings with local emergency responders and stakeholders to improve traffic incident response on Nebraska roadways. Meetings include after-action reviews, construction summaries, small group (action item) summaries and other TIM educational content. Brian regularly develops materials to support the meetings and to educate responders.		

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10/20-Ongoing	Minnesota Department of Public Safety, Statewide TIM Program Analysis, MN. <i>TIM/TSMO Specialist.</i> HDR helped evaluate and update Minnesota's TIM program to further improve safety and efficiencies for responders and the public. Brian provided technical support in the development and implementation of responder specific training materials in various media platforms.
10/22-06/25	North Texas Tollway Authority, Dallas North Tollway MIS, Dallas, TX. <i>TIM/TSMO Specialist.</i> HDR provided traffic study services for a segment of the Dallas North Tollway. Brian provided technical support in developing objectives and goals of the project as it relates to TIM performance measures and best practices.

Firm employed by: HDR Engineering, Inc.			
Name	Richard Storm, PE, PTOE		Years of relevant experience with this employer
Title	Senior Traffic Safety & Planning Engineer		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		MS / 2001 / Civil Engineering BS / 1999 / Civil Engineering	
Active registration number / state / expiration date		PE #44275 / MN / Exp. 06/30/2026	
Year registered	2005	Discipline	Civil Engineering
Contract role(s) / brief description of responsibilities		Project Principal. Meets MPR 1 and MPR 3.	
Richard is a HDR Senior Professional Associate , and his experience spans a wide variety of traffic related safety projects including Strategic Highway Safety Plan (SHSP) updates for nine states , 4E (Engineering, Enforcement, Education, and Emergency Response) strategy, HSM calibration projects, local road safety planning, creating state guidance for data-driven safety analysis, and predictive safety analysis.			
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
05/21-05/23	LaDOTD, Strategic Highway Safety Plan (SHSP) Development and Planning, LA. Senior Advisor. Richard was part of the internal advisory team that reviewed the crash data analysis, participated in stakeholder engagements and reviewed the safety strategies.		
12/23-07/25	Minnesota DOT, Minnesota Strategic Highway Safety Plan Update, Roseville, MN. Senior Advisor. HDR was part of the project team to update the Strategic Highway Safety Plan for 2025-2030. Richard developed tactics and actions for multiple emphasis areas. He was the senior advisor to the prime consultant to confirm the update process followed best practices and complied with FHWA process requirements. In prior editions of the Minnesota SHSP, Richard served as a safety analyst for the 2004 Comprehensive Highway Safety Plan (12/03–12/04) and 2007 SHSP (06/06–06/07), as a Deputy Project Manager for the 2014-2019 SHSP (12/13–12/14), and as the Project Manager for the 2020-2024 SHSP (10/18–03/20).		
08/23-09/24	South Dakota DOT, Strategic Highway Safety Plan Update, Pierre, SD. SHSP Technical Director. HDR updated the state’s Strategic Highway Safety Plan, finalized and approved by FHWA in 2024. Ricard directed the technical aspects of the SHSP update to meet federal procedural requirements. He oversaw the crash data analysis, 4E stakeholder engagement , prioritization of focus areas, development of 4E strategies , and coordination with the state’s SHSP Steering Committee. Richard also oversaw the VRUSA process and the development of the SHSP document. In prior editions of the South Dakota SHSP, Richard served as a safety engineer for the 2014 SHSP (02/13–02/14) and as the SHSP Technical Director for the 2019 SHSP (08/18–10/19).		
10/22-12/24	Mississippi DOT, Strategic Highway Safety Plan Update and Vulnerable Road User Safety Assessment, Jackson, MS. SHSP Technical Director. HDR updated the state’s Strategic Highway Safety Plan, finalized and approved by FHWA in 2024. Ricard directed the technical aspects of the SHSP update to meet federal procedural requirements. He oversaw the crash data analysis, 4E stakeholder engagement , prioritization of focus areas, development of 4E strategies , and coordination with the state’s SHSP Steering Committee. Richard led the development of the SHSP document. In addition to the SHSP Update, HDR prepared the first vulnerable road user (VRU) safety assessment as part of the federal requirements. Richard helped develop a systemic safety analysis to analyze risk factors on roads, identify a high injury network (HIN), and develop an outreach approach to agencies part of the HIN, and identify a program of strategies suitable for the HIN. In prior editions of the Mississippi SHSP, Richard served as a safety engineer for the 2007 SHSP (03/06–03/07) and as the Deputy Project Manager for the 2014 SHSP (01/13–01/14).		
08/23-06/25	Minnesota DOT (MnDOT), Minnesota Safe System Approach (SSA) Implementation Plan, MN. Senior Advisor. HDR developed a statewide implementation plan for the SSA. The final plan vision is to provide a framework leading the agency to broad application of the SSA throughout the project development process across the organization. The plan development process included a robust literature review and agency interviews and extensive engagement with MnDOT staff and leadership to prioritize and refine planned		

Prime consultant name: HDR Engineering, Inc.

	implementation strategies. Richard reviewed the research efforts, led peer state interviews, and reviewed the implementation strategies for consistency with SSA and MnDOT agency culture.
01/22-06/24	New Jersey DOT Bureau of Safety, Bicycle, and Pedestrian Programs, New Jersey Strategic Highway Safety Plan (SHSP) Implementation, Trenton, NJ. <i>Implementation Task Order Project Manager.</i> HDR helped the New Jersey DOT and their partners advance 150 safety strategies identified in the New Jersey 2020 SHSP to reach the SHSP goal of reducing fatal and serious injury crashes in NJ by 3% per year. Richard supported the Action Teams, Emphasis Area Teams, the Core Working group, and the Executive Committee. He provided technical subject matter support including, presenting progress and future direction to the Core Working group and Executive Committee, planning and leading multiple workshops, and planning and leading statewide safety summits (virtual and in-person) with some safety summits having over 200 people in attendance.
04/19-12/24	Mississippi DOT, Mississippi HSM Calibration, Jackson, MS. <i>Technical Lead.</i> HDR estimated calibration factors to be used for safety performance functions from the Highway Safety Manual. Richard guided the project through extensive data processing to calculate state calibration factors. Early in the data process, he identified the need to implement an extensive quality control process, and he worked with the project management team to confirm that independent checks were completed for each analysis step. Using his extensive experience working on safety data, he performed reasonableness checks that helped to improve the quality of final deliverables.

Firm employed by: HDR Engineering, Inc.			
Name	Lisa Wadsworth, PE		Years of relevant experience with this employer
Title	Senior Project Manager		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		MBA / 2004 / Management and Information Systems Management BS / 1996 / Environmental Engineering	
Active registration number / state / expiration date		PE.0031504 / LA / 03-31-2027	
Year registered	2004	Discipline	Environmental
Contract role(s) / brief description of responsibilities		Deputy Project Manager	
Lisa brings to the team over 20 years of planning, project management, and permitting experience. She has experience in a range of project types, including multi-disciplinary water resources planning and transportation planning for highway, railroad, and navigation projects. She has worked with LADOTD for the past three years on the Strategic Highway Safety Plan (SHSP) Development and Planning contract.			
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract, <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
09/22–Ongoing	LaDOTD, Strategic Highway Safety Plan (SHSP) Development and Implementation, Task Orders 1-3, Statewide, LA. <i>Project Manager (01/25-current); Deputy PM (09/22-12/24).</i> For TO1, Lisa supported DOTD with the implementation of the 2022 Louisiana Strategic Highway Safety Plan, which included the development of training presentations, strategic communications plans, and marketing materials, such as safety brochures and the Buckle Up Phone Down logo. For TO2, Lisa helped oversee the development of the 2023 Vulnerable Road User (VRU) Safety Assessment report, which included analyzing crash statistics involving pedestrians and bicyclists; identifying Target Analysis Areas throughout the State for safety improvements; consulting with Regional Safety Coalition Coordinators, local governments, Metropolitan Planning Organizations (MPOs), and regional transportation planning organizations; and developing a program of VRU improvement strategies. For TO3, Lisa oversees HDR’s Digital Engagement Team that created a user-friendly, device-responsive, accessible Destination Zero Deaths (DZD) website for sharing information, educating stakeholders and communities, and providing community engagement opportunities. Lisa’s PM duties have included coordinating with subconsultants, overseeing QA/QC of deliverables, scheduling, budgeting, and invoicing.		
11/20–06/25	LaDOTD, Louisiana Watershed Initiative, Task Orders 1-4, Statewide, LA. <i>Deputy PM.</i> HDR provided hydrologic and hydraulic modeling services to develop integrated watershed models for assessing potential drainage improvements for the Atchafalaya, Bayou Teche, Vermilion, Mermentau, and Mermentau Headwaters HUC-8 watersheds, which includes 10,400 sf of riverine, estuarine, and coastal drainage basins. Work included data gap analysis, data acquisition, hydrologic and hydraulic modeling, design storm simulations, and consequences modeling. As Deputy PM, Lisa coordinated with subconsultants, managed QA/QC of deliverables, and assisted with scheduling, budgeting, and invoicing.		
04/23–Ongoing	LaDOTD, Baton Rouge to New Orleans Inter-City Passenger Rail, LA. <i>QA/QC Manager.</i> The project consists of the development of an approximately 80-mile intercity passenger rail corridor between Baton Rouge and New Orleans. HDR services include agency and stakeholder coordination, preliminary engineering design, and development of environmental documentation to support the NEPA process required by the Federal Rail Administration. Lisa supports the project manager by verifying adherence to the Quality Management Plan.		
12/16-09/18	LaDOTD, Retainer Contract for Strategic Advisory Services Related to LTA Participation in P3s, Statewide, LA. <i>Environmental Engineer.</i> Lisa provided environmental coordination, technical editing, and QA/QC of deliverables for a statewide Stage 0 feasibility study on tolling and local option motor fuel taxes. Her deliverables included various reports on a conceptual-level assessment of the feasibility of tolling highways and bridges, the feasibility of tolling six megaprojects, included in the Louisiana Statewide Transportation Plan, and the feasibility of implementing local option motor fuel taxes.		

Prime consultant name: HDR Engineering, Inc.

Firm employed by: Arcadis U.S., Inc.				
Name	Max Aguirre, PhD, PE, PTOE, RSP2I		Years of relevant experience with this employer	6
Title	Transportation Engineer		Years of relevant experience with other employer(s)	1
Degree(s) / Years / Specialization		PhD / 2018 / Engineering Science, LSU MS / 2015 / Construction Management, LSU BS / 2013 / Civil Engineering, LSU		
Active registration number / state / expiration date		Professional Engineer – LA / PE.0047579 09/2025; PTOE #5291 / USA / Exp. 7/2025; RSP2I #182 / USA / Exp. 7/2027		
Year registered	2023	Discipline	Civil Engineering	
Contract role(s) / brief description of responsibilities		Safety Data Analytics		
Experience dates	Experience and qualifications relevant to the proposed contract			
Max specializes in traffic engineering studies and design and has experience working on projects for Louisiana Department of Transportation and Development (LADOTD) pertaining to traffic and safety studies, Stage 0 feasibility studies, pedestrian and bicycle improvements, permanent signing design, signal design, and NEPA studies. He is also familiar with the Highway Capacity Manual, Highway Safety Manual, MUTCD, and AASHTO “Green Book”. Max is also knowledgeable in the application of several software programs, including the Interactive Highway Safety Design Model, SYNCHRO, Highway Safety Software (HSS), GuidSIGN, HCS and MicroStation software. Max has completed the Louisiana Transportation Research Center (LTRC) Traffic Engineering Process and Report Course modules.				
09/19-06/21	LADOTD, Safety Studies IDIQ - Baton Rouge Pedestrian and Bicycle Safety Action Plan and Road Safety Assessments, East Baton Rouge Parish, LA. Traffic Engineer. Max assisted with an assessment of existing and future safety deficiencies related to pedestrian and bicycle modes at identified high-risk intersections and segments in East Baton Rouge Parish. He also assisted with the development of screening criteria to identify high-priority locations with a history of pedestrian and/or bicycle crashes. Max conducted Road Safety Assessments (RSAs) at 10 priority locations to identify and evaluate safety deficiencies and to develop measures that improve safety for pedestrians and bicyclists. He evaluated alternatives to determine and document the feasibility of proposed countermeasures and developed a benefit-cost analysis to prioritize the implementation of proposed improvements.			
02/23-05/24	LADOTD, Safety Studies IDIQ - District 04 Pedestrian Safety Improvements, Caddo and Bossier Parish, LA. Traffic Engineer. Max conducted all traffic and safety tasks necessary for the Stage 0 Feasibility study to develop and evaluate safety countermeasures addressing pedestrian safety needs on seven corridors within Caddo and Bossier Parish. He employed a methodology similar to a Road Safety Assessment, which included analyzing historical crash data and performing on-site field reviews to identify pedestrian safety needs. Max developed countermeasures in close coordination with project stakeholders, including the City of Bossier, City of Shreveport, NLCOG, Downtown Development District, and District 04. He facilitated both virtual and on-site field reviews involving stakeholders. Max documented the study data, methods, and results in Stage 0 Feasibility Reports for all seven study corridors, including a Preliminary Scope and Budget Checklist and an Environmental Checklist. He also performed a benefit-cost analysis to prioritize the implementation of the countermeasures.			
10/19-03/20	LADOTD, East Baton Rouge Parish Pedestrian and Bicycle Master Plan, East Baton Rouge Parish, LA. Traffic Engineer. This project involved in helping senior engineers in day-to-day tasks for the development of a bicycle and pedestrian facility master plan. Max provided support in activities such as analyzing crash/incident data, conducting a safety benefit-cost analysis, listing priority projects to be completed, recommending short/middle/long-term improvements, and identifying potential resources for implementation.			
10/18-03/21	LADOTD, Safety Studies IDIQ - LA 3040 Corridor Improvements, Houma, LA. Traffic Engineer. Study to identify safety and/or operational issues along 2.5 miles of Martin Luther King Boulevard (LA 3040) in Houma, LA to evaluate reasonable alternatives to address safety and operational needs. Responsible for performing traffic analysis using Highway Capacity Software in accordance with LADOTD TEPR Requirement.			

Prime consultant name: HDR Engineering, Inc.

10/19-07/21	LADOTD, I-10 New Orleans to Slidell Hard Shoulder Running Feasibility Study, Orleans Parish, LA. Traffic Engineer. The purpose of the project was to evaluate the feasibility of implementing HSR lanes along I-10 to alleviate existing bottlenecks and congestion along critical segments of the corridor. Max developed conceptual drawings and typical sections, crash analysis , and predictive safety analysis for proposed Hard Shoulder Running (HSR) alternatives on I-10 between New Orleans and Slidell. He also developed benefit-cost analysis for Preliminary Scope and Budget and Environmental Checklists.
08/19-02/20	LADOTD, US 61 Access Management and Corridor Improvements (Airline Hwy), East Baton Rouge Parish, LA. Traffic Engineer. The project's purpose was to evaluate the effectiveness of proposed access management improvements along US 61 and identify feasible alternatives to maximize operational and safety benefits . Max evaluated the need for pedestrian and bicycle accommodations based on historical crash data and adjacent land use . He assisted in conducting traffic analysis and the development of benefit-cost analysis to compare the effectiveness of the proposed alternatives.
11/20-Ongoing	LADOTD, I-10 CMAR, East Baton Rouge Parish, LA. Traffic Engineer. Max is assisting in traffic engineering tasks, including development of permanent signing plans, Interchange Modification Reports, and Transportation Management Plans for the widening of I-10 from LA 415 to Essen Lane and improvements to interchanges along this segment. He assisted in developing existing condition safety analysis including tasks such as crash data analysis, collision diagrams, and crash report documentation .
05/21-07/22	City of Baton Rouge, MOVEBR Terrace Avenue (Highland Road to Perkins Road), East Baton Rouge Parish, LA. Traffic Engineer. Max is responsible for the field inventory of pedestrian and bicycle infrastructure along Terrace Avenue in Baton Rouge, Louisiana. He conducted the existing safety analysis along the corridor with focus on pedestrian and bicycle crashes as well as existing pedestrian and bicycle counts and signal warrant analysis.

Firm employed by: Arcadis U.S., Inc.				
Name	Joshua Chatelain		Years of relevant experience with this employer	13
Title	Senior Digital Data Analyst		Years of relevant experience with other employer(s)	7
Degree(s) / Years / Specialization		BS / 2002 / Geography, University of New Orleans		
Active registration number / state / expiration date		N/A		
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities		Data Analytics & Visualization, GIS		
Experience dates	Experience and qualifications relevant to the proposed contract			
Joshua has extensive experience using GIS for planning and analysis in the field of transportation engineering. He is skilled in performing infrastructure mapping and assessment, transportation planning and analysis, data acquisition, and field survey oversight. Additionally, he provides GIS support for a wide range of projects. His proficiency with the ESRI ArcGIS application suite and data-driven applications includes: ArcMap, ArcCatalog, ArcInfo, ESRI Roads and Highways, Event Editor, ArcGIS Data Reviewer, ArcGIS Workflow Manager, ArcGIS Pro, ArcGIS 3D Analyst, ArcGIS Spatial Analyst, ArcGIS Geostatistical Analyst, ArcGIS Network Analyst, Production Mapping, ArcPad, ArcGIS Collector, ArcGIS Model Builder, ArcGIS Online, ArcGIS Enterprise, ArcGIS Web App Builder, AutoCAD, Enterprise Databases, ArcSDE, Python, ArcGIS Server, and SQL Server Management Studio..				
04/24-Ongoing	LADOTD Safety Section Support - LADOA General Services Staff Augmentation Contract, Statewide, LA. <i>Data Analyst.</i> Joshua is supporting Highway Safety Section and CARTS (LSU Center for Analytics & Research in Transportation Safety) focus groups to design and develop a linear referenced enterprise Intersections data model to meet the needs of various stakeholders at LADOTD. He established database schemas, datasets, tables, and methodologies that supported Intersections data migration and development, and demonstrated Intersection Program goals and concepts to stakeholders across the agency. Joshua developed an Intersection and Intersection Leg data model to conform department data to MIRE 2.0 standards including fundamental data elements (FDEs).			
06/18-10/19	LADOTD, I-10 Queue Warning Systems Engineering Analysis (SEA) and Feasibility Study, Baton Rouge, Louisiana. <i>Probe Data and GIS Analyst.</i> Joshua developed the first of its kind ITS SEA for the evaluation of a Queue Warning system on I-10 eastbound. He evaluated traffic probe data as well as LADOTD's crash data using GIS and electronic dashboarding tools to identify existing traffic conditions.			
01/14-01/18	LADOTD, Retainer Contract for an Enterprise LRS System Development, Statewide, Louisiana. <i>GIS Analyst.</i> Joshua was responsible for the implementation of an Enterprise Linear Referencing System (LRS) using ESRI's Roads & Highways. He participated in discovery meetings, development of existing conditions reports, development of initial R&H database model and implementation of a Statewide Enterprise LRS. Local point of contact and associate project manager for the retainer contract.			
02/13-07/14	Arizona Department of Transportation, Enterprise LRS Business Process Review and Database Design, Phoenix, Arizona. <i>GIS Analyst.</i> Joshua was part of the project team that designed and implemented an Enterprise Linear Referencing System (LRS) using the ESRI Roads and Highways platform (RNH). He assessed the requirements of the LRS system within ADOT. He tested various tool sets, geoprocessing functions, models, datasets, schemes, and other components within RNH to identify effective methods for migrating from ADOT's current system to RNH. He also modified, modeled, processed, and prepared datasets for the migration into RNH.			
01/10-01/11	City of Baton Rouge/Parish of East Baton Rouge, City-Parish Enterprise LRS System Development, Baton Rouge, Louisiana. <i>GIS Analyst.</i> Joshua was responsible for the implementation of an Enterprise Linear Referencing System using Geomedia and Oracle Spatial. He conducted business requirements and needs assessment, design, build, and implementation of a parish wide LRS.			

Firm employed by: Arcadis U.S., Inc.			
Name	Akhil Chauhan, PE, PTOE, PTP, PMP		Years of relevant experience with this employer
Title	Principal Engineer		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		MS / 2003 / Transportation Engineering, Massachusetts Institute of Technology BS / 2001 / Civil Engineering, Indian Institute of Technology	
Active registration number / state / expiration date		PE. 0033703 / LA / Exp. 09/2026; PTOE 2544 / USA / Exp. 11/2026 PTP 246 / USA / Exp. 12/2027; PMP 1444676 / USA / Exp. 08/2026	
Year registered	2008	Discipline	Civil Engineering
Contract role(s) / brief description of responsibilities		Crash Data Analytics and Emphasis Area Identification Lead	
Experience dates	Experience and qualifications relevant to the proposed contract		
Akhil has extensive applied research and industry experience in the fields of highway safety, traffic engineering, traffic modeling and simulation, Stage 0 Feasibility Studies, transportation planning, demand modeling/forecasting, intersection/corridor analysis, safety studies, NEPA studies, and access management. He has successfully led, managed, and mentored numerous projects related to transportation modeling, simulation, and planning for public agency clients located across the nation including several state Departments of Transportation. He is proficient in the use of many macro-, meso-, and microscopic traffic simulation software programs such as HCS, Vistro, Synchro, SIDRA, Vissim, MITSIM, Dynameq, DynaMIT, TransCAD, Visum, and OREMS. Akhil has completed the LTRC Engineering Process and Report Course modules.			
04/21-06/22	LADOTD, Louisiana Strategic Highway Safety Plan Update and Data Analysis, East Baton Rouge Parish, LA. Principal Engineer. Akhil was responsible for contract management and technical advisory for the project, which involved analyzing crash data from 2011-2020. Utilizing statistical analysis methods, the project evaluated existing emphasis areas and assessed the effectiveness of safety improvement strategies, presenting findings through interactive dashboards. The project required collaboration with LADOTD, CARTS, and stakeholders to define crash data and explore alternative emphasis areas through literature review and preliminary analysis. Correlation Cluster Analysis was also utilized to assess the interdependencies of emphasis areas and contributing factors, ensuring a comprehensive safety analysis.		
02/18-06/21	LADOTD, Safety Studies IDIQ - Baton Rouge Pedestrian and Bicycle Safety Action Plan and Road Safety Assessments, East Baton Rouge Parish, LA. Principal Engineer. Akhil was responsible for contract management and technical advisory for the project, which involved the development of a Pedestrian and Bicycle Safety Action Plan (PBSAP). Arcadis developed screening criteria based on crash data and socioeconomic data to identify high priority locations with a history of pedestrian and/or bicycle crashes, and performed Road Safety Assessments (RSAs) at 10 priority locations to identify safety deficiencies and develop safety countermeasures to improve safety for pedestrians and bicyclists.		
12/13-06/15	LADOTD, Safety Studies IDIQ - LA 3235 Stage 0 Feasibility Study, Lafourche Parish, LA. Project Manager and Principal Engineer. Akhil was responsible for the preparation of a formal traffic and access management Stage 0 study, in accordance with LADOTD Stage 0: Manual of Standard Practice, which analyzed alternatives and enhanced mobility and safety on LA 3235. Main tasks included traffic data collection, warrant studies, traffic analysis, safety analysis, development of conceptual layouts, and public outreach. Intersections found to warrant signalization were also modeled in unconventional designs including U-turns, J-turns, and RCUTs. A cost estimate and conceptual layout drawings were also produced.		
02/23-05/24	LADOTD, Safety Studies IDIQ - District 04 Pedestrian Safety Improvements, Caddo and Bossier Parish, LA. Principal Engineer & Technical Advisor. Akhil was responsible for contract management and technical advisory for this Stage 0 Feasibility study to develop and evaluate safety countermeasures to address pedestrian safety needs on seven corridors within Caddo and Bossier Parish. The study methodology was similar to that of a Road Safety Assessment and included historical crash analysis and on-site field reviews to identify pedestrian safety needs. Akhil developed countermeasures in close coordination with project stakeholders including City of Bossier, City of Shreveport, NLCOG, Downtown Development District, and District 04. Stakeholders also participated in virtual and on-site field		

Prime consultant name: HDR Engineering, Inc.

	reviews. Study data, methods, and results were documented in a Stage 0 Feasibility Reports were completed for all seven study corridors with Preliminary Scope and Budget Checklist and Environmental Checklist. Benefit-cost analysis was provided to aid in prioritizing the implementation of countermeasures.
04/16-09/18	LADOTD, Safety Studies IDIQ - New Orleans Pedestrian Improvements, Orleans Parish, LA. <i>Principal Engineer.</i> Akhil prepared a Stage 0 pedestrian safety feasibility study (in accordance with LADOTD Stage 0: Manual of Standard Practice) of 20 intersections with high occurrence of pedestrian safety issues - especially between motorized and non-motorized travel modes. Scope of services include data collection analysis of existing traffic conditions, historic crash data evaluation, investigation of safety deficiencies at each intersection, recommendation of safety improvements such as traffic signal improvements, intersection striping improvements, signing improvements, lighting improvements, sidewalk/crosswalk improvements, curb extensions, traffic calming, ADA compliance including curb ramps, and parking modifications, analysis of alternatives and conceptual layout development, cost estimates, and Stage 0 checklists.
12/13-05/15	LADOTD, Safety Studies IDIQ - Joe Sevario / Roddy Road Stage Feasibility Study, Ascension Parish, LA. <i>Project Manager and Principal Engineer.</i> Akhil evaluated roundabouts at 10 stop-controlled intersections along Joe Sevario / Roddy Road, from US 61 to LA 42, a length of approximately 7.2 miles. Main tasks included traffic data collection, crash analysis , capacity analysis, safety analysis , review of existing pipelines and other municipal utilities, alternatives analysis, design development , and cost estimates. Completed Stage 0 documentation including Preliminary Scope and Budget and Environmental Checklists.
04/16-10/19	LADOTD, Safety Studies IDIQ - I-12 Hard Shoulder Running Feasibility Study and Preliminary Design, East Baton Rouge and Livingston Parishes, LA. <i>Principal Engineer.</i> Akhil was responsible for contract management and technical advisory of project tasks. Arcadis researched best practices around the country to develop potential alternatives. Highway Safety Manual methods were applied to quantify the safety performance of proposed alternatives. Traffic analysis was performed using a calibrated microsimulation model to evaluate the operational performance of HSR and HOV lane alternatives. Conceptual drawings and construction cost estimates were developed to evaluate the feasibility of proposed alternatives.
02/17-02/18	LADOTD, Safety Studies IDIQ - I-49 Interchange Stage 0 Safety Feasibility Study, Lafayette Parish, LA. <i>Principal Engineer.</i> Akhil was responsible for contract management and technical advisory for project tasks including data collection and analysis, traffic and safety analysis , and conceptual design drawings. The purpose of the project was to identify feasible improvement alternatives to address historical safety issues along the I-49 corridor and at 3 interchanges. Akhil participated in meetings with LADOTD HQ and District 03 team members to understand project needs and develop context sensitive solutions.

Firm employed by: Arcadis U.S., Inc.			
Name	Ari Deitch, PE, PTOE, PTP, RSP1		Years of relevant experience with this employer
Title	Senior Transportation Engineer / Project Manager		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		BS / 2012 / Biological Engineering, Louisiana State University	
Active registration number / state / expiration date		PE.0041842 / LA / Exp. 03/2026; PTOE #4346 / USA / Exp. 11/2026 PTP #690 / USA / Exp. 07/2025; RSP #37 / USA / Exp. 12/2027	
Year registered	2018	Discipline	Civil Engineering
Contract role(s) / brief description of responsibilities		Safety Data Analytics	
Experience dates	Experience and qualifications relevant to the proposed contract		
Ari specializes in traffic safety, traffic engineering and design, safety, transportation management, and conceptual roadway design. He has experience managing and working on projects for LADOTD and the City of Baton Rouge, as well as other DOTs across the country, pertaining to Stage 0 feasibility studies, transportation management plans, traffic, and safety studies, NEPA studies, ped/bike improvements, access management, signal design, and signing/markings design. He has experience and proficiency in IHSDM, SYNCHRO, VISTRO, VISSIM, SIDRA, GuidSIGN, HCS and MicroStation software. Ari has completed LTRC Traffic Engineering Process and Report Course modules.			
04/21-06/22	LADOTD, Louisiana Strategic Highway Safety Plan Update and Data Analysis, East Baton Rouge Parish, LA. Traffic Engineer. Ari is responsible for conducting safety data analysis. He assisted with the statistical analysis of the project to evaluate existing emphasis areas and to assess the effectiveness of safety improvement strategies and helped develop the interactive dashboards to present findings. The project required collaboration with LADOTD, CARTS, and stakeholders to define crash data and explore alternative emphasis areas through literature review and preliminary analysis. Correlation Cluster Analysis was also utilized to assess the interdependencies of emphasis areas and contributing factors, ensuring a comprehensive safety analysis.		
02/18-06/21	LADOTD, Safety Studies IDIQ - Baton Rouge Pedestrian and Bicycle Safety Action Plan and Road Safety Assessments, East Baton Rouge Parish, LA. Traffic Engineer. Ari was responsible for assessing existing and future safety deficiencies related to pedestrian and bicycle modes at identified high-risk intersections and segments in East Baton Rouge Parish. He assisted with the development of screening criteria to identify high priority locations with a history of pedestrian and/or bicycle crashes. Ari participated in Road Safety Audits (RSAs) at 10 priority locations to identify and evaluate safety deficiencies and develop safety countermeasures to improve safety for pedestrians and bicyclists.		
08/14-06/15	LADOTD, Safety Studies IDIQ - LA 3235 Stage 0 Safety Feasibility Study, Lafourche Parish, LA. Traffic Engineer. Ari was responsible for review of existing crash data and traffic operations analysis, development of safety countermeasures, conceptual drawings, and Stage 0 documentation. The purpose of the project was to develop access management strategies and roadway improvements that will maintain and improve mobility, improve safety, and support existing and future development along the corridor. Safety performance of alternatives were estimated using Highways Safety Manual predictive methods.		
02/23-05/24	LADOTD, Safety Studies IDIQ - District 04 Pedestrian Safety Improvements, Caddo and Bossier Parish, LA. Project Manager. Ari was responsible for contract management and technical advisory for this Stage 0 Feasibility study to develop and evaluate safety countermeasures to address pedestrian safety needs on seven corridors within Caddo and Bossier Parish. The study methodology was similar to that of a Road Safety Assessment and included historical crash analysis and on-site field reviews to identify pedestrian safety needs. Countermeasures were developed in close coordination with project stakeholders, including the City of Bossier, the City of Shreveport, the NLCOG, the Downtown Development District, and District 04. Stakeholders also participated in virtual and on-site field reviews. Study data, methods, and results were documented in a Stage 0 Feasibility Report. Reports were completed for all seven study corridors with a preliminary scope and budget checklist and an environmental checklist. Ari performed benefit-cost analysis to aid in prioritizing the implementation of countermeasures.		

04/16-09/18	LADOTD, Safety Studies IDIQ - New Orleans Pedestrian Stage 0 Safety Feasibility Study, Orleans Parish, LA. <i>Project Manager.</i> Ari was responsible for assessing existing and future safety deficiencies related to pedestrian and bicycle modes and selecting safety countermeasures for 20 high-risk locations. He developed design drawings for proposed short-term and long-term improvement phases and conducted benefit-cost analysis to inform project prioritization. He also conducted safety analysis using Highway Safety Manual predictive methods . Ari organized and led project stakeholder meetings to review alternatives, obtain feedback, and develop context sensitive solutions. He completed Stage 0 documentation, including preliminary scope and budget and environmental checklists for all 20 intersections.
04/16-10/19	LADOTD, Safety Studies IDIQ - I-12 Hard Shoulder Running Feasibility Study and Preliminary Design, East Baton Rouge and Livingston Parishes, LA. <i>Traffic Engineer.</i> Ari conducted traffic analysis using a calibrated microsimulation model to evaluate the operational performance of HSR and HOV lane alternatives. He assisted with the <i>safety research</i> of best practices around the country to develop potential alternatives. <i>Highway Safety Manual methods</i> were applied to <i>quantify the safety performance of proposed alternatives</i> . Ari developed conceptual drawings and construction cost estimates to evaluate the feasibility of proposed alternatives.
02/17-02/18	LADOTD, Safety Studies IDIQ - I-49 Interchange Stage 0 Safety Feasibility Study, Lafayette Parish, LA. <i>Traffic Engineer.</i> Ari was responsible for data collection and analysis, <i>traffic and safety analysis</i> , and conceptual design drawings. The purpose was to identify feasible improvement alternatives to <i>address safety issues</i> along the I-49 corridor at 3 interchanges. He participated in meetings with LADOTD HQ and District 03 team members to understand project needs and develop context sensitive solutions.
01/19-05/20	Safety Design IDIQ - US 90 Ramps at LA 88 Roundabouts, Iberia Parish, Louisiana. <i>Transportation Engineer.</i> Ari assisted with permanent signing and striping components of <i>roadway safety design plans</i> for proposed roundabouts.
08/19-02/20	LADOTD, US 61 Access Management and Corridor Improvements (Airline Hwy), East Baton Rouge Parish, LA. <i>Traffic Engineer.</i> Project purpose was to evaluate the effectiveness of proposed access management improvements along US 61 and identify feasible alternatives to <i>maximize operational and safety benefits</i> . <i>Evaluated the need for pedestrian and bicycle accommodations based on historical crash data and adjacent land use</i> . Ari assisted with the development of construction cost estimates and benefit-cost analysis to compare the effectiveness of proposed alternatives.

Firm employed by: Arcadis U.S., Inc.			
Name	Justin Maderia, PE, PTOE, PTP		Years of relevant experience with this employer
Title	Senior Transportation Engineer		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization	MS / 2005 / Civil Engineering; BS / 2004 / Civil Engineering		
Active registration number / state / expiration date	PE.0038492 / LA / 03/31/2026; PTOE #3455 / USA / 07/01/2027; PTP #604 / 07/01/2026		
Year registered	2013	Discipline	Civil Engineering
Contract role(s) / brief description of responsibilities		Safety Data Analytics	
Experience dates	Experience and qualifications relevant to the proposed contract		
Justin has extensive experience in transportation engineering, offering a variety of services. He has worked as a project engineer, focusing on safety studies, feasibility studies, traffic flow and demand modeling, spot speed studies, micro-simulation modeling, and traffic noise modeling. His work on safety studies includes crash review and analysis, the development of safety improvements and countermeasures, and applying Highway Safety Manual (HSM) methodologies to assess the effectiveness of these safety improvements. Justin has also served as the project engineer for highway design projects. His specific design experience encompasses maintenance of traffic design, traffic control plan design, roadway geometry, and both horizontal and vertical alignment design. He is proficient in several software programs, including IHSDM, AutoCAD, MicroStation, Geopak, AutoTurn, SignCAD, GIS, TNM, CORSIM, VISSIM, HCS, and all Microsoft Office applications. Justin has completed the LTRC Traffic Engineering Process and Report Course modules.			
04/21-06/22	LADOTD, Louisiana Strategic Highway Safety Plan Update, Statewide, LA. Senior Safety Analyst. Justin was responsible for QAQC of crash data analysis tasks for the SHSP update, including statistical analysis of existing emphasis areas and evaluating modifications to emphasis areas.		
04/18-03/21	ODOT, Local Road Systemic Safety Analysis, Statewide, OH. Lead Engineer. Justin served as an extension of ODOT's Office of Program Management to perform data-driven systemic safety analyses across three task orders. Responsible for pedestrian crash screening in southwestern Ohio, a citywide crash screening in the City of Coshocton, and a level of traffic stress analysis for Ohio's State and US bicycle routes. These analyses identified risk factors associated with pedestrian, bicycle, and intersection related crashes, a network screening to identify the location of each risk factor, identifying and prioritizing safety improvements to reduce pedestrian and intersection related crashes, and developing interactive tools like ArcGIS Online applications so users can begin programming projects. Each task order involved collecting and evaluating crash data, developing crash trees and risk scores, and identifying high-risk facilities and network segments to recommend countermeasures and support safety funding applications. This collaborative effort emphasized raising awareness of Ohio's SHSP emphasis areas and improving safety outcomes statewide.		
09/17-Ongoing	Ohio DOT (ODOT), Safety Study Task Order Contracts, Statewide, Ohio. Lead Engineer. Justin conducted site-specific safety studies on a task order basis. Each safety study involves key steps: performing a site visit, inventorying existing conditions, preparing plans that reflect those conditions, collecting traffic counts, forecasting traffic volumes, and reviewing a three-year crash history. Additionally, he completes ODOT's CAM Tool and conducts a capacity analysis. To test potential countermeasures, he refers to the CMF Clearinghouse. The process also includes creating schematic diagrams, estimating costs, completing ODOT's ECAT, writing a technical report on the safety study, applying for safety funding from ODOT, and presenting the project to ODOT's Office of Program Management for a chance to secure safety funding.		
02/17-02/18	LADOTD, Safety Studies IDIQ - I-49 Interchange Stage 0 Safety Feasibility Study, Lafayette Parish, LA. Traffic Engineer. Justin is responsible for data collection and analysis, <i>traffic and safety analysis</i>, and conceptual design drawings. The purpose of the project was to identify feasible improvement alternatives to <i>address historical safety issues</i> along the I-49 corridor and at three interchanges. Justin participated in meetings with LADOTD HQ and District 03 team members to understand project needs and develop context-sensitive solutions.		

03/16-07/18	LADOTD, Safety Studies IDIQ - I-12 Hard Shoulder Running Feasibility Study and Preliminary Design, East Baton Rouge and Livingston Parishes, LA. <i>Traffic Engineer.</i> Justin evaluated safety, based on crash analysis, the HSM predictive methods and the ISATe tool for Freeways. He estimated costs and safety benefits to evaluate the feasibility of proposed alternatives. Justin also analyzed speed data and volume data and developed figures for various hard shoulder running locations.
08/14-06/15	LADOTD, Safety Studies IDIQ - LA 3235 Stage 0 Safety Feasibility Study, Lafourche Parish, LA. <i>Traffic Engineer.</i> Justin reviewed crash data and analyzed traffic operations. He developed safety countermeasures , conceptual drawings, and Stage 0 documentation. The purpose of the project was to develop access management strategies and roadway improvements that will maintain and improve mobility, improve safety, support existing and future development along the corridor. Safety performance of alternatives was estimated using the Highways Safety Manual predictive methods .
02/15-08/17	LADOTD, US 71 Corridor Phase II Traffic and Safety Feasibility Study, Rapides Parish, LA. <i>Traffic Engineer.</i> Justin was responsible for providing traffic data collection, warrant studies, traffic analysis, safety data analysis , and development of conceptual layouts. He assisted with completing Stage 0 documentation, including preliminary scope and budget, as well as an environmental checklist.
02/15-08/17	LADOTD, Evangeline Thruway, Johnston St, & Louisiana Ave. Traffic and Safety Feasibility Study, Lafayette Parish, Louisiana. <i>Traffic Engineer.</i> Justin was responsible for the operational and safety analysis of project alternatives , including existing, no-build, and build conditions. A calibrated VISSIM model was developed and used to analyze the various scenarios. Build alternatives included CFI, RCUT, and MUT concepts. The primary objective of the study is to identify reasonable alternatives that address the purpose and need and conduct a benefit/cost analysis to the operational and safety effectiveness of alternatives .
11/20-Ongoing	LADOTD, I-10 CMAR, East Baton Rouge Parish, LA. <i>Traffic Engineer.</i> Justin was responsible for the Interchange Modification Report (IMR) and the transportation management plans (TMP) for the widening of I-10 from LA 415 to Essen Lane. Extensive historical crash and safety analysis is being performed in support of the IMR and TMP. One critical component of the project is maintaining traffic during the construction of new bridge structures. Traffic operations and safety are being evaluated for multiple construction scenarios using a calibrated mesoscopic model and ISATe to determine the impacts during construction and mitigations that will be necessary to minimize delay.

Firm employed by: Kostrzewski Consulting LLC			
Name	Holly Kostrzewski		Years of relevant experience with this employer
Title	President/ Principal Consultant		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		MPH / 2010 / Public Health BA / 2004 / Business Communication, American Indian Studies	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Driver Behavioral Specialist, Funding and Implementation, Funding Grant Support	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
Holly has significant experience in strategic planning, policy development, implementation, program evaluation, and coalition building. She possesses knowledge of state public health system planning processes and administrative structures. She excels in writing reports, publications, and memoranda that clearly communicate technical subjects to diverse audiences. Additionally, Holly conducts focused research to generate accurate data for program evaluation and legislative decision-making. She is skilled at identifying and evaluating information, developing alternative solutions to complex issues, and effectively conveying these solutions to her audience.			
11/10-09/22	Minnesota DOT, NE / NW Minnesota Toward Zero Deaths, MN. Regional Coordinator. Holly developed and implemented programs across 19 northern counties, successfully securing funding for 11 counties. Under her leadership, seatbelt use rose from 68.5% to over 90%. Holly coordinated TZD coalitions and meetings, using crash data to identify needs and strategize solutions. She managed communications for the steering committee and planned the annual Minnesota TZD workshop to foster collaboration among traffic safety partners. Holly led public relations efforts for the TZD program, worked with MnDOT and DPS, and monitored regional data for program effectiveness. She taught driving safety classes, supervised UMD Health Promotion interns, and engaged with media (radio, TV, podcast, and print). Additionally, she served as the TZD Tribal liaison, contributed to the Regional Trauma Advisory Committee, and was involved in Safe Routes to School and pedestrian safety projects, as well as implementing the Parent Teen Driving Program statewide.		
09/22-04/25	United States Department of Transportation, National Highway Traffic Safety Administration, National Program Development. Highway Safety Specialist and Tribal Traffic Safety Expert. Holly developed and managed highway safety programs for rural communities, overseeing \$7 million in grant funds and coordinating the first DOT and NHTSA Rural Safety Committees. She designed initiatives targeting specific traffic safety issues, analyzed crash data to identify trends, and collaborated with various stakeholders to implement safety measures. Additionally, Holly provided expertise to state and local agencies, executed public education campaigns, assessed program effectiveness, and conducted focused research for program evaluations and legislative support. She also supervised interns from the Internship for Diverse College Students.		
07/04-11/10	Fond du Lac Band of Lake Superior Chippewa, Min No Aya Wyn Public Health Nursing Department. Injury Prevention Specialist and Child Passenger Safety Instructor. Holly conducted car seat installations and education sessions, along with seatbelt surveys, to promote community safety. She served as an advisor for the Ojibwe School Students Against Destructive Decisions (SADD), focusing on engagement and awareness. She was responsible for planning and evaluating an injury prevention grant, she ensured effective resource allocation and program success. Holly wrote technical reports to support injury prevention initiatives and educate community members on various topics to enhance public awareness. Holly communicated effectively through presentations and developed techniques for achieving goals, collaborating with law enforcement to reduce injury and fatality rates among American Indian and Alaskan Native populations.		

Firm employed by: Penna Powers, Inc.			
Name	Stacy Allen		Years of relevant experience with this employer
Title	Senior Account Manager		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization	B.S. / 2004 / Health Education (Community Health)		
Active registration number / state / expiration date	N/A		
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Regional SHSP Marketing and Advertising Lead	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
05/21–05/23	LADOTD, SHSP Update and Regional Marketing and Advertising Support, Statewide, LA. <i>Project Lead.</i> Stacy managed the marketing aspect of the Destination Zero Deaths Strategic Communication Plan, updated the SHSP, and provided training for Regional Safety Coordinators.		
06/09–Ongoing	UDOT, Zero Fatalities, Statewide, UT. <i>Project Lead.</i> Stacy led the communication planning for Utah’s statewide Zero Fatalities marketing and advertising program.		
06/18–Ongoing	UDOT, Safe Routes, Statewide, UT. <i>Project Lead.</i> Stacy managed the marketing and advertising efforts for UDOT’s Safe Routes to School program.		
10/10–06/18	UDOT, SHSP, Statewide, UT. <i>Project Manager.</i> Stacy managed the design process for two versions of Utah’s SHSP.		

Firm employed by: Penna Powers, Inc.			
Name	Kenny Hammond		Years of relevant experience with this employer
Title	Partner, Chief Creative Director		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		M.A. / 2011 / PR & ADVERTISING B.A. / 2007 Advertising & Design	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Regional SHSP Marketing and Advertising Support	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
01/13–Ongoing	UDOT, Zero Fatalities, Statewide, UT. <i>Creative Director.</i> Kenny oversees the advertising and marketing creative and direction for Utah’s Zero Fatalities traffic safety program.		
01/13–10/17	NDOT, Zero Fatalities, Statewide, NV. <i>Creative Director.</i> Kenny oversaw the advertising and marketing creative and direction for Nevada’s Zero Fatalities traffic safety program.		
01/13–12/19	Iowa DOT, Zero Fatalities, Statewide, IA. <i>Creative Director.</i> Kenny oversaw the advertising and marketing creative and direction for Iowa’s Zero Fatalities traffic safety program.		
06/18–Ongoing	UDOT, Safe Routes, Statewide, UT. <i>Creative Director.</i> Kenny oversees the advertising and marketing creative and direction for UDOT’s Safe Routes to School program.		
01/13–Ongoing	AASHTO, Toward Zero Deaths, Nationwide. <i>Creative Director.</i> Kenny provides the advertising and marketing creative and direction for AASHTO’s Toward Zero Deaths program.		

Firm employed by: Penna Powers, Inc.			
Name	Wendy Hansen-Coleman		Years of relevant experience with this employer
Title	Content and Social Media Director		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		M.B.A. / 2003 B.A. / 1998 / Communication and Sales	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Regional SHSP Marketing and Advertising Support	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
5/21–5/23	LADOTD, SHSP Update and Regional Marketing and Advertising Support, Statewide, LA. <i>Social Media Director.</i> Wendy provides social media training to market Destination Zero Deaths and provides training for Regional Safety Coordinators.		
01/13–Ongoing	UDOT, Zero Fatalities, Statewide, UT. <i>Social Media Director.</i> Wendy oversees social media content strategy and production for Utah’s Zero Fatalities traffic safety program.		
03/20–Ongoing	AASHTO, Toward Zero Deaths, Nationwide. <i>Project Lead.</i> Wendy provides communication planning for the national Toward Zero Deaths program.		

Prime consultant name: HDR Engineering, Inc.

Firm employed by: Penna Powers, Inc.			
Name	Brent Wilhite		Years of relevant experience with this employer
Title	Account Planner		Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization		B.S. / 1999 / Mass Communication	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities		Regional SHSP Marketing and Advertising	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
05/21–05/23	LADOTD, SHSP Update and Regional Marketing and Advertising Support, Statewide, LA. <i>Project Supervisor.</i> Oversee the marketing aspect of the Destination Zero Deaths Strategic Communication Plan, update the SHSP, and provide training for Regional Safety Coordinators.		
01/06–Ongoing	UDOT, Zero Fatalities, Statewide, UT. <i>Project Supervisor.</i> Brent led the communication planning for Utah’s statewide Zero Fatalities marketing and advertising program.		
03/11–10/17	NDOT, Zero Fatalities, Statewide, NV. <i>Project Supervisor.</i> Brent created the Zero Fatalities traffic safety marketing and advertising campaign based on Nevada’s SHSP.		
04/14–12/19	Iowa DOT, Zero Fatalities, Statewide, IA. <i>Project Supervisor.</i> Brent oversaw the communication planning for Iowa’s Zero Fatalities program.		
10/10–06/18	UDOT, SHSP, Statewide, UT. <i>Project Supervisor.</i> Brent oversaw the design process for two versions of Utah’s SHSP.		
02/11–03/20	AASHTO, Toward Zero Deaths, Nationwide. <i>Project Supervisor.</i> Brent oversaw the communication planning for AASHTO’s Toward Zero Deaths national strategy on highway safety.		

17. Firm Experience:

Firm name	HDR Engineering, Inc.			Discipline(s)*	Planning, Other (Engagement)
Project name	Strategic Highway Safety Plan (SHSP) Development and Planning			Firm responsibility (prime or sub?)	Prime
Project number	State No. H.972419.1 F.A.P. No. H972419	Owner's name	Louisiana Department of Transportation (LaDOTD)		
Project location	Statewide, LA		Owner's Project Manager	Autumn Goodfellow-Thompson	
Owner's address, phone, email		1201 Capitol Access Rd, Baton Rouge, LA 70802, (225) 379-1838, Autumn.Goodfellow-Thompson@LA.GOV			
Services commenced by this firm (mm/yy)		04/21	Total consultant contract cost (\$1,000's)		\$896.7
Services completed by this firm (mm/yy)		Ongoing	Cost of consultant services provided by this firm (\$1,000's)		\$640.7

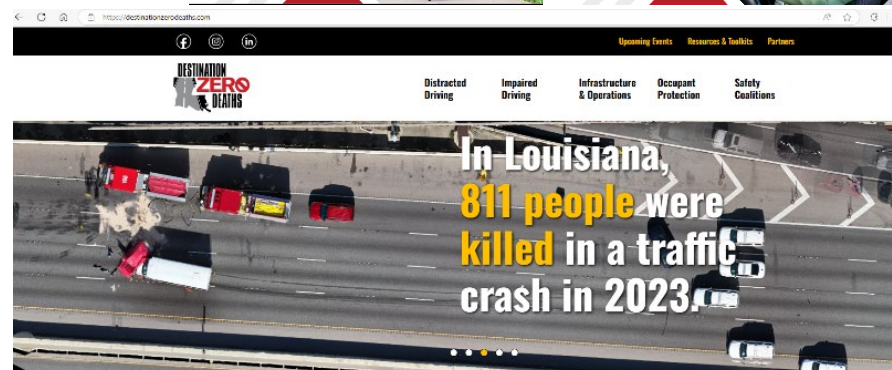
SHSP Update and Regional Marketing and Advertising Support: With support from Arcadis, Penna Powers, and other subconsultants, the HDR team analyzed and updated crash data; reviewed peer state SHSPs; reviewed the SHSP process approval checklist; prepared the 2022 SHSP as an update to the 2017 SHSP; developed marketing and engagement plans; and prepared the 2023 Strategic Communication Plan. HDR also designed several marketing materials, including the 2025 Destination Zero Deaths (DZD) brochure; a Buckle Up Phone Down (BUPD) logo and flyer; and a post-crash care card.

Vulnerable Road User (VRU) Safety Assessment: HDR evaluated the state's safety performance as it relates to pedestrians and cyclists, including crash and demographic trends related to crashes involving fatalities and serious injuries. Using a systemic, data-driven approach, HDR helped LADOTD identify target areas in the state for safety improvements. The 2023 VRU safety assessment presents potential improvement strategies such as infrastructure countermeasures, education and outreach, and programs or policies. Finally, the assessment summarizes the consultation process that HDR facilitated with targeted communities.

Destination Zero Deaths Website Design: HDR supported LADOTD in the planning, redesign, and development of the DZD website. The DZD website houses SHSP materials, crash statistics, action plans, social media links, and other resources.

Our team created a user-friendly, device-responsive, accessible website to share information, educate stakeholders and communities, provide community engagement opportunities, and integrate with other digital communication channels and media. HDR launched and transferred the final website to DOTD in May 2025.

Firm members involved (HDR): Zach Einck, Dan Cook, Meagan Harris, Jon Markt, Cristina Mena, May Raad, Kelly Spitzley, Richard Storm, Lisa Wadsworth



Firm Name	HDR Engineering, Inc.			Disciplines	Planning, Other (Engagement)
Project name	South Dakota Strategic Highway Safety Plan Update 2023			Firm responsibility (prime or sub?)	Prime
Project number	PH 000S(460) PCN 09GC	Owner's name	South Dakota Department of Transportation		
Project location	Statewide SD		Owner's Project Manager	Dustin Witt	
Owner's address, phone, email		700 E Broadway Ave, Pierre, SD 57501, (605) 773-4421, Dustin.Witt@state.sd.us			
Services commenced by this firm (mm/yy)		08/23	Total consultant contract cost (\$1,000's)		\$328
Services completed by this firm (mm/yy)		09/24	Cost of consultant services provided by this firm (\$1,000's)		\$224

This **Strategic Highway Safety Plan** update included reviewing and analyzing reported crashes throughout South Dakota to identify crash trends, identifying and selecting emphasis areas, explaining the emphasis areas, identifying cross-cutting strategies, and developing an implementation plan. Ultimately, the goal of the SHSP is to guide South Dakota in implementing safety strategies to reduce traffic deaths to 100 or fewer and serious injuries to 400 or fewer by 2029.

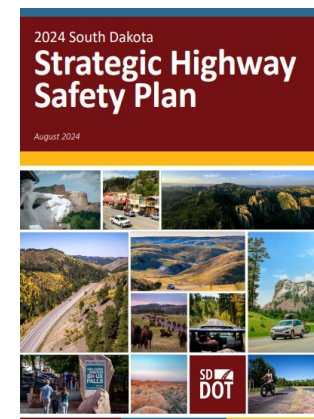
HDR conducted the crash history analysis for 2018 through 2022 to identify data trends, particularly in relation to fatal and serious injury locations, when injuries occurred, and driver demographics. Using this crash information and stakeholder and Study Advisory Team input, we identified nine emphasis areas to help guide prioritization and implementation. These nine emphasis areas accounted for 97 percent of the fatal and serious injuries on South Dakota public roads.

The SHSP update includes a chapter that describes the nine emphasis areas and identifies infrastructure and driver behavior-related strategies related to each emphasis area. Crash modification factors (CMFs) or star ratings were assigned to each strategy to provide insight into its effectiveness. We developed a key strategies matrix to summarize these strategies and their relationship to the Four Es of Safety (Education, Enforcement, Engineering, and Emergency Medical Services), Safe System Approach Elements, and Safe System Roadway Design.

A new element of this SHSP update is the **Vulnerable Road User (VRU) Safety Assessment**, which was fast-tracked at the onset of the study to meet FHWA reporting requirements. The VRU Safety Assessment focused on vulnerable road users, who are non-motorists such as people walking, biking, or using a personal conveyance device. HDR's assessment included reviewing historical safety performance, quantitative analysis, consultation with stakeholders, and recommendations for improvement strategies.

HDR led stakeholder engagement, included VRU consultant meetings, with East and West River groups, City of Rapid City, City of Sioux Falls, Tribal Governments, and Bicycle and Active Transportation Groups. This included a presentation and discussion with Tribal leadership at the 2023 South Dakota Tribal Safety Summit. SHSP stakeholder engagement included three stakeholder meetings, one each in Pierre, Rapid City, and Sioux Falls, to discuss emphasis areas and gather feedback. A Study Advisory Team was organized by HDR to provide guidance and feedback on key study milestones.

Firm members involved (HDR): Zach Einck, Kelly Spitzley, Richard Storm



Firm Name	HDR Engineering, Inc.			Disciplines	Planning, Other (Engagement)
Project name	Mississippi Strategic Highway Safety Plan and Vulnerable Road Users Safety Assessment			Firm responsibility (prime or sub?)	Prime
Project number	HSIP-999-09(328)/109142-101000	Owner's name	Mississippi Department of Transportation		
Project location	Statewide, MS	Owner's Project Manager	Mark Thomas		
Owner's address, phone, email	401 N West St, Jackson, MS 39201, (601) 359-1450, mthomas@mdot.ms.gov				
Services commenced by this firm (mm/yy)	10/22	Total consultant contract cost (\$1,000's)	\$615		
Services completed by this firm (mm/yy)	12/24	Cost of consultant services provided by this firm (\$1,000's)	\$528		
The update followed FHWA guidance for SHSP development. HDR performed an intensive analysis of statewide crash data to identify crash trends and prioritize emphasis areas to be included as a focus within the SHSP. This analysis tied together different data sources provided by MDOT to join information at the crash-level, vehicle-level, and person-level to establish focus area datasets and distinguish fatal and serious injury crashes by number of crashes and severe injuries. HDR and MDOT used the results from this analysis to develop the vision and goal of the SHSP, in addition to prioritizing emphasis areas. The emphasis areas included in the SHSP were some of the most common severe crash factors: unbelted occupants, lane departure, impaired driving, intersections, and young drivers. The HDR strategic communications team engaged key road safety stakeholders in Mississippi. The team was integral in coordinating working group meetings and organizing and facilitating the statewide safety workshop. Through these events, HDR shared the most recent crash trends and gathered input from stakeholders, which would influence the development of road safety strategies. Based on data analysis and stakeholder feedback, HDR developed strategies for each priority emphasis area included in the SHSP. The infrastructural and behavioral strategies were based on the best practices observed in Mississippi and nationwide, with research conducted to identify which best practices would be the most beneficial for Mississippi. Strategies that targeted traffic safety culture through policy changes were provided in an additional policy strategies section. HDR worked with technical writers and graphic designers to create the SHSP in a format that was easy for the public to read and digest. The SHSP included various pictures and callouts to drive the messages home. Additional components of the SHSP include goal setting, progress monitoring, a look at special rules, and a framework for the next steps. HDR developed Mississippi's first Vulnerable Road User Safety Assessment (VRUSA) in conjunction with the SHSP using steps similar to those used in the SHSP development, with an analysis of severe pedestrian and bicyclist crashes throughout the state and identifying strategies to reduce these crashes. Findings from the study, including a prioritized VRU network and a program of strategy recommendations, were included in the VRUSA. Components from the VRUSA, including pedestrian and bicyclist safety strategies, were included in the SHSP. HDR also completed a statewide risk factor assessment. Using the same crash data from the SHSP and roadway data provided by MDOT, HDR identified risk factors that were road characteristics most associated with severe crashes. Locations with the most risk factors were given the highest risk scores and considered high priority for future road safety investments. HDR developed risk factors separately for each road type: rural/urban segments, rural/urban intersections, and rural curves. Firm members involved (HDR): Zach Einck, Brian Stolley, Richard Storm					



Prime consultant name: HDR Engineering, Inc.

Firm name	HDR Engineering, Inc.			Discipline(s)*	Planning, Other (Engagement)
Project name	Target Zero			Firm responsibility (prime or sub?)	Sub
Project number	CAD86	Owner's name	Florida Department of Transportation		
Project location	Statewide, FL			Owner's Project Manager	Erin McDade
Owner's address, phone, email	605 Suwannee St., Tallahassee, FL 32399, (850) 414-5228, Erin.McDade@dot.state.fl.us				
Services commenced by this firm (mm/yy)	08/21	Total consultant contract cost (\$1,000's)			\$2,453
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)			\$2,257

Phase 1 - Statewide Awareness Campaign

HDR co-branded existing educational safety campaigns and coordinated with highway safety and statewide law enforcement partners to establish cohesion among agencies in achieving zero, bringing statewide awareness to the Target Zero brand. We **tested branding concepts statewide and incorporated feedback** into the final product. Key components of Target Zero's Phase 1 include:

- Brand guidelines and toolkit
- FDOT Target Zero Team Program
- Social media assets
- Webpages
- Partner funding alignment
- Community event assets (tents, banners, TIP cards, branded items)

Phase 2 – Safety Campaigns

The second phase of Target Zero further investigated the need to better understand driver influences and behaviors by focusing on developing regionally targeted behavior change campaigns specific to males aged 22-27, who are most likely to be in and/or cause serious and fatal crashes. We collected data through **focus groups and interviews with the target**

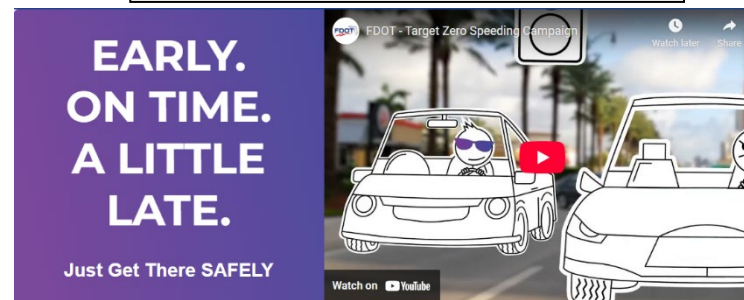
www.fdot.gov/agencyresources/target-zero

audience about their experiences, influences, priorities, and challenges that need to be addressed within the campaigns. We used the research findings to create and test influential messaging and imagery and apply commercial marketing principles. The three Target Zero safety campaigns and calls to action: use the PESO (paid, earned, shared, and owned) model:

- Paid (social media, audio and video streaming services, radio, gas pump videos, billboards)
- Earned (press events, TV coverage, print articles, partner agency publications/platforms)
- Shared (partnerships, social media, local events)
- Owned (website, social media, publications, highway message boards, rest areas, other FDOT assets, including buildings and vehicles)

HDR **produced content and creative assets for the Target Zero** statewide initiative and the Target Zero safety campaigns. HDR is coordinating the evaluation efforts to measure the campaigns' outputs and outcomes. The evaluation will also provide recommendations on approach, targeted audiences, and creative design for the next phases.

Firm members involved (HDR): Shea Saladee, Kelly Spitzley



**EARLY.
ON TIME.
A LITTLE
LATE.**

Just Get There SAFELY

STRESSED BEHIND THE WHEEL?

We've all been there! Anxiety and stress can have you running in circles, especially behind the wheel. That's why we've collected some resources to **help make drive time YOU time.**

Firm name	HDR Engineering, Inc.			Discipline(s)*	Other (Engagement), Planning
Project name	New Jersey Safety Resource Center			Firm responsibility (prime or sub?)	Prime
Project number	621	Owner's name	New Jersey Department of Transportation		
Project location	Statewide, NJ		Owner's Project Manager	Jeevanjot Singh	
Owner's address, phone, email		1035 Parkway Ave, Ewing Township, NJ 08618, 609-963-1096, Jeevanjot.Singh@dot.nj.gov			
Services commenced by this firm (mm/yy)		10/21	Total consultant contract cost (\$1,000's)		\$5,000
Services completed by this firm (mm/yy)		03/25	Cost of consultant services provided by this firm (\$1,000's)		\$4,072

Implementation of the NJ 2020 Strategic Highway Safety Plan (SHSP)

HDR led stakeholder coordination and outreach for completing the priority actions listed as part of the SHSP, conducted committee meetings, and tracked progress of the implementation. We also led the development of technical guidance documents and research papers on safety-related best practices. We provided data and crash analysis support and **developed performance measures to evaluate the effectiveness of the SHSP**. HDR provided multimedia and website support by frequently updating the SHSP website with new updates. HDR also conducted safety-related workshops, summits, and other events to support the collaboration among safety stakeholders for an effective implementation of the SHSP.

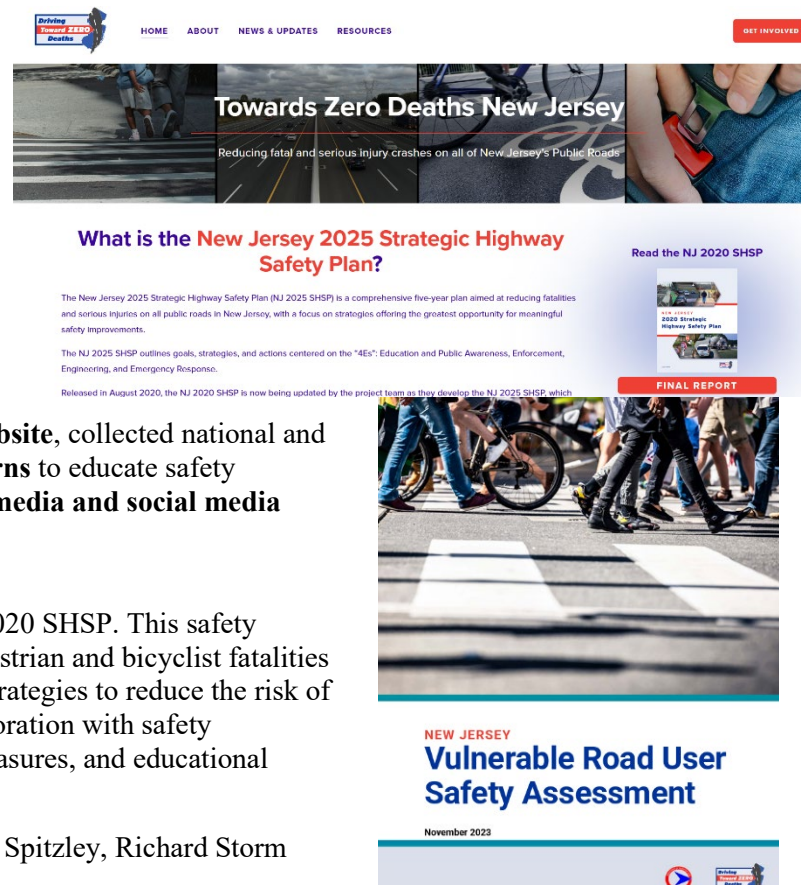
Development of Safety Resource Center

The Safety Resource Center aimed to be a one-stop destination for a safety-related information, guidance, and resources at one location. HDR **led the development of a website**, collected national and local resources, and **developed several training courses, webinars, and lunch-and-learns** to educate safety stakeholders across the state on important safety-related topics. We also **provided multimedia and social media support** and developed strategic messaging for various social media platforms.

Vulnerable Road User (VRU) Safety Assessment

HDR **led the VRU Safety Assessment** for the state of New Jersey, an addendum to its 2020 SHSP. This safety assessment included crash data analysis and the state's safety performance related to pedestrian and bicyclist fatalities and serious injuries. We summarized the programs and processes and developed future strategies to reduce the risk of fatalities and serious injuries among VRUs. These strategies were created through collaboration with safety stakeholders across the state. They include infrastructure improvements, enforcement measures, and educational initiatives.

Firm members involved (HDR): Katie Caskey, Jon Markt, Olivia Polinsky-Rose, Kelly Spitzley, Richard Storm



Firm name	Arcadis U.S., Inc.		Discipline(s)*		Traffic	
Project name	Louisiana Strategic Highway Safety Plan Update and Data Analysis			Firm responsibility (prime or sub?)		Sub
Project number	H.972419.1	Owner's name	Louisiana Department of Transportation and Development (LADOTD)			
Project location	Statewide, LA			Owner's Project Manager		Autumn Goodfellow-Thompson
Owner's address, phone, email		1201 Capitol Access Road, Baton Rouge, LA 70802, (225) 379-1838, autumn.goodfellow-thompson@la.gov				
Services commenced by this firm (mm/yy)		04/21	Total consultant contract cost (\$1,000's)			\$896.7
Services completed by this firm (mm/yy)		06/22	Cost of consultant services provided by this firm (\$1,000's)			\$130

Fatalities + Serious Injuries

Person Count	EAs	EAs %
10,711	10,490	97.9%

Emphasis Areas	PersonCount	CF%
Lane Departure	5,963	55.7%
Intersection	3,359	31.4%
Roadway Departure New	3,273	30.6%
Distracted or Inattentive New	3,161	29.5%
Young Driver	2,941	27.5%
Drug Involved	2,737	25.6%
Alcohol Related New	2,681	25.0%
No Restrained	2,482	23.2%
Older Driver	1,637	15.3%
Pedestrian	1,523	14.2%
Motorcycle	1,201	11.2%
CMV	1,008	9.4%
Lane Departure/Head-On	812	7.6%
Pedalcycle	372	3.5%
Off-Road Vehicle	171	1.6%
Work Zone	99	0.9%
Train	39	0.4%
Total	10,490	97.9%

Figure: Power BI Dashboard
Showing Emphasis Area Analysis

Crash Data Review and Data Definitions:

Arcadis obtained and analyzed 10 years of crash data (2011-2020) from the Center for Analytics Research and Transportation Safety (CARTS). Arcadis performed a preliminary analysis to verify that crash data is suitable for emphasis areas (EAs) analysis. Arcadis coordinated closely with LADOTD, CARTS, and project stakeholders to develop a crash data definitions memorandum to document the definitions that will be used in the SHSP update.

Existing Emphasis Areas Analysis:

Arcadis conducted traditional statistical crash analysis to evaluate trends within the existing emphasis areas and determined the effectiveness of safety improvement strategies. Results were presented in interactive dashboards developed using Microsoft Power BI. Arcadis conducted several meetings with LADOTD and project stakeholders to review results and discuss potential alternatives to EAs and analysis methodologies.

Alternative Emphasis Areas Analysis:

Arcadis performed a literature review of the best practices and SHSPs developed for other states to identify a range of potential EAs analysis alternatives. Arcadis is currently performing preliminary analysis of EAs alternatives and reviewing results alongside project stakeholders to determine if alternative methodologies should be incorporated in the SHSP update. Arcadis performed Correlation Cluster Analysis to determine the interdependency of emphasis areas and contributing factors.

Relevant Services

- Crash Data Review and Analysis
- Statistical Analysis Methods
- Safety Effectiveness Evaluation
- Interactive Data Dashboards
- Literature Review / Best Practices
- Strategic Highway Safety Plan
- Stakeholder / Agency Coordination

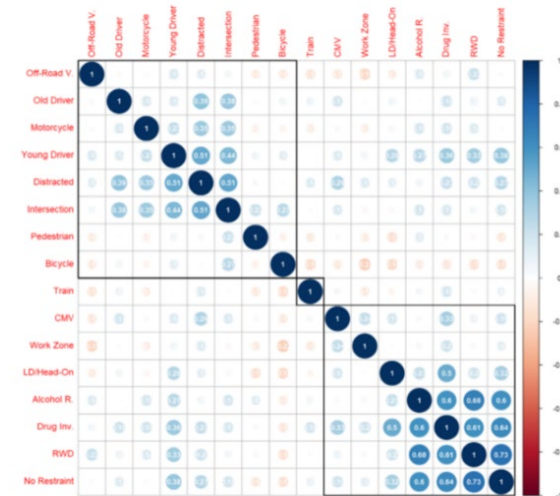


Figure: Correlation Cluster Analysis of
Contributing Factors for Fatal and Serious Injury

Firm members involved (Arcadis): Akhil Chauhan, Ari Deitch, Justin Maderia

Firm name	Arcadis U.S., Inc.		Discipline(s)*		Traffic	
Project name	Local Road Systemic Safety Analysis				Firm responsibility (prime or sub?)	Sub
Project number	30018219	Owner's name	Ohio Department of Transportation (ODOT)			
Project location	Statewide, OH			Owner's Project Manager	Jeremy Thompson, EI	
Owner's address, phone, email		1980 West Broad Street Columbus Ohio 43223, 614.644.7045, jeremy.thompson@dot.ohio.gov				
Services commenced by this firm (mm/yy)		08/18	Total consultant contract cost (\$1,000's)			\$500
Services completed by this firm (mm/yy)		03/21	Cost of consultant services provided by this firm (\$1,000's)			\$480

Arcadis conducted data-driven systemic safety analyses on a task order basis, managing four concurrent task orders.

Task Order 1 – District 8 Pedestrian Screening:

This task order examined pedestrian crashes in Butler, Clermont, Greene, Hamilton, and Warren Counties. It identified risk factors, common road types for crashes, and high-risk locations. A decision tree was developed for countermeasures, and an interactive ArcGIS Online app allows users to map and analyze data, identify at-risk areas and export shapefiles of high-risk facilities.

Task Order 2 – City of Coshocton Crash Screening:

The second task order included an analysis of all crashes occurring in the City of Coshocton from 2009 to 2018 and a systemic safety analysis of crashes occurring on five of the busiest roads. The analysis discussed the common crash types, locations, severity, and contributing factors. The systemic safety analysis identified risk factors and potential countermeasures and help the City apply for safety funding to implement projects.

Task Order 3 – Ohio State and US Bicycle Routes:

The third task order is a systemic safety analysis of the state and United States (US) bicycle routes to analyze safety on Ohio's 2,200 miles of state and 350 miles of US Bicycle Routes. The task order examined attributes across the network, identifying potential conflicts between bicycles and other modes of travel and developing a risk score that can be used to rank segments.

Task Order 4 – MVRPC Pedestrian Screening:

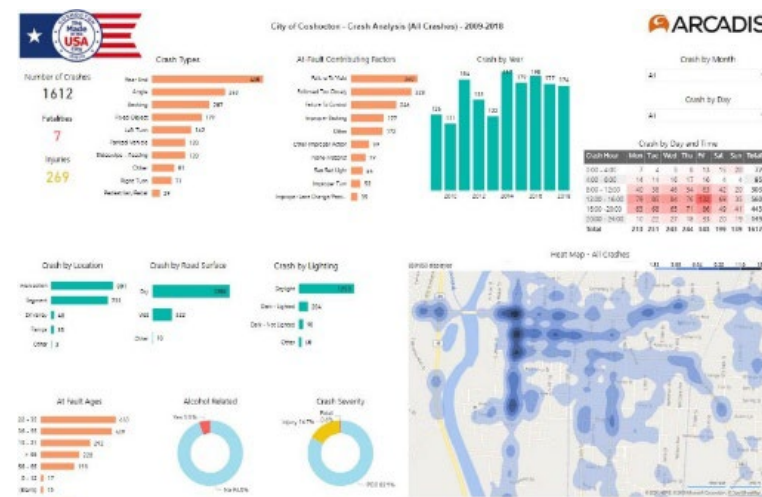
This follows the workflow from Task Order 1 but expands the cover to include Miami and Montgomery Counties.

Each of these task orders included data collection, database management, data conflation, data evaluation, examining crash history, developing crash trees, identifying focus facilities, identifying risk factors, identifying segments of the network that may be at risk for crashes, prioritizing safety improvements.

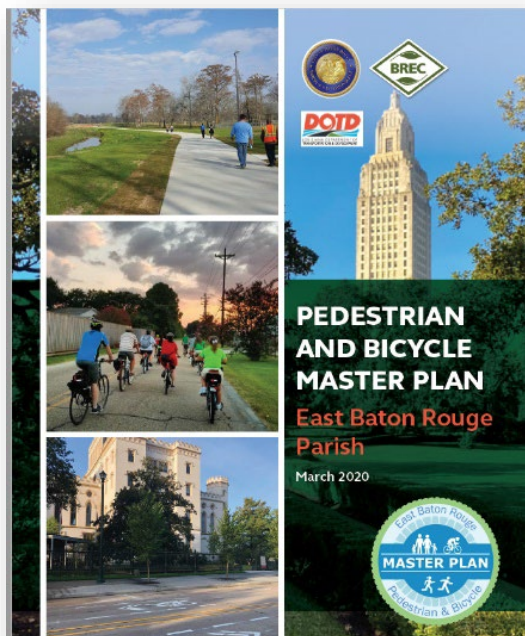
Firm members involved (Arcadis): Justin Maderia

Relevant Services

- Crash Data Review and Analysis
- Statistical Analysis Methods
- Safety Effectiveness Evaluation
- Interactive Data Dashboards
- Strategic Highway Safety Plan
- Stakeholder / Agency Coordination



Firm name	Arcadis U.S., Inc.		Discipline(s)*	Traffic
Project name	East Baton Rouge Parish Pedestrian and Bicycle Master Plan		Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	LADOTD partnership with (BREC)	
Project location	Statewide, OH		Owner's Project Manager	Jeremy Thompson, EI
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70802, 225 379 1844, jessica.deville@la.gov			
Services commenced by this firm (mm/yy)	03/18	Total consultant contract cost (\$1,000's)		\$200
Services completed by this firm (mm/yy)	03/20	Cost of consultant services provided by this firm (\$1,000's)		\$200



This plan provided guidance to develop a safe, efficient walking and biking transportation network, provided best practices policies and programs, set design standards for new and/or improved infrastructure, and served as a guide to implement a successful pedestrian and bicyclist program, focusing on the community's needs.

Arcadis developed the plan under the guidance of a Steering Committee and a Technical Advisory Committee (TAC) that includes members from a broad cross-section of local public, private, and other organizations to ensure public outreach and public participation. The public meetings were well attended, and Arcadis continued the public engagement momentum by regularly posting updates, surveys, online mapping tools, and resources on the project website, mailing list, and social media sites. Arcadis has received positive feedback from local stakeholders, who expressed their enthusiasm for implementing the plan.

Firm members involved (Arcadis): Akhil Chauhan, Ari Deitch

Relevant Services

- Crash Data Review and Analysis
- Statistical Analysis Methods
- Interactive Data Dashboards
- Literature Review / Best Practices
- Pedestrian and Bicycle Master Plan
- Stakeholder / Agency Coordination

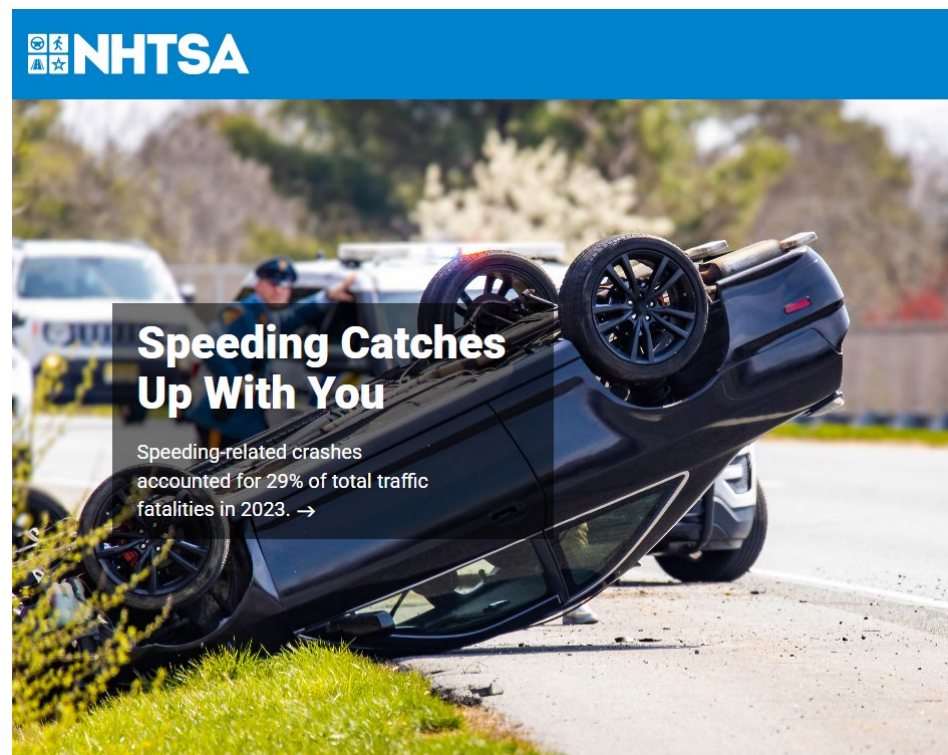


Firm name	Kostrzewski Consulting LLC		Discipline(s)*		Traffic, Other (Engagement)	
Project name	National Safety Program Development				Firm responsibility (prime or sub?)	N/A – At NHTSA
Project number	N/A	Owner’s name	United States Department of Transportation, National Highway Traffic Safety Administration (NHTSA)			
Project location	United States			Owner’s Project Manager		Holly Kostrzewski
Owner’s address, phone, email		1200 New Jersey Avenue, SE Washington, DC 20590; 888-327-4236				
Services commenced by this firm (mm/yy)		09/22	Total consultant contract cost (\$1,000’s)			N/A
Services completed by this firm (mm/yy)		04/25	Cost of consultant services provided by this firm (\$1,000’s)			N/A – At NHTSA

After leaving National Highway Traffic Safety Administration in April 2025, Holly Kostrzewski opened her own firm, Kostrzewski Consulting LLC in July 2025. Due to the limited time Kostrzewski Consulting has been operating, this project represents Holly's experience at USDOT.

As a highway safety specialist and tribal and rural traffic safety subject matter expert at NHTSA Headquarters in DC, Holly developed and managed highway safety programs for rural and tribal communities, overseeing \$7 million in grant funds and coordinating the first US DOT and NHTSA Rural Safety Committees. She designed initiatives targeting specific traffic safety issues, analyzed crash data to identify trends, and collaborated with various stakeholders to implement safety measures. Additionally, Holly provided expertise to state and local agencies, executed public education campaigns, assessed program effectiveness, and conducted focused research for program evaluations and legislative support. Holly wrote Rural Countermeasures that Work for NHTSA and developed, planned and presented at FHWA Rural Peer Exchange Workshops across the country.

Firm members involved: Holly Kostrzewski



Source: www.nhtsa.gov

Firm name	Kostrzewski Consulting LLC		Discipline(s)*		Traffic, Other (Engagement)	
Project name	Minnesota Toward Zero Deaths (TZD) Northeast/Northwest Regions			Firm responsibility (prime or sub?)		N/A – At MnDOT
Project number	N/A	Owner’s name	Minnesota Department of Transportation (MnDOT)			
Project location	Minnesota			Owner’s Project Manager		Holly Kostrzewski
Owner’s address, phone, email		395 John Ireland Blvd.; St. Paul, MN 55155-1800; 651-296-3000				
Services commenced by this firm (mm/yy)		11/10	Total consultant contract cost (\$1,000’s)			N/A
Services completed by this firm (mm/yy)		09/22	Cost of consultant services provided by this firm (\$1,000’s)			N/A – At MnDOT

After leaving National Highway Traffic Safety Administration in April 2025, Holly Kostrzewski opened her own firm, Kostrzewski Consulting LLC in July 2025. Due to the limited time Kostrzewski Consulting has been operating, this project represents Holly's experience at MnDOT.

As a regional coordinator, Holly developed and implemented programs across 19 northern counties, successfully securing funding for 11 counties. **Under her leadership, seatbelt use rose from 68.5% to over 90%.** Holly coordinated TZD coalitions and meetings, using crash data to identify needs and strategize solutions. She managed communications for the steering committee and planned the annual Minnesota TZD workshop to foster collaboration among traffic safety partners. Holly led public relations efforts for the TZD program, worked with MnDOT and DPS, and monitored regional data for program effectiveness. She taught driving safety classes, supervised UMD Health Promotion interns, and engaged with media (radio, TV, podcast, and print). Additionally, she served as the Statewide TZD Tribal liaison, contributed to the NE AND NW MN Regional Trauma Advisory Committees, and was involved in Safe Routes to School and pedestrian safety projects, as well as implementing the Parent Teen Driving Program statewide. Holly has experience testifying to the MN Legislature on traffic safety policies.

Firm members involved: Holly Kostrzewski



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TZD Programs in Minnesota



Minnesota state departments and agencies are taking innovative approaches against the chief causes of traffic-related fatalities and injuries—driver inexperience, lack of seat belt use, dangerous intersections, speeding, tailgating, and delayed medical attention after a crash has occurred. These interdisciplinary programs have been identified as priority strategies for Minnesota TZD.

Minnesota Strategic Highway Safety Plan

The Minnesota Strategic Highway Safety Plan sets an overall direction for reducing and eliminating fatal and serious injury crashes on all Minnesota roads. The plan identifies current and future safety strategies and tactics in addressing factors that consistently contribute to life changing crashes. These strategies

Source: www.minnesotatzd.org

Prime consultant name: HDR Engineering, Inc.

Firm name	Penna Powers, Inc.		Discipline(s)*	Other (Engagement)	
Project name	LADOTD SHSP Update and Regional SHSP Marketing and Advertising Support			Firm responsibility (prime or sub?)	Sub
Project number	H.972419.1	Owner's name	Louisiana Department of Transportation and Development		
Project location	Louisiana, statewide		Owner's Project Manager	Autumn Goodfellow-Thompson	
Owner's address, phone, email	1201 Capitol Access Rd, Baton Rouge, LA 70802, 225-379-1838, Autumn.Goodfellow-Thompson@la.gov				
Services commenced by this firm (mm/yy)	05/21	Total consultant contract cost (\$1,000's)			\$896.7
Services completed by this firm (mm/yy)	05/23	Cost of consultant services provided by this firm (\$1,000's)			\$70
Penna Powers teamed with HDR in 2021 to create the Destination Zero Deaths Strategic Communication Plan and support the SHSP. We created a comprehensive document to help share traffic safety messages with the public, strengthen relationships, and provide consistency between partners with statistics and messages. The document provides a high-level overview of the key issues outlined in the SHSP for Regional Safety Coordinators, Emphasis Area Team Leaders and LADOTD staff. We also held a workshop teaching strategies to engage with the public, presentation training, PR tactics, and social media best practices. In addition to the workshop, we presented marketing traffic safety at the 2024 Louisiana Highway Safety Summit. Roles Performed: • Strategic communications planning • Public/Media relations • Social media training • Community outreach planning • Partnerships and sponsorships Firm members involved (Penna Powers): Stacy Allen, Wendy Hansen-Coleman, Brent Wilhite					

Firm name	Penna Powers, Inc.		Discipline(s)*	Planning, Other (Engagement)
Project name	Zero Fatalities Utah		Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	Utah Department of Transportation	
Project location	Utah, statewide		Owner's Project Manager	Patrick Cowley
Owner's address, phone, email	4501 S. Constitution Blvd. Salt Lake City, UT 84119, 801-965-4273, patrickcowley@utah.gov			
Services commenced by this firm (mm/yy)	01/06	Total consultant contract cost (\$1,000's)	\$32,000	
Services completed by this firm (mm/yy)	Present	Cost of consultant services provided by this firm (\$1,000's)	\$32,000	



A Goal We Can All Live With

The purpose of this project is to reduce traffic fatalities and serious injuries on Utah roads by focusing on the behaviors identified in the Strategic Highway Safety Plan. Penna Powers led a comprehensive social change campaign designed to get the masses engaged in life-saving behaviors behind the wheel with branding, advertising, PR, social media, mass media and grassroots outreach efforts. The Utah Zero Fatalities program uses audience-specific public education messaging to encourage drivers to change their behaviors relative to the top contributors of traffic-related fatalities, including driving distracted, drowsy, impaired, aggressive or unbuckled. Penna Powers has been promoting the program for more than 15 years, helping to achieve high public awareness (up to 96%), with over half of aware Utahns reporting a change in their driving behavior due to the program's influence.

Roles performed:

- Advertising and media
- Social media management
- Community outreach
- Partnerships and sponsorships
- Research and evaluation
- Public/Media relations
- Strategic communication planning

Firm members involved (Penna Powers): Stacy Allen, Kenny Hammond, Wendy Hansen-Coleman, Brent Wilhite

Firm name	Penna Powers, Inc.		Discipline(s)*		Other (Engagement)	
Project name	Toward Zero Deaths (TZD)				Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	American Association of State Highway and Transportation Officials (AASHTO)			
Project location	National			Owner's Project Manager	Kelly Hardy	
Owner's address, phone, email		444 North Capitol Street NW. Suite 249. Washington, DC 20001, 202-624-5868, khardy@aaashto.org				
Services commenced by this firm (mm/yy)		02/11	Total consultant contract cost (\$1,000's)			\$661
Services completed by this firm (mm/yy)		Present	Cost of consultant services provided by this firm (\$1,000's)			\$661



Toward Zero Deaths

National Strategy on Highway Safety

The focus of this effort is to create a single, national vision for highway safety.

Penna Powers conducted focus groups, surveys and other research to gather input on how to communicate the yet-to-be formed National Strategy on Highway Safety. Drawing on the feedback from our primary and secondary

research, we created the TZD name, logo, brand, website and educational materials for this legacy project focused on creating a culture of safety. Penna Powers designed the layout for the National Strategy document—a monumental task to organize the content into an easy-to-understand format. We also wrote and designed the TZD communication plan, which serves as an instruction manual of how to implement the TZD vision. We also developed the website TowardZeroDeaths.org.

Roles performed:

- Strategic communication plans
- Public relations outreach
- Interactive websites
- Graphic design
- TV, print and online ads
- Interactive presentations
- Annual reports, newsletters and other publications
- Research and evaluation

Firm members involved (Penna Powers): Kenny Hammond, Wendy Hansen-Coleman, Brent Wilhite

18. Approach and Methodology:

Project Understanding

The IDIQ contract will include updates to the Strategic Highway Safety Plan (SHSP) and Vulnerable Road User Safety Assessment (VRUSA), regional marketing and advertising support, and additional technical services. Louisiana has developed a sustainable SHSP program that includes multidisciplinary engagement, institutional support, and strong Regional Transportation Safety Coalitions. We plan to expand on this success by including the following innovation:

- Broadening the SHSP vision, plan, strategies, and implementation to include the Safe System Approach and findings from the VRUSA.
- Using statistical analysis techniques to identify dependency between severe crash types and emphasis areas.
- Employing new engagement methods and tools to gather input from a larger and more diverse audience of safety stakeholders and identify enforcement and education techniques, legislation, and infrastructure countermeasures to reduce fatal and serious injury crashes.
- Creating a concise, user-focused SHSP that effectively communicates issues and offers resources and actions for implementation.
- Strengthening marketing efforts to deliver engaging communications and training geared towards stakeholders, elected officials, and media to establish multi-level communication channels and foster public support for improving transportation safety.

Approach

HDR proposes to incorporate elements of the Safe System Approach (SSA). **Olivia Polinsky-Rose, Emphasis Area Plan Development Task Lead** will lead the integration of the SSA, leveraging her experience in developing the Minnesota Safe System Approach Implementation Plan. We propose integrating components and findings from the VRUSA throughout the SHSP and including the VRUSA as an appendix to the SHSP.

Project Management

Because the HDR team led the previous SHSP development process, we will efficiently start-up and deliver on this project. Upon notice to proceed, **Zach Einck, Project Manager, and Lisa Wadsworth, Deputy Project Manager**, will schedule a kick-off meeting with DOTD staff to discuss scope, schedule, and budget items, and to allow DOTD staff to re-evaluate goals, objectives, critical concerns, and critical success factors for the project. This will allow the HDR team to develop a deeper understanding of the project objectives and priorities.

Zach and Lisa will conduct regular bi-weekly project management conference calls with DOTD staff and key HDR team members. These meetings will move the task order activities forward in a timely manner, identify and address challenges as they emerge, allow discussion of contract or administrative matters, and, most importantly, collaborate to build a team environment. In addition, Zach will conduct regular internal consultant team meetings to review active tasks and report on progress towards major milestones and outstanding issues. Meeting the July 2027 deadline for updating the SHSP is critical to meeting FHWA requirements and maintaining forward momentum in saving lives in Louisiana. Our team has the capability to meet the project requirements and is committed to the project schedule.

Zach will create a Project Management Plan (PMP) and a Quality Management Plan (QMP). These documents will outline the administrative and project management requirements, procedures for quality control and assurance, and protocols for document and data management. HDR will coordinate quality requirements and schedule project tasks to verify that QA/QC reviews are completed before submitting deliverables to DOTD.

SHSP and VRUSA Update

Crash Data Analysis and Emphasis Area Selection: **Akhil Chauhan (Arcadis), the Crash Data Analysis and Emphasis Area Identification Lead**, and the HDR team are familiar with LADOTD's crash databases, including the Center for Analytics and Research in Transportation Safety (CARTS) data, and has expertise in integrating and merging datasets into actionable insights. By integrating crash data with other datasets, such as roadway attributes, traffic volumes, and safety countermeasure inventories, we can effectively identify and prioritize SHSP emphasis areas. This

Prime consultant name: HDR Engineering, Inc.

comprehensive approach facilitates enhanced analysis and decision-making processes for prioritizing safety improvements and evaluating their effectiveness.

We will create crash trees to systematically categorize crashes based on their characteristics and underlying causes. As a result, we can identify trends and key contributors to roadway incidents at various levels of detail. This process will not only help prioritize high-risk scenarios but also improve communication with stakeholders and facilitate post-implementation evaluations, providing continuous improvement in our safety strategies.

The HDR team will take a systematic approach to analyze existing and alternative emphasis areas. This includes evaluating current areas, verifying data integrity, and using traditional statistics to assess trends and the effectiveness of past safety strategies. We will investigate alternative emphasis areas using advanced analytical methods, particularly **correlation cluster analysis**, to assess the relationships among various emphasis areas and contributing factors. We will collaborate with DOTD and project stakeholders to conduct a literature review of SHSPs and leverage our experience to identify best practices from other states. This will help identify proven methodologies for Louisiana and verify the SHSP update meets national standards. Findings will be shared through interactive dashboards in Microsoft Power BI for visual exploration of data trends.

We will incorporate recent updates to the Manual on Uniform Traffic Control Devices (MUTCD) and the Public Rights-of-Way Accessibility Guidelines (PROWAG) into the VRU analysis methodology to verify compliance with national standards. Our expertise in Highway Safety Manual (HSM) methodologies, including updates in HSM2, enhances the delivery of a data-driven safety plan.

HDR will present the results of the crash analysis and preliminary emphasis area analysis to Emphasis Area Teams, Regional Safety Coalition members, the SHSP Executive Committee, and DOTD staff in a series of workshops using a format that allows real-time exploration of the data. As an outcome of the workshops, we will confirm existing Emphasis Areas or recommend changes. We will document the analysis and workshop outcomes in a technical memorandum that is clear and concise, and that includes easy-to-understand text discussion and graphics.

Vulnerable Road User Safety Assessment Development: Following the VRU crash data summary, **Dan Cook, VRUSA Development Lead**, will enhance safety and mobility for VRUs by integrating multiple datasets, leveraging **spatial data structures** such as H3 hexagonal polygons, and applying advanced statistical techniques. This includes calculating Safety Performance Functions (SPFs) and excess expected crash frequency to identify high-risk areas, along with correlation cluster Analysis to identify interdependencies among contributing factors. These analyses will lead to targeted countermeasures, such as speed management strategies, enhanced pedestrian and bicycle facilities, and intersection safety upgrades, aligning the SSA methodology to design infrastructure strategies that anticipate human errors and reduce crash severity. We will document the process for updating the VRUSA early on and outline, draft, and finalize the VRUSA with the same steps as the SHSP development. The VRUSA will be included as an appendix to the SHSP.

Emphasis Area Plan Development: Based on the approach we used to develop the South Dakota SHSP update, Olivia Polinsky-Rose will lead the team to develop 40 to 50 strategies that cover the 4 Es (engineering, enforcement, education, and emergency response). The team will identify effective strategies that are proven best practices, including those already implemented in Louisiana that can be expanded upon, based on a review of existing transportation and safety plans. We will also build on strategies from the 2022 SHSP for continuity and will coordinate with relevant experts while reviewing Louisiana and nationwide policies.

Transportation safety strategies will be organized into two main categories: infrastructure and behavioral. Infrastructure strategies focus on engineering solutions aligned with the Safe System design hierarchy and HSM2 updates. Behavioral strategies influence safer road user behavior—an area requiring greater emphasis since it is beyond DOTD’s direct control. Our behavioral safety strategy aims to reduce serious injuries and fatalities on Louisiana roadways by influencing driver behavior and building public trust through outreach and enforcement collaboration. By

utilizing the NHTSA's Countermeasures That Work guide, we will implement high-impact strategies tailored to local needs, such as high-visibility enforcement and community education. Our team will actively engage with local and tribal agencies, law enforcement, and community organizations to conduct listening sessions and co-create culturally relevant messages, confirming that the affected voices are central to our efforts. Our communication plans employ social media, geo-targeted ads, and locally adapted content to effectively reach diverse audiences. We will also measure campaign effectiveness through public awareness surveys, enforcement data, and crash overlays, allowing us to refine our approaches based on the findings. This methodology fosters collaboration and trust, cultivating a culture of safety in Louisiana that ultimately saves lives.

Olivia will lead the development of statewide and regional implementation action plans for high-priority SHSP strategies, including steps, responsibilities, and progress tracking. We will conduct workshops to review crash data, assess countermeasures, and finalize emphasis area priorities. For the top 20 strategies, we will work with Emphasis Area Teams and Regional Safety Coalitions to define performance measures, targets, and tracking frequency. Similar to our NJDOT Safety Resources Center project, we will create an online dashboard to monitor progress and document priorities, strategies, and metrics in a clear, visual technical memorandum.

SHSP Plan Development: HDR recommends that the updated SHSP be streamlined and relatively brief, similar to the 2022 version of the plan. Our work in South Dakota and Mississippi shows that concise, action-focused SHSPs are more effective. **Meagan Harris, our Strategic Communications Lead**, will meet with DOTD to define goals, messaging approaches, and communication tools, such as infographics, microsites, or outreach materials. We will also review Louisiana's state, regional, local, and tribal plans to verify SHSP alignment. **Dan Cook, SHSP Plan Development Lead**, will guide the team through documentation, draft development, and finalization. The plan will integrate the Safe System Approach and VRU Safety Assessment. Dan will manage the comment resolution process in coordination with DOTD and oversee a streamlined, visually engaging final document.

Strategic Communications: We will engage the SHSP Executive Committee, Emphasis Area Teams, and Regional Safety Coalitions at major milestones, including crash data analysis, strategy and action development, and draft SHSP update review. We will use existing SHSP structures to provide program continuity while evaluating their effectiveness for potential updates that could benefit DOTD. This includes reviewing group rosters for federal compliance. Additionally, we plan to conduct outreach activities to engage new participants and gather fresh ideas, working with Regional Safety Coalitions to involve local agency staff in prioritizing and implementing safety improvements.

Meagan Harris will head the development of a strategic communication plan outlining meeting logistics, audiences, goals, messaging, engagement methods, and feedback evaluation. Zach Einck and Meagan Harris will coordinate with DOTD to confirm the approach. Zach will attend most meetings, with support from other team members as needed. **Richard Storm, Project Principal**, and/or **Holly Kostrzewski (Kostrzewski Consulting), Driver Behavior Specialist**, will join key Executive Committee meetings for strategic discussions. Collaboration among key stakeholders will be necessary for a successful update to the SHSP. If needed, our strategic communications team will plan additional outreach activities and meetings to obtain the required input.

Concurrent with the crash data evaluation, Richard Storm will lead the Strategic Advisory Panel meetings with members of the SHSP Executive Committee and DOTD leadership. The objective of these meetings will be to share experiences and learn about strengths, weaknesses and opportunities for enhancing the current SHSP program. The findings will be integrated with the Emphasis Area Plan development and SHSP update.

Regional Marketing and Advertising Support

The HDR team will support Regional Coordinators and Safety Coalitions in empowering communities to make safer road choices through proven

tools like branding, advertising, outreach, and social media. Building on the success of the 2022 SHSP update, we recommend a statewide safety summit, led by **Stacey Allen (Penna Powers), Regional SHSP Marketing and Advertising Lead**, to further engage Louisianans.

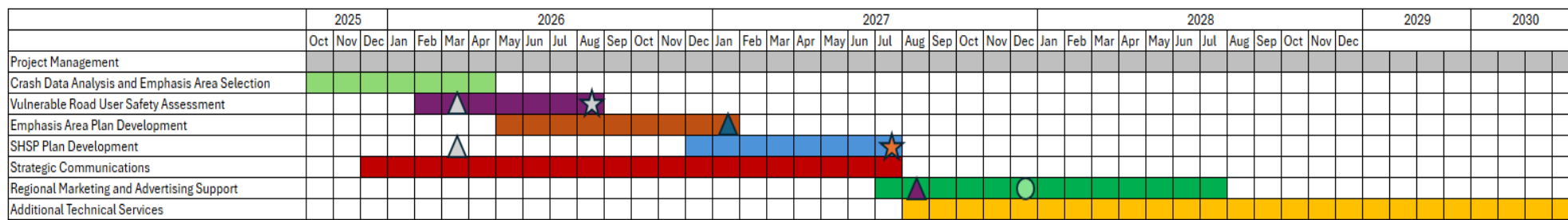
We will create a marketing toolkit with resources and content that educates diverse audiences and fosters strong partnerships. Specific curricula for teen drivers and content for older adults will also be incorporated, allowing you to reach multiple demographics with tailored messages based on the SHSP. The toolkit will enhance community engagement by providing outreach materials for collaboration with law enforcement, schools, and businesses. It will also include evaluation tools like participant surveys to measure performance. Consistent communication and branding guidelines, along with an online resource hub, will help convey the message effectively, aiming to reduce traffic-related injuries and fatalities statewide. Building on the existing Destination Zero Deaths website, we can further develop it as a key resource to drive behavior change and organizational improvements.

Additional Technical Services

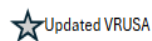
HDR also has a deep bench of experts available for additional work identified during the SHSP update process. Potential additional technical services may relate to further implementation of the SHSP and related strategies, developing guidance for integrating quantitative safety analysis into the DOTD project development process, evaluating the effectiveness of safety strategies included in the SHSP (similar to the traffic safety strategy evaluations HDR is conducting in Minnesota), identifying systemic factors for local roads to help with network screening. We can support the federal and state grant funding process (including FHWA and NHTSA-administered grants) through our team of grant experts, including Jessica Hekter and Holly Kostrzewski. Our multidisciplinary project team has a depth of experience to support DOTD staff in identifying needs and providing practical solutions to help expand the DOTD safety program.

The HDR team provides the following benefits:

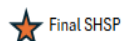
- **Existing Partnership:** We developed the most recent SHSP for Louisiana and work well with LADOTD staff. Based on feedback for the previous project, the HDR team, which included Arcadis and Penna Powers, received good marks for quality, organization, and project management.
- **Technical Expertise:** Our team has strong skills in transportation safety from developing SHSPs and other safety plans nationwide. Collectively, our team has worked on SHSPs for over 10 different states.
- **Stakeholder Collaboration:** We utilize relationships with safety stakeholders to set goals and strategies to reduce transportation-related fatalities and serious injuries in Louisiana.
- **Innovative Solutions:** We focus on practical, innovative solutions to enhance the program's success.



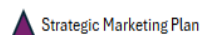
Major Milestones / Deliverables:



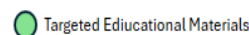
Updated VRUSA



Final SHSP



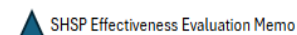
Strategic Marketing Plan



Targeted Educational Materials



SHSP/VRUSA Update Process Memo



SHSP Effectiveness Evaluation Memo

Prime consultant name: HDR Engineering, Inc.

19. Workload:

For all contracts where a firm on the team is a prime consultant or sub-consultant and where **a)** the consultant selection was made by DOTD, and **b)** a contract was executed by the consultant and the contracting entity by the date the advertisement for this proposal was posted, list all work meeting the following criteria:

- 1) one of the team's firms is responsible for the performance of the work;
- 2) authorization to perform the work has been provided, as provided in the contract between the consultant and the contracting entity;
- 3) the work has not yet been performed and invoiced; and
- 4) the work is not currently suspended for an indefinite period of time.

For indefinite delivery/indefinite quantity (IDIQ) contracts, list open Task Orders individually.

List only the portion of the fees attributable to firms on the team.

Firm(s) ALL FIRMS MUST BE REPRESENTED IN THIS TABLE	Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
HDR Engineering, Inc.	Other (Hydraulic Modeling)	4400017091	LADOTD LWI Region 5 TO4	\$286,000
	Bridge	4400024186/H.015472	LADOTD Br Preservation TO4	\$110,352
	Planning	4400026365/H.015223.2	Baton Rouge to New Orleans Rail Corridor Environmental Study	\$625,609
	Road	4400018780	LADOTD IDIQ SHSP_TO2	\$22,325
	Road	4400018780	LADOTD IDIQ SHSP_TO3	\$80,452
	Bridge	4400021517/H.011998.5, H.011990.5, H.013819.5, H.011997.5, H.012043.5, H.010001.5	Contract 5 for Movable Bridges (6)	\$1,774,412
	Bridge	4400024186/H.014284.5	LADOTD LA301 Priest Canal TO#5	\$190,967
	Environmental	4400032783/H.015223.2	LADOTD Intercity Pass Rail	\$6,142,637
Arcadis U.S., Inc.	Traffic	4400029193 / H.004100.5	I-10: LA 415 to Essen Lane on I-10 and I-12	\$1,490,002
	Traffic	4400019379 / H.013797	LA 30: EBR PL – I-10	\$232,048
	Traffic	4400024307 / H.015052	I-20: Widening/Ovrly (Vancil Rd-LA 34)	\$43,467
	Traffic	4400021325 / H.012837.5	I-10 New Orleans Master Plan	\$64,974
	Traffic	4400023690 / H.015590.5	LA 494: LA 6 To Blanchard R	\$176,132
	Traffic	4400025625 / H.014622.2	St. Nazaire Road Ext: LA 96 – Corne Road	\$168,284

Prime consultant name: HDR Engineering, Inc.

	Traffic	4400024084 / H.009300.5	CMAR Contract for Hooper Road Widening (LA 3034	\$19,128
	Traffic	H.003931	I-10 Calcasieu River Bridge P3 Project	\$1,425,000
	Traffic	400025047 / H.011358.2	US 190 (Vine Street) Reconstruction	\$102,564
	Road	4400007175 / H.011328.2	I-49 South (Ricohoc to Berwick)	\$269,615
	Road	4400024307 / H.015052	I-20: Widening/Ovrly (Vancil Rd-LA 34)	\$27,459
	Road	4400019010 / H.010116.5	LA 1088: Soult and Trinity Roundabouts	\$26,479
	Road	4400025022 / Multiple	IJJA Off System Bridge Program – Road Task Orders	\$26,082
	Road	H.003931	I-10 Calcasieu River Bridge P3 Project	\$1,900,000
	ITS	4400025921 / H.015938.1	Transportation Systems Management and Operations	\$142,500
	ITS	4400029193 / H.004100.5	I-10: LA 415 to Essen Lane on I-10 and I-12	\$335,981
	ITS	4400026457 / H.013868.5	ITS MGMT, OPERATIONS, & MAINT	\$285,116
	ITS	4400026457 / H.013868.6	ITS MGMT, OPERATIONS, & MAINT	\$89,348
	ITS	4400026457 / H.013868.6	ITS MGMT, OPERATIONS, & MAINT	\$65,079
	ITS	4400026457 / H.013868.5	ITS MGMT, OPERATIONS, & MAINT	\$861,255
	ITS	4400026457 / H.013868.6	ITS MGMT, OPERATIONS, & MAINT	\$943,804
	ITS	4400026457 / H.013868.6	ITS MGMT, OPERATIONS, & MAINT	\$228,024
	ITS	H.003931	I-10 Calcasieu River Bridge P3 Project	\$332,500
	Environmental	4400007175 / H.011328.2	I-49 South (Ricohoc to Berwick)	\$926,274
	Environmental	4400019338 / Multiple	Rural Bridge Replacement Initiative Phase II	\$52,764
	Environmental	4400009281 / H.009932	US 80 Widening: Vancil Road to Well Road EA	\$5,343
	Environmental	4400025022 / H.015498.5	Park Road Over Lagoon	\$35,000
	Environmental	4400025022 / Multiple	IJJA Off System Bridge Program – Env. Task Orders	\$183,549
	Environmental	4400025625 / H.014622.2	St. Nazaire Road Ext: LA 96 – Corne Road	\$57,904
	Environmental	H.003931	I-10 Calcasieu River Bridge P3 Project	\$380,000
	Environmental	4400025047 / H.011358.2	US 190 (Vine Street) Reconstruction	\$8,509
	Bridge	4400029193 / H.004100.5	I-10: LA 415 to Essen Lane on I-10 and I-12	\$730,393
	Bridge	4400025022 / Multiple	IJJA Off System Bridge Program – Bridge Task	\$20,498
	Bridge	H.003931	I-10 Calcasieu River Bridge P3 Project	\$712,500
	CE&I/OV	4400029193 / H.004100.5	I-10: LA 415 to Essen Lane on I-10 and I-12	\$365,196
	CE&I/OV	4400027361 /	US 90 Engineering Support	\$261,305
	CE&I/OV	4400016923 /	US 90Z (Bodenger Blvd. – Stumpf Blvd.)	\$193,131
	CE&I/OV	4400025046 / H.013710.6	I-10: US 61 to LaPlace ITS Deployment (CE&I)	\$35,297
	CE&I/OV	4400025665 / H.013482.6	I-10 WBR Queue Warning System	240,041
	Data Collection	4400021325 / H.012837.5	I-10 New Orleans Master Plan	\$4,147
	Data Collection	4400023812 / H.015377.5	Weigh Station Assessment	\$370,166
Kostrzewski Consulting LLC	N/A	N/A	N/A	N/A

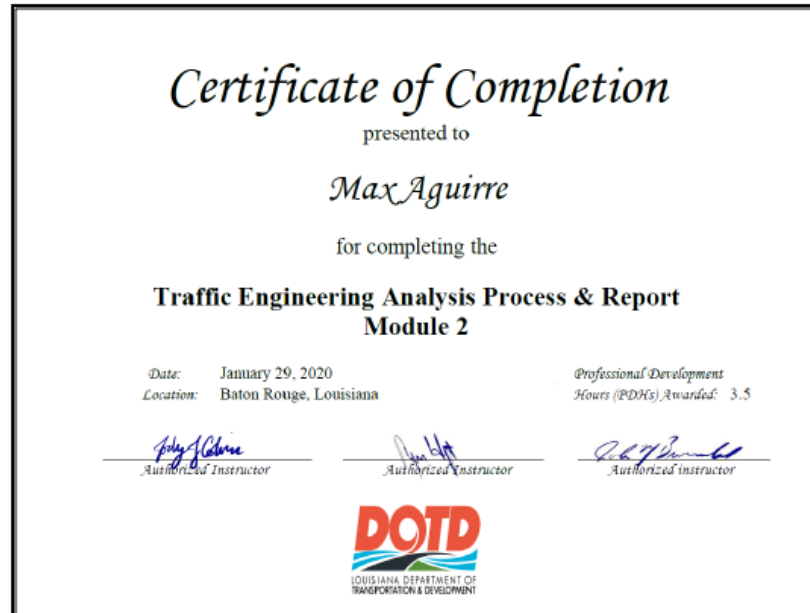
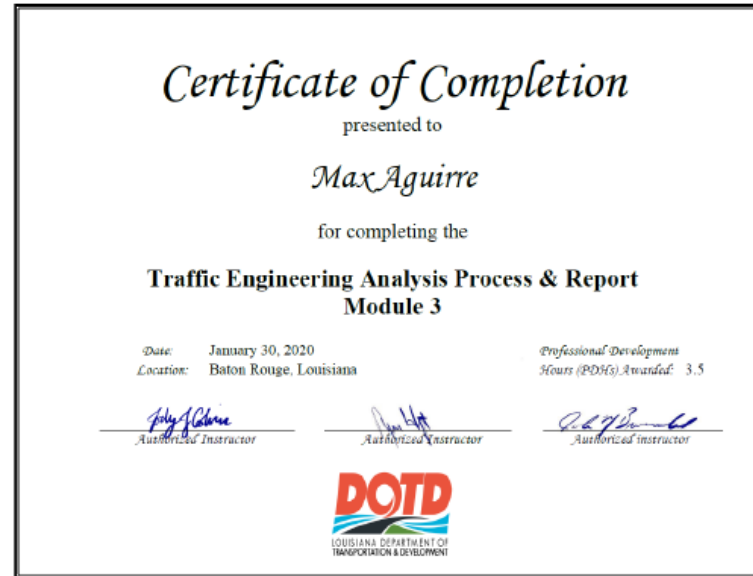
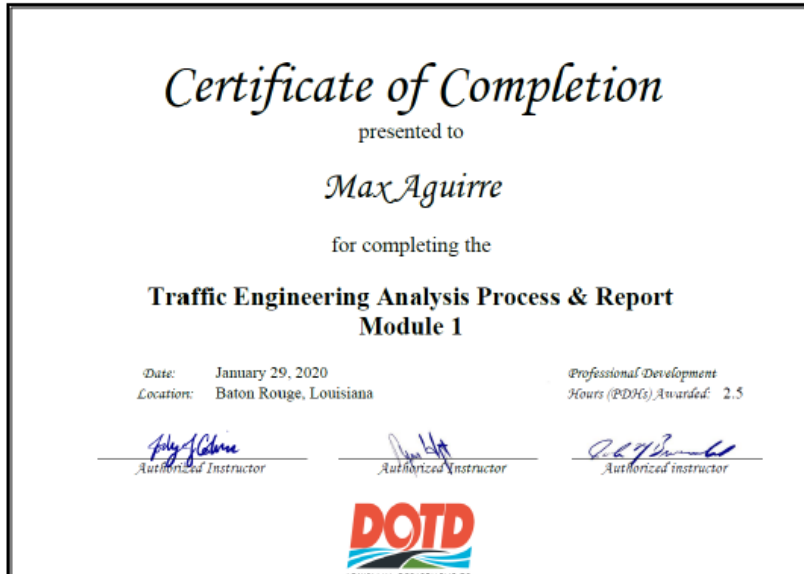
Penna Powers, Inc.	N/A	N/A	N/A	N/A
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* The only disciplines to be used are: Appraiser, Bridge, CE&I/OV, CPM, Data Collection, Environmental, Geotech, ITS, Other (must specify), Planning, Right-of-Way, Road, Survey, and Traffic. If a firm has more than one discipline for any single project, the firm can use multiple rows to express the remaining unpaid balance per discipline.

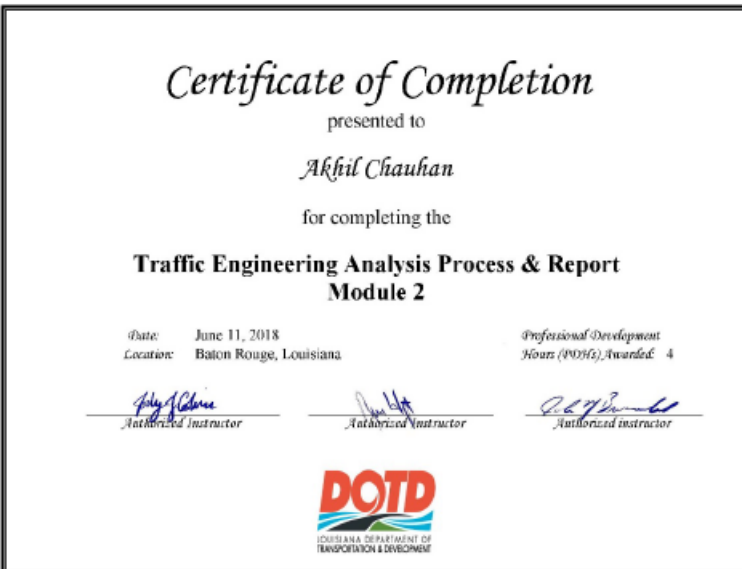
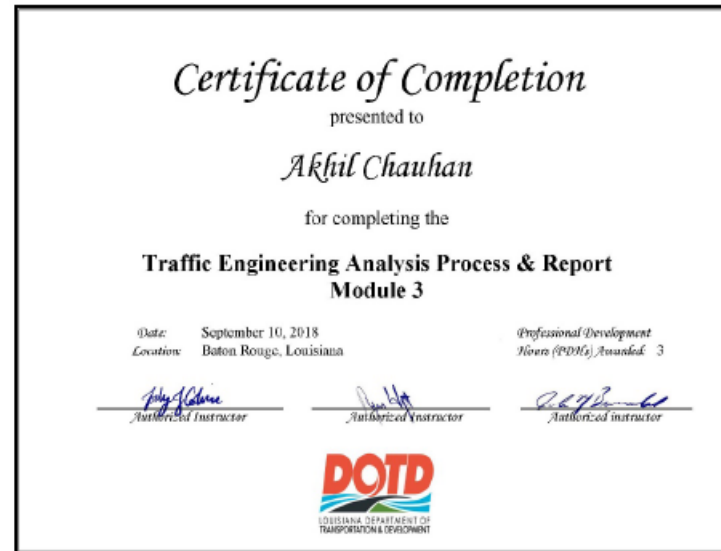
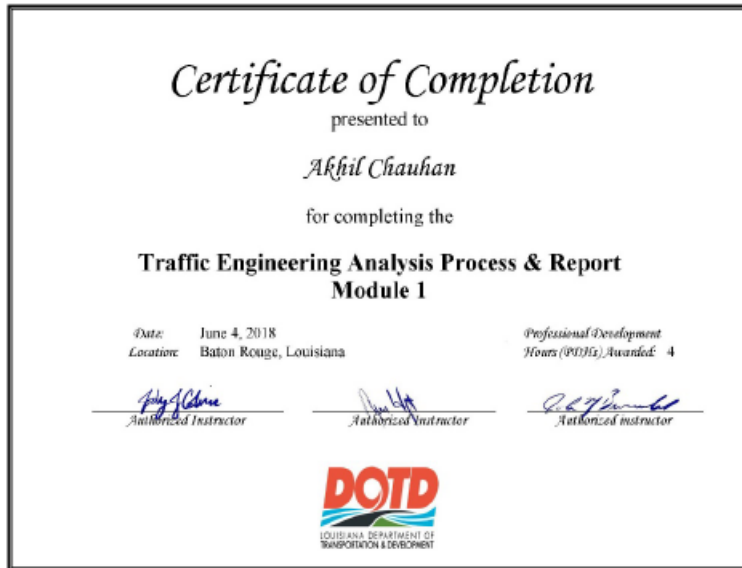
** Round to the nearest dollar. **Do not** round to the nearest thousands. If there are no active contracts with a remaining unpaid balance, place N/A in the Remaining Unpaid Balance column. **NOTE: ALL FIRMS MUST BE REPRESENTED IN THIS TABLE.** LEAVING THE “REMAINING UNPAID BALANCE” COLUMN BLANK IS NOT ACCEPTABLE.

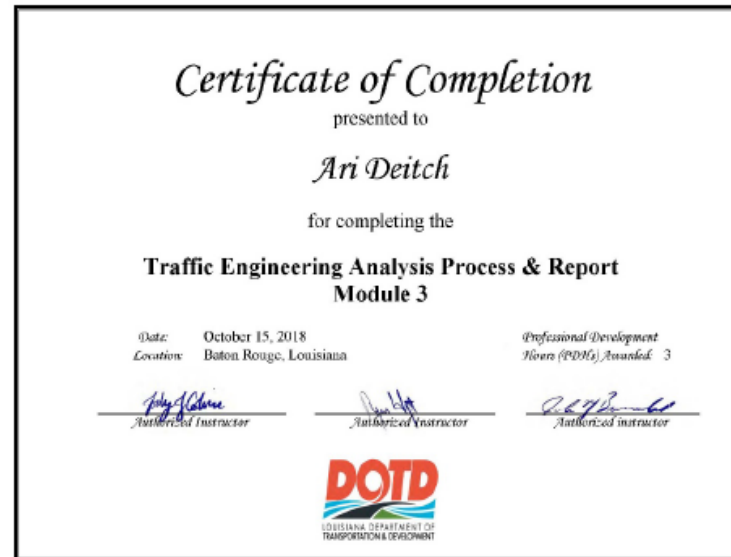
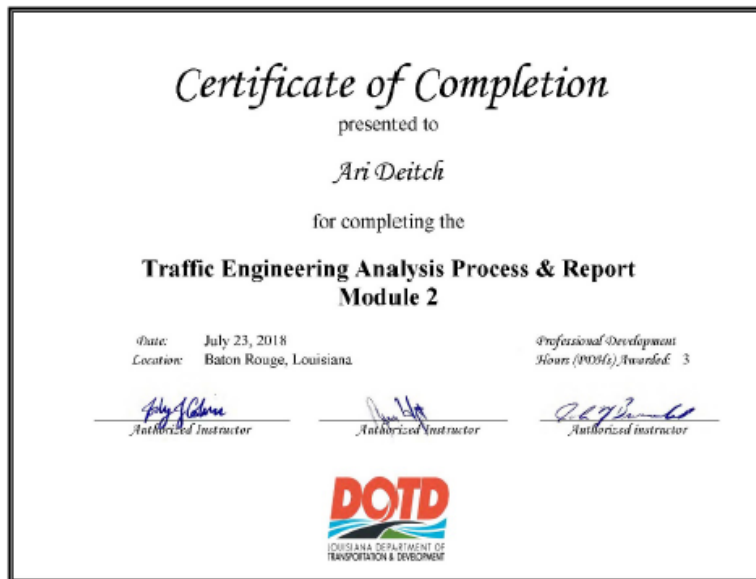
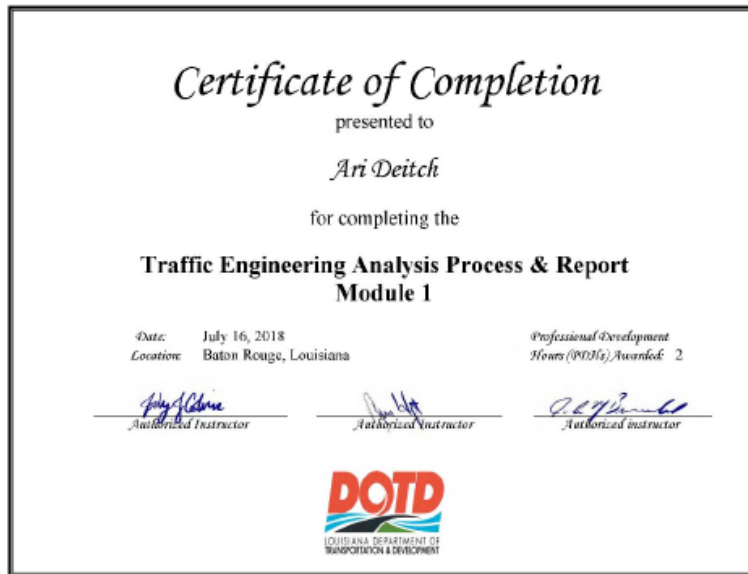
20. Certifications/Licenses:

If the advertisement requires submission of licenses and/or certificates, include them here. **Otherwise, leave this section blank.**



Prime consultant name: HDR Engineering, Inc.





Certificate of Completion

presented to

Justin Maderia

for completing the

Traffic Engineering Analysis Process & Report Module 1

Date: January 29, 2020
Location: Baton Rouge, Louisiana

Professional Development
Hours (PDHs) Awarded: 2.5

John J. Calhoun
Authorized Instructor

John H. Hitt
Authorized Instructor

Robert J. Burch
Authorized Instructor



Certificate of Completion

presented to

Justin Maderia

for completing the

Traffic Engineering Analysis Process & Report Module 2

Date: January 29, 2020
Location: Baton Rouge, Louisiana

Professional Development
Hours (PDHs) Awarded: 3.5

John J. Calhoun
Authorized Instructor

John H. Hitt
Authorized Instructor

Robert J. Burch
Authorized Instructor



Certificate of Completion

presented to

Justin Maderia

for completing the

Traffic Engineering Analysis Process & Report Module 3

Date: January 30, 2020
Location: Baton Rouge, Louisiana

Professional Development
Hours (PDHs) Awarded: 3.5

John J. Calhoun
Authorized Instructor

John H. Hitt
Authorized Instructor

Robert J. Burch
Authorized Instructor



State of
Louisiana
Secretary of
State



COMMERCIAL DIVISION
225.925.4704

Fax Numbers
225.932.5317 (Admin. Services)
225.932.5314 (Corporations)
225.932.5318 (UCC)

Name	Type	City	Status
HDR ENGINEERING, INC.	Business Corporation (Non-Louisiana)	OMAHA	Active

Previous Names
HDR INFRASTRUCTURE, INC. (Changed: 12/3/1987)

Business: HDR ENGINEERING, INC.
Charter Number: 34178558F
Registration Date: 6/17/1985

Domicile Address
1917 S. 67TH STREET
OMAHA, NE 68106

Mailing Address
1917 S. 67TH STREET
OMAHA, NE 68106

Principal Business Office
1917 S. 67TH STREET
OMAHA, NE 68106

Registered Office in Louisiana
201 RUE BEAUREGARD, STE. 202
LAFAYETTE, LA 70508

Principal Business Establishment in Louisiana
5750 JOHNSTON STREET
SUITE 105
LAFAYETTE, LA 70503

Status
Status: Active

State of
Louisiana
Secretary of
State



COMMERCIAL DIVISION
225.925.4704

Fax Numbers
225.932.5317 (Admin. Services)
225.932.5314 (Corporations)
225.932.5318 (UCC)

Name	Type	City	Status
ARCADIS U.S., INC.	Business Corporation (Non-Louisiana)	WILMINGTON	Active

Previous Names
ARCADIS G&M, INC. (Changed: 1/4/2007)
ARCADIS GERAGHTY & MILLER, INC. (Changed: 6/12/2001)

Business: ARCADIS U.S., INC.
Charter Number: 34610353F
Registration Date: 2/5/1998

Domicile Address
222 DELAWARE AVENUE, SUITE 1110
WILMINGTON, DE 19801

Mailing Address
C/O LEGAL DEPT.
110 WEST FAYETTE ST, SUITE 300
SYRACUSE, NY 13202

Principal Business Office
630 PLAZA DR., SUITE 200
HIGHLANDS RANCH, CO 80129

Registered Office in Louisiana
3867 PLAZA TOWER DR.
BATON ROUGE, LA 70816

Principal Business Establishment in Louisiana
6100 CORPORATE BLVD., SUITE 325
BATON ROUGE, LA 70816

Status
Status: Active

Prime consultant name: HDR Engineering, Inc.

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COMMERCIAL DIVISION
225.925.4704

Fax Numbers
225.932.5317 (Admin. Services)
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225.932.5318 (UCC)

State of
Louisiana
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State



COMMERCIAL DIVISION
225.925.4704

Fax Numbers
225.932.5317 (Admin. Services)
225.932.5314 (Corporations)
225.932.5318 (UCC)

Name	Type	City	Status
KOSTRZEWSKI CONSULTING LLC	Limited Liability Company (Non-Louisiana)	DULUTH	Active
Previous Names			
Business:	KOSTRZEWSKI CONSULTING LLC		
Charter Number:	46573181Q		
Registration Date:	7/21/2025		
Domicile Address	1008 BONG BVLD DULUTH, MN 55811		
Mailing Address	201 RUE BEAUREGARD STE 202 LAFAYETTE, LA 70508		
Principal Business Office	201 RUE BEAUREGARD STE 202 LAFAYETTE, LA 70508		
Registered Office in Louisiana	201 RUE BEAUREGARD, STE. 202 LAFAYETTE, LA 70508		
Principal Business Establishment in Louisiana	201 RUE BEAUREGARD STE 202 LAFAYETTE, LA 70508		
Status			
Status:	Active		

Name	Type	City	Status
PENNA POWERS, INC.	Business Corporation (Non-Louisiana)	SALT LAKE CITY	Inactive
Previous Names			
Business:	PENNA POWERS, INC.		
Charter Number:	43827490F		
Registration Date:	3/25/2020		
Domicile Address			
1706 S MAJOR ST.			
SALT LAKE CITY, UT 84115			
Mailing Address			
1706 S MAJOR ST.			
SALT LAKE CITY, UT 84115			
Principal Business Office			
1706 S MAJOR ST.			
SALT LAKE CITY, UT 84115			
Registered Office in Louisiana			
3867 PLAZA TOWER DR.			
BATON ROUGE, LA 70816			
Principal Business Establishment in Louisiana			
3867 PLAZA TOWER DR.			
EAST BATON ROUGE PARISH			
BATON ROUGE, LA 70816			
Status			
Status:	Inactive		

Note: Penna Powers, Inc. has indicated that they will have their Louisiana SOS filing updated to active status before project execution.

Prime consultant name: HDR Engineering, Inc.

21. QA/QC Plan:

If the advertisement requires submission of a QA/QC plan, include it here. **Otherwise, leave this section blank. If a QA/QC plan is included in this section and was not required by the advertisement, it will be redacted.**

22. Sub-consultant information:

If one or more sub-consultants will be used, provide the name, address, point of contact and phone number for each. Otherwise, leave this section blank.

Firm Name (Name must match <u>exactly</u> as registered with Louisiana's Secretary of State (SOS): <u>including punctuation, include screenshot(s) from SOS at the end of Section 20</u>)	Address	Point of Contact and email address	Phone Number
Penna Powers, Inc.	1706 S. Major St. Salt Lake City, UT 84115	Brent Wilhite bwilhite@pennapowers.com	801-487-4800
Arcadis U.S., Inc.	6100 Corporate Blvd Suite 325 Baton Rouge, LA 70808	Ari Deitch, PE, PTOE, PTP, RSP ari.deitch@arcadis.com	225-244-6643
Kostrzewski Consulting LLC	1008 Bong Blvd Duluth, MN 55811	Holly Kostrzewski hollytenique@gmail.com	218-390-0594

23. Location:

If location is an evaluation criterion for this advertisement (see page 2) and the prime consultant intends to establish a local presence, describe the plan for doing so. **Otherwise, leave this section blank. Any information included in this section will be redacted if not required by the Evaluation Criteria section of the advertisement.**