PROFESSIONAL CONSULTING SERVICES IN APPLIED ECONOMICS AND SOCIAL SCIENCES

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Introduction

In light of the State of Alaska’s ongoing budget issues, the Alaska Department of Transportation is seeking proposals to identify ways the state can reduce its financial liability as related to AMHS. The complexity of the required study calls for a range of specialized skills. Northern Economics, Inc. has assembled a highly qualified team consisting of economic analysts, port engineers, a vessel valuation expert and an Alaska survey firm with extensive relevant experience.

Northern Economics, Inc. (NEI) has contributed to a number of studies of Alaska’s transportation and ferry system dating back to the 1997 Prince William Sound Transportation Study. We have assisted with the Juneau Access Study, including the 2011 EIS update, the Southeast Region Transportation plan, Southeast region access studies for the Federal Highway Administration, and most recently in 2013, an AMHS ferry tariff policy and fare structure development study. NEI has a deep understanding of the complexities of the Alaskan economy, gained from our more than 35 years of providing economic analysis to state, federal and local government entities as well as the industries that rely on the Alaska transportation system.

Northern Economics, Inc. was incorporated in the State of Alaska in 1998 and qualifies for the Alaska Bidder and Alaska Offeror Preferences. A copy of NEI’s AK Business License is provided in Figure 1.

PND Engineers, Inc. (PND) is a consulting engineering firm founded in Alaska 1979 with offices in Anchorage, Juneau, and Palmer, as well as in the Lower 48 and British Columbia. PND has built its foundation on marine engineering and has a deep understanding of Alaska’s coastal communities’ marine infrastructure. NEI and PND have had a long working partnership for over 30 years, working together on more than 40 projects throughout Alaska.

Pinnacle Marine Corporation principal Robert McMahon has over 30 years’ experience in the passenger vessel industry and has provided consulting services to the passenger vessel industry and conducted vessel and barge valuations throughout North America since 1994.

Alaska Survey Research (ASR), formerly Ivan Moore Research, has led surveys from simple phone surveys to complex statewide efforts. For more than two decades, ASR has provided survey research services to Alaska organizations, governments, companies and individuals, including the recent statewide Alaska residents survey for ADOT&PF as part of the Alaska Aviation System Plan.
Figure 1. Northern Economics, Inc. Alaska Business License

NEI is located at 800 E Dimond Blvd, Suite 3-300, Anchorage AK, 99515; phone: 907-274-5600. Signatory and company contact is NEI President Marcus Hartley.

Neither Northern Economics nor its subcontractors believe that any of our firms’ recent, ongoing, or potential work will constitute a conflict of interest with regards to assisting ADOT&PF with this project.

Northern Economics certifies, by this signature, that we comply with all relevant state and federal statutes and with all provisions of the RFP.

Signed

Marcus Hartley, President
Project Understanding

Northern Economics and our teaming partners have developed this proposal to assess the restructuring and reshaping of the Alaska Marine Highway System with the recognition that this proposed action is highly controversial across the state. To that end, the proposal places a significant emphasis on gathering information from a broad array of the public across the regions served by AMHS. We believe that by asking the customer base of the AMHS for their thoughts and opinions, ADOT&PF has a much higher probability of achieving buy-in with respect to its eventual decision.

Northern Economics’ proposal also recognizes that existing operating subsidies for the AHMS have very likely distorted the supply-side marketplace for alternatives to the services that AMHS provides. For example, the subsidies that allow the relatively low tariffs for vehicles on AMHS ferries makes it much more feasible for AMHS customers to use their vehicle to move groceries and household items from hub cities back to their more isolated communities. If AMHS tariffs for vehicles were higher or if AMHS no longer provided regular vehicle service to certain communities, it is more likely that creative entrepreneurs would develop find ways to meaningfully reduce freight costs to those outlying AMHS communities. We believe that in fact the high level of public awareness regarding the proposed changes to AMHS services has already led to a much higher level of entrepreneurial thinking than existed prior to the announcement of the Governor’s budget. We intend to actively tap into these creative ideas in a series of interview with potential service providers.
Methodology

This section drills down into the five phases of the project and provides an in-depth description of the task we will use and develop to provide ADOT&PF the necessary tools to reshape the future of AMHS.

The Northern Economics team is proposing to examine economic viability of options to Reshape AMHS in a five-phase process as follows:

**Phase 1** contains our project management labor costs, continues over the life of the project.

**Phase 2** contains tasks related to the valuation of assets (ferries and terminals) and a full review already previous AMHS analyses, including the most recent work developed for the Southeast Municipal Conference.

- This phase will begin with a kickoff meeting in Juneau which will be attended in person by the NEI project manager. Other key team members will participate by phone.
- Immediately following the kickoff meeting we will commence the process of valuation of the AMHS vessels. Team partner Pinnacle Marine specializes in the sale and valuation of passenger vessels throughout the U.S.
- Team partner PND will also commence the review and valuation of AMHS terminals throughout the state. The review will include both state-owned terminal as well as dock and piers used by AMHS but owned by other entities. The 2017 Shore Facilities Condition Report will provide primary documentation of these assets. In addition to valuations for use as ferry terminals, PND will also evaluate the potential that terminals can be used by other types of service providers such as barge operators, freight forwarders and private passenger vessels. As part of the task both Northern Economics and PND will conduct interviews with community leaders and alternative service providers as a means to determine alternative uses of the facilities if AMHS service is discontinued.
- Within Phase 2 Northern Economics will conduct a full review of previously conducted studies regarding AMHS. These studies provide needed background information to model the feasibility of changing passenger and vehicle tariffs or changing schedules and service levels of AMHS vessels.
- Finally, once the valuations of AMHS assets are completed this phase will conclude with a series of discussion with ADOT&PF staff with respect to the set of ownership and operational options that should be evaluated.

**Phase 3** develops and compiles information specific to each AMHS port of call.

- In this phase the team will compile of recent AMHS data on ticket sales and volumes for origin-destination pairs.
- The phase will also include detailed telephone survey of residents of the AMHS regions that will provide reliable information on the ways that residents utilize AMHS service. The survey will be used to gain a more complete understanding of the ways that residents use AMHS within their day-to-day lives. Of particular concern are multipurpose trips made by Alaska residents with their vehicles. It is believed that during these types of trips AMHS patrons take care of personal business—attend meetings, make visits to physicians and other professional service providers, address business needs, and visit with family & friends. All of these types of activities could be reasonably replaced through air transportation to the hub city and short-
term vehicle service providers (taxis, ride-sharing, and car-rental agencies). In addition, however, AMHS patrons use their vehicles as a means to transport household supplies back to their hometowns. While AMHS ticket/reservation databases can provide information about numbers of travelers and vehicles, by place of residence, these data cannot provide information on the amounts of household supplies transported via patron’s vehicles.

- In this phase the team will develop individual community profile summarizing the population of community, as well as relevant data from AMHS data bases on utilization of AMHS and summaries of survey responses.

**Phase 4** contains the assessment of specific options initially described as the options from the RFP. We propose to work with ADOT&PF staff to develop a set of analytical options that best captures the range meaningful alternatives to the existing AMHS service and ownership structure. The individual options analyzed will be determined through consultation with ADOT&PF staff throughout the project. The team is proposing to individually assess as many as ten separate options for reshaping AMHS.

**Phase 5** is the project completion and submittal phase and consists of the development and submittal of the draft and final reports. We are also proposing to provide a final presentation in Juneau.
Management Plan

Project management, with an emphasis on coordination of work with client staff and other contractors is perhaps the most important component of project execution at NEI. Good communication and making sure that the right tasks are performed at the right time is critical to project success.

We do not make assumptions about the work that is needed, the final product that is being requested, or the sequence of work as described in the RFP. While team members may have well developed ideas about the needs of clients and communities, we do not let our ideas or perceptions prevent us from listening carefully to the client’s project manager(s). The first thing we do in any project is to make sure we understand very clearly what the client needs and has in mind for how the work is to be completed.

NEI and its subconsultants are renowned for being able to tackle complex projects, effectively address the important issues, and provide the planning, coordination, and public process skills that ensure success.

Communication and Coordination

Two main channels of communication will be developed. First, communication with the ADOT&PF Project Manager will primarily be through the NEI project manager, Michael Fisher, though it is likely that lead analyst Marcus Hartley may also initiate email and phone conversations with ADOT&PF. Second, communication within the NEI project team will be coordinated by Mike Fisher as well.

Coordination will be based on project progress, making sure that ADOT&PF and the NEI project team are kept informed on tasks completed, task in-progress, and tasks anticipated.

Facilities

NEI has two offices: one in Anchorage and a satellite office in Seattle, Washington. All major project work will be performed at the Anchorage office, though our intern in the Seattle office may assist with secondary data gathering.

The Anchorage office has conference space and offices for each employee, along with workspace for project-specific work and additional or temporary staff. The conference room has teleconference capabilities.

Computers

NEI’s IT equipment is maintained by Weston Technology Solutions, with offices in Anchorage and Bend, Oregon. The local network is connected through a SonicWALL Security Appliance to a cable modem maintained by General Communications Inc (GCI) as the firms’ main Internet connection.

The firm has one physical server running MS Server 2012 R2. The main file server is backed up hourly with a Replibit BDR supplemented by nightly offsite cloud backups.

System security is maintained by SonicWALL firewalls, McAfee EndPoint Security anti-virus software, OpenDNS Web-Content filtering, and ProofPoint Anti-SPAM and Email Continuity services. A secure IPSEC tunnel over the Internet connects the Seattle office with the Anchorage office. Virus and spyware activity is monitored each workday. The core network hardware also has UPS units to maintain system integrity during power outages and fluctuations.
The health of all Northern Economics systems is monitored 24/7 by systems run by Weston Technology Solutions. These systems will alert Weston via email and dashboard displays of any critical hardware or software issues.

**Software**

Each employee has a desktop or laptop computer, the latter with a docking station, if required. Company supported software includes Windows 10 with Office 365 as primary software. A modeling machine is provided for single-user license software packages such as Eviews, @RISK, Stata, ArcMap 10.1, and other programs.

**Project Time and Cost Tracking**

At the beginning of every project, Northern Economics establishes project tracking and cost accounting files. Time spent on each project by each staff member is recorded daily in 15-minute intervals on a network-based time tracking system and are summarized weekly. Timer files and associated labor costs and other expenses are updated weekly and made available to the project manager. Project managers review project and cost summaries when they are prepared and make any necessary revisions in project staffing to ensure projects are completed on time and within budget.

Our project managers maintain communications between the project team and the client throughout the life of the project and discuss findings with the client in advance of written submittals, so there are no surprises in work products submitted for review and approval.

The project manager conducts monthly contract reviews to monitor budget performance. Substantial conformance between “percent complete” and percent of the budget expended is required on all contracts.

The timely calculation of project expenses combined with the project plan and weekly assessments of project progress on a percent-complete basis enables the project manager to estimate the schedule status (ahead or behind schedule) and the budget status (over or under) under an Earned Value approach.

**Project Deliverables**

The project manager exercises final editorial control over the content of technical products to ensure accuracy, proper presentation, and compliance with contract requirements. A technical editor reads and edits all reports, coordinating this review with project managers and peer reviewers.

The project manager is responsible for ensuring an independent, quality assurance review by senior management of all documents before they are provided to the client in draft form. This review ensures that Northern Economics’ quality standards have been met and allows managers to provide oversight review.

Northern Economics’ management is involved in the review of all products generated by its staff and evaluates the quality of documentation to ensure that quality requirements are maintained and client expectations are met.
Experience and Qualifications

The NEI team is made up of highly experienced partner firms. Brief descriptions of each firm are provided below, followed by an organizational chart and description of the project team staff and roles. Detailed project examples with client references for each firm are provided in the next subsection, followed by brief resumes of all key staff.

Northern Economics, Inc. is Alaska’s leading economic consulting firm, with over 35 years of experience in transportation economics and travel demand forecasting within Alaska. The company’s work experience extends from Ketchikan to Adak to Kaktovik.

We have developed travel demand models, conducted rate studies, and ferry tariff policy and fare structure development for the AMHS and extensive survey work to identify behavioral choice preferences of the traveling public. This survey work has identified customer preferences for AMHS services in Prince William Sound and ferry service between King Cove and Cold Bay, as well as assessing potential demand for major highway, rail, and airport projects around the state.

PND Engineers, Inc. is an Alaskan corporation formed in 1979. The firm is headquartered in Anchorage with additional offices in Juneau and Seattle. PND undertakes a wide variety of transportation, civil and marine projects throughout Alaska and the Pacific Northwest, with clients ranging from private individuals to Fortune 500 corporations, from local governments to federal agencies. PND has built its foundation on marine engineering, servicing both public and private port and harbor facilities. PND’s work encompasses large- and small-scale sectors that include the cruise industry and shipping terminals in coastal and inland waterways.

Pinnacle Marine Corporation is the only brokerage service specializing in the passenger vessel industry. Pinnacle Marine provides assistance in locating suitable financing packages, vessel transportation via water or land, assistance in securing competitive insurance coverage, marketing and business consulting, and much more.

Alaska Survey Research (formerly Ivan Moore Research) was founded 1996. For more than two decades, ASR has performed hundreds of survey projects for a variety of clients, from short one or two question surveys, to questionnaires up to half an hour in length. These studies have been conducted in all regions of the state, some statewide, some in urban regions like Anchorage, Fairbanks or Juneau, and some in outlying regions whether defined by political district, borough boundaries or ZIP code. ASR’s clients include governments like the State of Alaska and a variety of municipalities around the state, governmental entities like the Anchorage School District and the Alaska Housing Finance Corporation, and some of the largest corporations in the state like GCI, BP and Providence Hospital.

Figure 2 provides an organizational chart of the proposed NEI team. The chart illustrates the lines of authority and designates the key staff responsible for each aspect of the proposed project.
Project Team Organization

NEI Vice President Michael Fisher will be the Project Manager and will be responsible for ensuring that Northern Economics meets the contractual requirements as well as the expectations of ADOT&PF for this assignment. He will also participate in all phases of the project. Marcus Hartley will be the principal analyst, assisted by analyst Brock Lane. Other NEI staff analysts will assist with data gathering as needed. Robert McMahon of Pinnacle Marine Corporation will lead the Vessel Valuation Task. PND Engineers will lead the Port Evaluation task, with Doug Kenley serving as internal project manager for PND and Chip Courtright as Lead Marine Engineer, assisted by Bill Jamison. Ivan Moore of Alaska Survey Research will lead the AMHS user survey effort. Michael Fisher will also provide peer review for the work prepared by other staff and ensure that the results meet the quality expectations of Northern Economics and ADOT&PF. Table 1 provides an overview of the proposed project key personnel.
Table 1. Proposed Key Personnel Roster

<table>
<thead>
<tr>
<th>Key Personnel</th>
<th>Title</th>
<th>Firm</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Fisher</td>
<td>Project Manager; Senior Review</td>
<td>NEI</td>
<td>Anchorage, AK</td>
</tr>
<tr>
<td>Marcus Hartley</td>
<td>Principal Analyst</td>
<td>NEI</td>
<td>Anchorage, AK</td>
</tr>
<tr>
<td>Brock Lane</td>
<td>Data Analysis</td>
<td>NEI</td>
<td>Anchorage, AK</td>
</tr>
<tr>
<td>Chip Courtright</td>
<td>Port Infrastructure Evaluation</td>
<td>PND</td>
<td>Anchorage, AK</td>
</tr>
<tr>
<td>Doug Kenley</td>
<td>Port Infrastructure Evaluation</td>
<td>PND</td>
<td>Anchorage, AK</td>
</tr>
<tr>
<td>Bill Jamison</td>
<td>Port Infrastructure Evaluation</td>
<td>PND</td>
<td>Anchorage, AK</td>
</tr>
<tr>
<td>Robert McMahon</td>
<td>Vessel Valuation</td>
<td>Pinnacle Marine</td>
<td>Stoddard, WI</td>
</tr>
</tbody>
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Team Project Experience

Northern Economics

AMHS Ferry Tariff Policy and Fare Structure Development, 2013

Client Reference: Matt McLaren, Business Development & Enterprise Manager, AMHS; 907-228-7274

In 2013 Northern Economics conducted a follow-on study to a 2008 rate study (described in detail below). This study focused on fare policy and structure analysis to help AMHS determine the most equitable approach to a complex system of fare categories, with consideration of how potential fare changes would impact ridership and revenue levels. Tasks included a review of transportation industry standard pricing practices, with a focus on tariff differentials for multiple user groups, the role of subsidies to cover operational costs, and pricing strategies that address the seasonality of supply and demand. The work included development of a comprehensive set of recommendations, presentation to Alaska Department of Transportation administration, and facilitation of a public process to outline recommendations and implementation.

User Benefits Analysis for the Southeast Alaska Transportation Plan, 2012

Client Reference: Client contact has retired (Andy Hughes, Transportation Planner III, ADOT&PF)

The purpose of this study for ADOT&PF was to estimate the user benefits of each of the three alternatives being considered by the Department in the Southeast Alaska Transportation Plan. The ultimate goal was to use the results to compare the economic benefits and costs of the three alternatives versus the base case of maintaining the existing system. The report provided estimates for traffic projections, user benefits (or user costs savings), and agency life-cycle costs. The study addressed multiple modes but focused on the effect of the alternatives on AMHS traffic volumes.


Client Reference: Reuben Yost, former Deputy Commissioner, ADOT&PF; Now sole proprietor of Yost Consulting; 907-465-8124

The effort includes: 1) an update of the social and economic conditions in the Juneau, Haines and Skagway Boroughs; 2) a summary of passenger and vehicle traffic on the AMHS ferry system in Lynn Canal; 3) an econometric estimation of the elasticity of ferry tariffs in Lynn Canal; and 4) a series of key informant interviews on future developments in the region.
Alaska Marine Highway System Economic Reshaping Consultant

Alaska Marine Highway System Rate Study, 2008

Client Reference: Client contact has retired (Vernon Craig, Development Specialist II, AMHS)

In 2008 AMHS selected Northern Economics, Inc. to conduct an analysis of passenger, vehicle, and cabin fares on its routes in Alaska and to identify those fares and routes that were abnormally high or low in comparison to other routes of similar distances in Alaska. The analysis provided a statewide perspective as well as a regional (Southeast, Cross-Gulf, Southcentral, and Western Alaska) comparison. Data were collected from other ferry services located around the world as well as freight carriers in Alaska and comparisons with AMHS rates were provided as part of the report. AMHS needed the report in a very short period of time to establish fares for the winter 2008–2009 travel season. We delivered the report on schedule so that they could meet their goal. A presentation and some additional analysis was added to the scope of work and we completed the project within this adjusted budget amount.

Southeast Mid-Region Access Study, 2006–2007

Client Reference: Michael S. Traffalis, Federal Highway Administration Western Federal Lands Highway Division; 360-619-7700

Northern Economics developed 20-year traffic projections for the five corridors being evaluated in the Southeast Alaska Mid Region Access project, which is part of the larger Southeast Alaska Transportation Plan. These estimates were developed to support planning and economic analysis. Estimates were developed for all alternatives, based on three different scenarios of future development in the region; current, low and high trends. The various alternatives and scenarios include different links of ferry and road travel. These links were identified and analyzed based on travel time and cost to develop estimates on diverted traffic. This analysis includes a detailed rate study on current air and ferry transportation services, including AMHS and IFA ferry rates for vehicle, passenger and cabin berth services. In addition, we looked at fares per mile on existing AMHS and IFA ferry links to estimate comparable travel costs of proposed ferry links within the alternatives.

Besides vehicle and passenger travel, Northern Economics also examined freight costs, volumes and van counts, moved by tug and barge from the lower 48 states and Canada, and freight moved by ferries from Bellingham, and between communities in SE Alaska. The need to estimate the diversion from other modes and estimate induced demand without an extensive survey effort required an exhaustive literature review of the transportation literature in both Alaska and British Columbia. NEI delivered the traffic projections report as scheduled and within budget, after adjusting for scope changes.

PND Engineers, Inc.

Chignik Regional Dock, Chignik, Alaska, 2017

Client Reference: Todd Boris, PE, Quality Assurance Engineer, ADOT&PF, 907-465-1797

PND provided design plans and specifications, assisted with permit applications and drawings, and provided cost estimates to replace a dilapidated structure with a new multi-use public facility for the Lake and Peninsula Borough. The dock provides a berthing location for the ferry system and meet the needs of local and regional communities. The dock serves as an all-tide deep-draft facility that can accommodate medium and large vessel berthing and provide moorage for Alaska Marine Highway System vessels. The modern, high-capacity sheet pile bulkhead is 310 feet long with amenities that include a boat lift structure, boat storage areas, and uplands areas. The project was designed as a phased project for financing purposes, and project documents meet FHWA/DOT grant funding...
requirements. A usable dock face to meet immediate community needs was planned as Phase I; installation of a dock extension to accommodate larger vessels as Phase II; and a boat lift facility as Phase III. Construction was completed in June 2017.

**Port Lions Ferry Terminal Design-Build, Port Lions, AK, 2017**

*Client Reference:* Kathryn Adkins, City Clerk, City of Port Lions; 907-454-2332

PND prepared a master plan and concept designs to replace the city’s timber dock. Port Lions is only accessible by air and water, and its marine terminal is critical for transporting cargo and goods, refueling, and connecting to the rest of the state via the Alaska Marine Highway System (AMHS). PND designed an OPEN CELL™ bulkhead dock, and provided cost estimates and design study reports. Ferry service captains and other users were consulted throughout design. Elements included a 214-foot-long sheet pile bulkhead, fuel system modification, and 625-foot-long armor rock revetment. The new bulkhead will handle vessels up to 400 feet long, including the largest AMHS vessel, the M/V Kennecott. The project features a 600-foot causeway from the shoreline to position the dock at the right depth for ferries, a graveled surface, and two dolphins. The dock is equipped with fueling facilities and electrical/water services. The causeway is protected by armor rock on both sides, with larger stones on the side significantly exposed to heavy wave action. The stones were placed at an elevation slightly higher than the roadway and extended to mudline elevation throughout the alignment.

There were no significant changes to project design, which was completed within the contract price. Construction was also on time and within budget.

Features and Challenges: High mast Lights, fueling systems, electrical building, catwalks and dolphins were key features. Challenges included construction in a very exposed location, ensuring the causeway design would provide adequate protection to vessels and dock infrastructure.

**Pinnacle Marine Corporation**


*Client Reference:* Geoff Baekey, Managing Director of CHM Government Services (formerly PricewaterhouseCoopers, LLP); 978-232-3609.

Over more than a decade, Pinnacle provided a series of vessel valuations and consulting in regard to vessel operations on behalf of the U.S. National Park Service at National Parks across the U.S., including Glacier Bay National Park. Projects include:

- Glacier Bay National Park, 2002
- Grand Teton National Park, 2002
- Glen Canyon National Recreation Area, 2002
- Fort Sumter National Monument, 2004–2005
- Fort Sumter National Monument, 2007
- Cape Lookout National Seashore, 2007
- Industry Benchmark Study, 2011
- Glen Canyon National Recreation Area, 2013
Alaska Survey Research

North Pole Resident Needs and Opportunities Survey, 2017

Client Reference: Shelly Wade, Agnew Beck Consulting; 907-222-5424

Alaska Survey research conducted a telephone survey of residents of North Pole concerning retail needs and economic opportunities, including analysis of the frequency and methods of travel into Fairbanks. Done as part of the North Pole Comprehensive Plan. Sample size 507 North Pole adults.

Key Staff Resumes

Brief resumes for all key staff are provided on the following pages.
EDUCATION
1989 M.S. in Agricultural and Resource Economics, Oregon State University
1980 B.A. in History with additional coursework in Natural Sciences,
Lewis and Clark College, Oregon; nominated for honors

NEI EXPERIENCE
2014–present
President & Principal Economist, Northern Economics, Inc., Anchorage, Alaska

1997-2013
Vice President (since 2001) & Senior Economist, Northern Economics, Inc., Anchorage, Alaska

Relevant projects include:

• Economic portions of the SEIS for Juneau Access Improvements, including an update of the
social and economic conditions and estimation of the elasticity of ferry tariffs in Lynn Canal; for
Alaska Department of Transportation and Public Facilities in 2012.

• A review of the Alaska’s economy and prospects for the interstate and international marine
shipping industry for Matson Navigation, Inc.

• An assessment of fishing vessel traffic in northern Puget Sound and the Strait of Juan de Fuca,
with a focus on fishing activity of the Lummi Tribe. For the Environmental Impact Statements
of the Gateway Pacific Coal Terminal and Expansion the British Petroleum refinery at Cherry
Point in Whatcom County Washington; 2013.

• An assessment of social and economic impact of the proposed road linking Cold Bay and King
Cove as part of the U.S. Fish Wildlife Environment Impact Statement in 2012.

• Descriptions of potential methodologies to evaluate economic impacts and importance of
over 200 airports in Alaska. For the Alaska Department of Transportation and Public Facilities
in 2008.

• Economic components of an Environmental Impact Statement on the extension of the Alaska
Railroad from its current northern terminus at Fairbanks to Delta Junction, in partnership with

• Benefit Cost Analysis and Economic Impact Assessment of road and airport options linking the
Native Village of Noatak to the Delong Mountain Transportation System, for the Alaska
Department of Transportation and Public Facilities in 2004. The study incorporated an
innovate approach to calculating benefits that included reductions in local building costs,
reductions in travel time and changes in commuting patterns.

• Southwest Alaska and Prince William Sound long-range transportation planning studies, for
Alaska Department of Transportation and Public Facilities and Parsons Brinckerhoff. Estimated
ridership changes and revenue impact of alternative ferry systems including fast ferries and traditional ferries.

- Traffic and revenue projections for alternative ferry systems in Prince William Sound, for the Alaska Department of Transportation and Public Facilities and Parsons Brinckerhoff
- Traffic and demand analysis for the Alaska Marine Highway System Southeast Alaska vessel suitability study; for Alaska Marine Highway System with the Glosten Associates
- Benefit Cost Analysis (BCA) of the development of proposed port infrastructure in the City of Emmonak on the Yukon River Delta. Part of a successful application to the for a $23.1 million grant through the U.S. Department of Transportation’s Better Utilizing Investments to Leverage Development (BUILD) program. The project compared the economic tradeoff’s in terms of the cost of development against the benefits of improved access to reliable, safe, and affordable transportation for the community and the region.
- Economic impacts and feasibility of a land-swap and tax-increment financing for development of a new building to house the Municipality of Anchorage’s Health and Human Services Division, and a joint commercial/residential development on currently under-utilized city-owned property. October 2017.
- Economic Impacts of a Proposed Force Reduction at Joint-Base Elmendorf Richardson in Anchorage. This project conducted for the Municipality of Anchorage uses the Alaska REMI Model to estimate the long-range economic and demographic impacts of a 20 percent reduction in number of active duty military personnel. Report published in October 2016.
- A review of the feasibility of a proposed re-development project and the potential benefits to the Municipality of Anchorage providing tax increment financing. For the Municipality of Anchorage in 2016.
- An examination of the feasibility of fishery and port development options including: a fishermen’s cooperative; a low-energy fish drying facility; and vessel repair and maintenance facilities. For the Ouzinkie Traditional Village Council in 2008.
EDUCATION and CERTIFICATION
2006 Master of Science in Project Management, University of Alaska Anchorage
2005– Project Management Professional #278257, Project Management Institute
2001 Master of Business Administration, Western Washington University
1999 Bachelor of Science in Physics, Western Washington University

EXPERIENCE
July 2001–Present
Vice President, September 2017–Present, Northern Economics, Inc.
Principal Consultant, June 2015–Present, Northern Economics, Inc.
Areas of concentration include ports and harbors, financial analyses, business planning, feasibility studies, and risk analysis. Projects include:

- AMHS Ferry Tariff Policy and Fare Structure Development. Project Manager. Northern Economics provided fare policy and structure analysis services to determine the most equitable approach to a complex system of fare categories, with consideration of how potential fare changes would impact ridership and revenue levels. The work included development of a comprehensive set of recommendations, presentation to ADOT&PF Administration, and facilitation of a public process to outline recommendations and implementation. For the Alaska Marine Highway System. 2013-2015.

- Southeast Alaska Transportation Plan User Benefits Update. Project Manager. Northern Economics refined and used its regional transportation model to estimate user benefits and system costs for a variety of scenarios of ferry and road linkages in Southeast Alaska. For ADOT&PF, 2014-2015.

- Northwest Alaska Transportation Plan Phase II Update. Project Manager. Northern Economics was part of a team updating the Northwest Alaska Transportation Plan, which considers regional transportation needs such as movements between communities both within and outside of the study area. Northern Economics’ role was to develop the economic and population forecasts, using the Alaska Department of Labor and Workforce Development’s demographics-based population projections as a basis for the projections and conducting research and industry interviews to develop scenarios for economic activities that could affect the region’s population. For ADOT&PF, 2018-2019.

- Alaska Aviation System Plan: Economic Contribution of the Aviation Industry to Alaska’s Economy. Project Manager. Northern Economics updated a report highlighting the economic contribution of the aviation industry to Alaska’s economy. The work consisted of extensive data collection, surveys of public and private airport managers, a survey of leaseholders, a phone survey of residents, interviews with airport managers and leaseholders, analysis and economic impact modeling, and a summary of the bypass mail and Essential Air Service...
programs. It relied heavily on analysis of Bureau of Transportation Statistics passenger and cargo data, Alaska International Aviation System flight data, and other published data sources. Deliverables included reports discussing the economic contributions of the statewide and Alaska International Airport Systems, an executive summary brochure, and brochures for rural and certificated airports, Ted Stevens Anchorage International Airport, and Fairbanks International Airport. For ADOT&PF, 2018-2019.

- Southwest Alaska Transportation Plan. Northern Economics was part of a team involved in creating the latest Southwest Alaska Transportation Plan. Mike’s work was focused on the marine sector, including an inventory of current infrastructure and development of a marine forecast. For ADOT&PF, 2011-2012.

- BP Terminal Vessel Traffic and Risk Assessment Study. Northern Economics conducted a vessel traffic study for vessels operating within and transiting waters in northwest Washington. Mike’s focus was on analysis of vessel traffic data purchased from the Marine Exchange of Puget Sound, development of commodity vessel and ferry traffic forecasts, forecasting vessel days by sub-region of the study area, a queuing analysis for vessels calling at the terminal, and @RISK modeling and simulations to evaluate the potential range of traffic based on uncertainty in the forecasts. For the Glosten Associates, Inc., 2012-2013.

- Port Development Screening Analysis. Project Manager. Northern Economics conducted a screening analysis for port development in Haines to support inbound and outbound cargo and fuel needs for mining projects and other development in Yukon Territory, as well as other maritime activity in the community and region. For Haines Borough, 2012.

- Sitka Harbor System Master Plan. Project Manager. Northern Economics contributed to the economic analysis and rate setting portion of a master planning effort for the City and Borough of Sitka’s harbor system. The plan laid out a schedule and cost estimates for replacing existing facilities as-is. The rate setting component utilized a life cycle costing approach to convert the scheduled replacement of each facility into an annualized cost, which became the basis for the level of moorage revenue needed. This revenue target was then used to determine the required rate increase for permanent and transient users, along with a 5-year plan for enacting those increases. Based on existing fund balances and options for matching grants, Northern Economics also evaluated the need for and impact of using debt to pay for portions of the replacement work. For PND Engineers and the City and Borough of Sitka, 2011-2012.

- Alaska Redistricting. Provide information to an expert witness regarding Alaska House and Senate redistricting. Gathered data to determine social and economic linkages between communities to demonstrate the degree of their connectedness and to help in the decision of making appropriate changes in the district boundaries. Sources included airline and ferry traffic, commercial cargo volume, and fishing license data. For Volland & Taylor, 2001.

- Port of Anchorage Business Planning. Project Manager. Work included documentation of the origin and destination of Port of Anchorage cargo and fuel, forecasts of vessel traffic and cargo ships, an assessment of competitive ports, benchmarking with other similar ports, and evaluation of future business opportunities. For Moffatt & Nichol and the Port of Anchorage. 2013-2014.

- Abandoned and Derelict Vessels Survey. Project Manager. Northern Economics provided pro bono support to the Abandoned and Derelict Vessels (ADV) Task Force by administering a survey to look at the costs of dealing with ADVs. For Cook Inletkeeper and the ADV Task Force, 2015.
Brock Lane  
Staff Consultant  
Northern Economics

EDUCATION
2018  Master of Science in Resource and Applied Economics, University of Alaska Fairbanks
2016  Bachelor of Science in Mining Engineering, Colorado School of Mines

NORTHERN ECONOMICS EXPERIENCE

Staff Consultant, August 2018–Present

Areas of concentration include natural resource valuation and development; fisheries, minerals, air quality, wildfire suppression

Projects include:

- Alaska Aviation System Plan: Economic Contribution of the Aviation Industry to Alaska’s Economy. Data Analyst. Northern Economics updated a report highlighting the economic contribution of the aviation industry to Alaska’s economy. The work consisted of extensive data collection, surveys of public and private airport managers, a survey of leaseholders, a phone survey of residents, interviews with airport managers and leaseholders, analysis and economic impact modeling, and a summary of the bypass mail and Essential Air Service programs. Deliverables included reports of the statewide and Alaska International Airport Systems as well as brochures. For DOWL and Alaska the Alaska Department of Transportation and Public Facilities, 2018. (ongoing)

- Port MacKenzie Rail Extension: Economic Analysis for INFRA Grant Application. Northern Economics updated a grant application that was previously submitted in 2010 and 2016 to obtain funding for the Port MacKenzie Rail Extension. The work consisted of updating a benefit-cost analysis and associated report that highlighted the cost savings, avoided vehicle accidents, and avoided road maintenance that would result from completion of the rail extension. The updated BCA used data for the Alberta to Alaska rail connection, which had not been considered in previous years. The report and BCA were to be combined with a larger narrative constructed by the Matanuska-Susitna Borough, and submitted for the INFRA Grant deadline on March 4th, 2019.

- Cost Estimation for an Emergency Response Towing Vessel in San Juan County, WA. Data Analyst. Northern Economics interviewed members of industry and complied a rough order of magnitude cost estimate for an ERTV in San Juan County, 2018. (ongoing)

- Market Analysis and Feasibility Study of Scoria and Cement Products Plant on St. Paul Island, Alaska. Northern Economics conducted a market analysis and feasibility study for development of a scoria and cement products plant on St. Paul Island as a way to reduce imports, provide a local source of concrete products, and benefit the local economy. Continuing work includes forming a business plan for the proposed operation. For the Aleut Community of St. Paul Island, 2018. (ongoing)

- Risk behavior in the Alaska Department of Fish and Game draw hunting permit lottery. Master’s Thesis. I completed an in-depth analysis of the Alaska Department of Fish and Game hunting permit lottery, including construction of a model which evaluated key characteristics driving
demand for big game hunting permits. The analysis estimated the relationship of game species, ease of access, and hunt quality to the likelihood of successfully drawing a permit. The work also identified a preference for high risk hunting permits that is consistent with gambling behaviors observed in state owned cash prize lotteries throughout the US. Completed at the University of Alaska Fairbanks, 2018.

- Sablefish Aquaculture Study. Data Analyst. Northern Economics summarized the existing body of literature on the global sablefish market and updated the demand model published by Huppert and Best (2004). The demand model incorporated an additional 12 years of data and demonstrated in global demand shift in 2007. The work also included an aquaculture simulation which modeled the potential cost savings of alternative stocks. For National Marine Fisheries Service, 2018 (ongoing)

- Northeastern Surf Clam and Ocean Quahog Fishery Study. Data Analyst. Northern Economics conducted an evaluation of the surf clam and ocean quahog IFQ programs in the northeastern United States. Work included an in-depth analysis of vessel participation in each fishery prior to and post-implementation of the quota system. For the Mid-Atlantic Fishery Management Council, 2018 (ongoing).

OTHER WORK EXPERIENCE

2016–2018
Graduate Teaching Assistant, University of Alaska Fairbanks (UAF)
May–August 2016
Marine Mammal Monitor, Kiewit Infrastructure West Co.

- St Paul Island Breakwater Construction and Harbor Maintenance Dredging. Continuous marine mammal monitoring for endangered species, as recommended by project EIS to avoid animal-machine interactions. Project required training to identify the endangered Stellar Eider and involved frequent documentation of animal presence including whales, seals, and birds.

RESEARCH GRANTS

- Alaska Department of Environmental Conservation, FY17 Economics Research Support Services. Grant Research Assistant. Work included a literature review summarizing the use, transportation, and cleanup of heavy fuel oil in arctic marine environments. I also conducted a statistical analysis of NOAA raw incident data for spills by type, year, size, and location in Alaska waters. Estimates of response costs, environmental damages, and socio-economic damages were calculated for each spill using the EPA's empirical BOSCEM cost model (Etkin 2004). May to August 2017

- Joint Fire Science Program, Duration and Cost Effectiveness of Fuel Treatments in the Alaska Based Region. Grant Research Assistant. Work included the construction of a fire suppression cost database and homeowner survey data analysis. Daily fire activity reports were also parsed for key terms and wildfire behavior terminology to estimate the severity of fires relative to their suppression costs. May to August 2017

- Alaska Department of Environmental Conservation, Title – FY18 Economics Research Support Services. Grant Research Assistant. Work was based on the Fairbanks air quality and home heating project, with emphasis on estimating cross-price elasticities for home heating fuels using the Almost Ideal Demand System model. Work also included statistical cross-tabulations and summaries using resident phone survey data. November to May 2017.
DOUG KENLEY, PE | Vice President, Principal Civil Engineer

Project Role: Project Manager

Doug Kenley has more than 30 years of civil engineering experience on a range of Alaska projects. He is PND’s vice president in charge of the Civil Design section. He is thoroughly involved in all aspects of civil design from site development to construction administration. His experience includes military, institutional, and commercial projects throughout Alaska. Project elements have included grading, drainage, paving, water utilities, storm drains, and sanitary sewers with force mains and gravity systems. His projects frequently include renovations, upgrades, and additions of existing facilities. His project experience routinely involves evaluation of existing utilities and site layouts, environmental assessments and permitting, and preparation of contract documents and specifications.

EDUCATION
B.S., Civil Engineering, 1986, Brigham Young University

REGISTRATION
Civil Engineer, Alaska #8176, 1991

REFERENCES
Darryl Schaeffermeyer, Director Emeritus, Alaska SeaLife Center, darryls@alaskasealife.org
John Harris, Matanuska-Susitna Borough Public Works Department, 907.745.9820
Robert Bechtold, Matanuska-Susitna Borough, 907.861.7707
Marc Van Dongen, Matanuska-Susitna Borough, Port Director (retired), 907.746.7414

SELECTED RELEVANT PROJECT EXPERIENCE

Port Lions Ferry Terminal, Port Lions, AK. Principal-in-Charge and Project Manager. Doug led this multipurpose dock project to replace an existing timber dock. Under a cooperative design-build agreement, designs, cost estimates, and design study reports were completed. The replacement dock is for state ferry service, fuel barges, and the local fishing fleet. Throughout the design the state ferry service captains and other users were consulted. Design elements included a 214-foot-long sheet pile bulkhead, fuel system modification, and 625-foot-long armor rock revetment.

Ouzinkie Port Development, Ouzinkie, AK. Project Manager. Doug led this project consisting of a waterfront marine facility in an environmentally sensitive area. Design elements included a 600-linear-foot bulkhead dock that will serve the Alaska Marine Highway System, fuel systems modifications and design of a public boat launch and boat grid. During the planning stages of the design Doug was responsible for meeting with the client and the local community to discuss needs and priorities for the development.

Port MacKenzie Development, Matanuska-Susitna Borough, AK. Project Manager. Doug managed three phases of planning and design for the Port Mackenzie Development. In 2000, the first phase consisting of a 500-foot-wide steel sheet pile bulkhead was completed providing moorage and shipping opportunities for the Borough. In 2003 a second phase consisting of a deep draft dock, which extended an additional 500 feet into the arm, was completed. This facility provided access to the Port by larger oceangoing vessels. Doug subsequently led engineering services for a project to expand the barge dock by 8.2 acres.

Lake and Peninsula Community Barge Landings, Lake and Peninsula Borough, AK. Project Manager. Doug managed development of conceptual designs and cost estimates for several potential barge landing sites. The scope entailed concept designs, site visits, community meetings, topographic and bathymetric surveys, design-build packages, and permitting.

Kasitsna Bay Research Facility and Dock, Kasitsna Bay, AK. Project Manager. Doug was project manager for this project wherein civil services included site investigation and evaluation, shore protection, dock design, seawater well structural design, fuel storage design, and design of twin intake lines.

Comprehensive Waterfront Master Plan, Valdez, AK. Principal-in-Charge. Doug is currently leading development of a long-term master plan for the City of Valdez. The plan will focus on the existing Small Boat Harbor uplands; North Harbor Drive; new Commercial Boat Harbor uplands; Sea Otter property at the end of South Harbor Drive; the Valdez Container Terminal; the Old Valdez Town Site; and the economic feasibility for a marine industrial trade park and marine dry stacking facility.
Chip Courtright is a principal engineer at PND with close to 13 years of experience primarily in civil/structural design, inspection, estimation, and construction administration. Chip has extensive experience in marine design, and has completed many dock, harbor, float, and other marine structural projects. During his tenure at PND, he has performed design for numerous facilities that receive service by AMHS and evaluation of multi-use port facilities. He has experience managing every stage of project processes, from concept design and permitting through construction administration. He is experienced in design in harsh environmental conditions and has a history of innovative and practical design solutions to complete complex projects on schedule and under budget. He pioneered use of a state-of-the-art estimating program, Hard Dollar, at PND, which allows extremely accurate accounting of project costs and schedule over traditional rough order of magnitude estimates.

**EDUCATION**  
B.S., Civil Engineering, 2006, University of Alaska Anchorage

**REGISTRATION**  
Civil Engineer, Alaska #12820, 2010  
Structural Engineer, Alaska, #126438, 2017

**REFERENCES**  
Norm Regis, Harbormaster, City of Seward, 907.224.3138.  
Paul Cyr, Statewide Access Program Coordinator, Alaska Department of Fish and Game, Division of Sport Fish, 907.267.2264.  
Nathan Hill, Lake and Peninsula Borough Manager, 907.246.2421

**SELECTED RELEVANT PROJECT EXPERIENCE**  
**Sand Point Ferry Terminal, Sand Point, AK. Lead Design Engineer.** Chip led engineering design for this pile-supported concrete platform dock facility to service multiple users, including shippers of conventional and containerized cargo, and Alaska Marine Highway System ferry passengers. Design includes a high-capacity mooring dolphins, heavy duty fenders, modern dock appurtenances and new armor rock revetment. The project included in-depth coordination with the U.S. Army Corps of Engineers to obtain Section 408 approvals for replacement armor rock revetment near the site.

**Chignik Public Dock/Ferry Terminal, Chignik, AK. Lead Design Engineer.** Chip led design for the 300-foot multipurpose dock that serves as the ferry terminal and regional public dock. The project scope included a high capacity sheet pile bulkhead, heavy duty fender system, mooring dolphin system and armor rock revetment. His responsibilities included concept through final design, permitting, and construction administration for this project.

**Port Lions Ferry Terminal, Port Lions, AK. Structural Engineer.** Chip assisted with the design of a multipurpose dock project to replace an existing timber dock. Under a cooperative design-build agreement, designs, cost estimates, and design study reports were completed. The replacement dock is for state ferry service, fuel barges, and the local fishing fleet. Throughout the design the state ferry service captains and other users were consulted. Design elements included a 214-foot-long sheet pile bulkhead, fuel system modification, and 625-foot-long armor rock revetment.

**Unalaska Marine Center, Unalaska, AK. Lead Design Engineer.** Chip led structural design for the Unalaska Marine Center Positions III and IV dock replacement project. The project includes; a new sheet pile bulkhead dock, modern heavy duty fender system, concrete pile supported transitions, and container crane rail system. The multi-use Unalaska Marine Center serves as the primary container terminal for the region and ferry terminal for AMHS.

**Seward Railroad Master Plan, Seward, AK. Lead Design Engineer.** Chip led conceptual marine design for this comprehensive master plan for the Alaska Railroad Corp. Seward rail and port facilities. This project required substantial stakeholder engagement and economic and environmental analysis. It is developing concepts for port facilities supporting freight and cruise ship passenger activities, addresses potential profitable uses of real estate and coordinates freight and passenger traffic at the site.

**Togiak Multipurpose Dock, Togiak, AK. Lead Design Engineer.** Chip led design of this project for the Togiak Traditional Council. The project included a sheet pile dock, improvements to the existing access road, and a concrete boat ramp. Armor rock was designed around all exposed edges to provide robust erosion protection in the exposed marine environment (up to 4-foot seas).
Bethel City Dock Repair and Waterfront Improvements Projects, Bethel, AK. Design Engineer. Chip provided emergency repair design for the city dock, which included replacing a failing soldier pile wingwall with a sheet pile wall. This job was expanded to include a more thorough inspection of marine facilities with a report documenting problem areas and recommending improvements. PND developed design drawings and contract documents for improvements, consisting of repairs and renovations to the existing City Dock, Petroleum Dock, and Small Boat Harbor. Improvements included the addition of concrete bullrail and safety ladders to the docks and the replacement of the Small Boat Harbor’s six existing approaches and two concrete launch ramps.
Bill Jamison is a lifelong Alaskan with more than years 14 experience as a marine engineer. During his time with PND his work has focused on marine design and construction management, along with structural bridge design and EIS development. In addition, his project administration background includes contract development, bid phase support, construction management and inspection, cost estimating, shop drawing and submittal review, fabrication review and inspection. Bill has worked to design and construct a wide range of marine structures throughout Alaska including float systems, boat ramps, pile supported docks, fill bulkheads, dolphins and anchored seaplane bases.

**EDUCATION**
B.S. Civil Engineering, 2003, University of Alaska, Anchorage
M.F.A. Ceramics, 2017, Arizona State University

**REGISTRATION**
Civil Engineer Alaska #11908, 2007

**REFERENCES**
Peggy McLaughlin, Director of Ports, City of Unalaska, 907.581.1254
Lamar Cotton, Former Lake & Peninsula Borough Manager, 907.301.8737
Kent Larson, Construction Supervisor, ConocoPhillips Alaska, Inc., 907.263.3727

**SELECTED RELEVANT PROJECT EXPERIENCE**

- **Sand Point Dock Replacement, Sand Point, AK.** Structural Engineer. Bill is working on the structural design for the Alaska Department of Transportation and Public Facilities’ Sand Point Ferry Dock Replacement. This project includes a pile supported dock with associated mooring dolphins, catwalks, and fendering.

- **Unalaska Marine Center (UMC), Unalaska, AK.** Design Engineer. Bill performed structural design for the UMC Positions III and IV dock replacement project. His responsibilities included design of the modern heavy-duty fender system, concrete pile-supported transitions, and multiple ancillary concrete structures.

- **Dillingham Small Boat Harbor Replacement, Dillingham, AK.** Civil Engineer. Bill is lead structural designer on the replacement of the Dillingham Small Boat Harbor. These floats are uniquely designed to ground out regularly, be removed each winter, and resist mooring loads of the fishing fleet rafted 20 vessels deep.

- **City of Dillingham All-Tide Cold Storage Dock, Dillingham AK.** Civil Engineer. Bill performed construction inspection for 825 feet of new OPEN CELL SHEET PILE™ wall, steel fendering, and site work. Construction inspection required weld inspection, the use of a nuclear densometer, and concrete testing.

- **Bethel Waterfront Improvements, Bethel, AK.** Civil Engineer. Bill designed and oversaw construction for various repairs to the City of Bethel’s Waterfront facilities. Repairs included the replacement of two of the City’s existing, failing boat launch ramps and six access trestles. These ramps and trestles provide essential access for locals who use the Kuskokwim as a connection to their villages and subsistence activities. The access trestles were designed to resist ice jacking loads and connect to the float system, which is removed in the winter.

- **Bethel Port Analysis, AK.** Civil Engineer. Bill worked with Northern Economics to evaluate the City of Bethel’s existing port facilities and develop a master plan for future development. PND work includes developing conceptual drawings and cost estimates for barge facilities around along the Kuskokwim River.

- **Unalaska Spit Dock, Unalaska, AK.** Civil Engineer. Bill designed and oversaw construction for the City of Unalaska’s Spit Dock Renovation. Renovation includes the replacement of approximately 16,000 square feet of concrete deck panels for the City’s pile supported dock and the replacement of all steel pontoons on the City’s floating dock section, utilities and other miscellaneous items.

- **Peter Pan Seafood’s Valdez Dock, Valdez, AK.** Civil Engineer. Bill performed project design tasks for Peter Pan Seafood’s Valdez dock expansion project. This work included the design of a new 4,200-square-foot concrete dock supported by steel piles and a new steel pile fendering system. Dock design required provisions for a 3,000-square-foot building and ice house. In an effort to meet fixed deadlines, fabrication and design work often occurred concurrently, requiring in depth coordination and client communications.
ROBERT E. McMAHON, Jr.

W5845 Carla Court
Stoddard, Wisconsin 54658-9706
608.788.3210 Office
608.780.3500 Mobile
info@pinnaclemarine.com e-mail

EMPLOYMENT

Pinnacle Marine Corporation, Stoddard, WI, October 1994-Present

President
- Develop marketing and sales programs for new and pre-owned passenger vessels and passenger vessel operations worldwide
- Provide marketing, sales and vessel design consulting to select shipyards
- Provide consulting services to the passenger vessel industry
- Conduct vessel and barge valuations throughout North America
- Develop an auction service segment

SkipperLiner Industries, Inc., La Crosse, WI, October 1984-October 1994

Senior Vice President - Sales and Marketing, 1991 - 1994
Vice President - Sales and Marketing, 1988 - 1991
  - Supervised national in-house sales team and dealer network
  - Developed and supervised pricing, marketing materials, and advertising
  - Developed and supervised in-house drafting department which utilized state-of-the-art Computer Aided Design system
  - Responsible for product development and design coordination via in-house design or Naval Architecture firms
Marketing Director, 1986 - 1988
  - Developed nationwide marketing program for the commercial vessel division
  - Developed a standardized commercial vessel product line resulting in a 100% increase in sales the next year and providing 50% of the product mix thereafter
Sales, 1985 - 1986
Director of Purchasing, 1984 - 1985

Surface Preparation Machinery, Minneapolis, MN, June 1983 – October 1984

Vice President

EDUCATION

College of St. Thomas, St. Paul, Minnesota

System Security Awareness for Passenger Vessel Employees, National Transit Institute, the State University of New Jersey Rutgers - 2005
Violence in the Workplace – Prevention, Response and Recovery, National Transit Institute, the State University of New Jersey Rutgers - 2005


Transportation Worker Identification Credential (TWIC) – expires January 2021

Licensed Intermediary – Property and Casualty – State of Wisconsin - 2005

Bareboat Charter Cruising, Basic Cruising, Basic Keel Boat – American Sailing Association (ASA) -2006

Private Pilot License – Federal Aviation Administration – 1994

Open Water Diver – Professional Association of Diving Instructors (PADI) - 1983, National Association of Underwater Instructors (NAUI) - 2018

Lifeguarding – American Red Cross – 1976

AFFILIATIONS

Passenger Vessel Association (PVA)

- Associate Representative - Board of Directors – 2018 to present
- Convention Site Selection Committee - 2002 to present
- Finance Committee – 2014 to present
- Associate Council Board of Directors – 2014 to Present, 1989-1991;
  Chairman – 2018 to present
- Membership Committee - 2000 to 2008 (Co-Chair 2005-2007)

Passenger Vessel Foundation (PVF)

- Board of Trustees – President & Chair - 2014 to Present; Secretary -
  2005 to 2014

School District of LaCrosse, WI

- Board of Education - 2011 to 2015

LaCrosse Public Education Foundation

- Board of Directors ex officio - 2012 to 2015

Amie L. Mathy Center for Recreation and Education

- Board of Directors (founding member) 2001-2011

Boys and Girls Clubs of Greater LaCrosse


Tri-Quest Charities, Inc.

- Board of Directors and Officer (founding member) – 1994-2002
RECOGNITION

Amie L. Mathy Center for Recreation and Education
- Outstanding Leadership and Service Award - 2011

Boys and Girls Clubs
- Inducted into Wall of Fame, Boys and Girls Clubs of Greater LaCrosse (BGCGL) - 2008
- Outstanding Board Volunteer, Wisconsin Area Council Leadership Summit, Boys and Girls Clubs of America (BGCA) – 2004
- Outstanding Board Volunteer, Wisconsin Area Council, BGCA – 2002
- President's Award, Boys and Girls Clubs of Greater LaCrosse - 2001

LaCrosse Area Development Corporation (LADCO)
- Triangle of Achievement - 2004

CONSULTANT PROJECTS – U.S. GOVERNMENT


National Park Service/PricewaterhouseCoopers, LLP – Glacier Bay National Park - 2002

National Park Service/PricewaterhouseCoopers, LLP – Grand Teton National Park - 2002

National Park Service/PricewaterhouseCoopers, LLP – Glen Canyon National Recreation Area - 2002

National Park Service/PricewaterhouseCoopers, LLP – Fort Sumter National Monument – 2004- 2005

National Park Service - Fort Sumter National Monument - 2007


National Park Service/PricewaterhouseCoopers, LLP – Cape Lookout National Seashore - 2007

National Park Service/Capital Hotel Management - Industry Benchmark Study – 2011

National Park Service/Capital Hotel Management – Glen Canyon National Recreation Area - 2013
EXPERT TESTIMONY

Before the State of Wisconsin Circuit Court, Milwaukee County on behalf of a Court Appointed Receiver

Before the United States District Court, District of Minnesota on behalf of the City of Saint Paul, Saint Paul, MN

Before the Circuit Court of Wayne County, WV on behalf of Bank One, NA, Akron, OH

Before the United States Bankruptcy Court Southern District New York on behalf of the Debtors and Debtors in Possession

Before the State of Rhode Island Division of Public Utilities and Carriers on behalf of Aquidneck Ferry & Charter, Inc., Portsmouth, RI
Ivan Moore – Alaska Survey Research
880 H Street Suite 106
907.727.7116 | ivan@alaskasurveyresearch.com

Education

**Bachelor of Science**, Mathematics (1986)
Nottingham University
Nottingham, England

Experience

**Alaska Survey Research**
President (January 2016- Present)
- Founder and executive officer responsible for overseeing all aspects of the firm.
- Oversight of The Alaska Survey, a regular statewide survey of 750 sample

**Ivan Moore Research**
Ivan Moore first established Ivan Moore Research (IMR) in February 1996 to provide high quality market research services to Alaska businesses, governmental agencies, and political organizations and candidates. In January 2016, IMR was merged into Alaska Survey Research (ASR) the premier full service Alaska quantitative and qualitative research company in Alaska.

Professional Profile

Ivan Moore is Alaska’s most experienced public opinion researcher. He has worked in the field for nearly 30 years, and has completed over a thousand research projects in Alaska for over a hundred of clients, in government, politics, private business and the non-profit sector. These studies have varied from short one or two question surveys, to longer form quantitative opinion surveys, and extensive qualitative research including focus groups and in person interviews. They have been conducted in all regions of the state, some statewide, some in urban regions like Anchorage, Fairbanks or Juneau, and some in outlying regions whether defined by political district, borough boundaries or zip code.

After 20 years operating as Ivan Moore Research, Alaska Survey Research (ASR) was founded in 2016. ASR provides a first-rate product when a project warrants a highly analytical and sophisticated approach. The researcher’s job is not just to ask the questionnaire and report the results, but to analyze trends, evaluate significance and identify relationships. This leads to high quality written reports that clients find invaluable in making critical decisions regarding programs and public outreach efforts.