

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 PLAN FOR LOUISIANA ADVANCED AIR MOBILITY, STATEWIDE
2. Contract Number(s) as shown in the advertisement	CONTRACT NO. 4400032348
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>)	RAWLINS INFRA CONSULT, LLC
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.0008084
6. Prime consultant mailing address	2084 Tamarisk Dr. Reno, NV 89502
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	2084 Tamarisk Dr. Reno, NV 89502
8. Name, title, phone number, and email address of prime consultant's contract point of contact	Alicia McConnell, Aerial Technologies Advisor, (618) 570-8293, alicia@rawlinsic.com
9. Name, title, phone number, and email address of the official with signing authority for this proposal	Richard Scott Rawlins, Owner, (775) 843-3822, scott@rawlinsic.com

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:

06/13/2025

Date:

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	Prime – Rawlins Infra Consult	Sub - Crown Innovations	Sub - Thales	Each Discipline must total to 100%
Data Collection	15%	40%	40%	20%	100%
Planning	10%	75%	20%	5%	100%
Other (Research)	15%	45%	40%	15%	100%
Other (Stakeholder Engagement)	20%	50%	45%	5%	100%
Other (Professional Grant Writing)	15%	40%	60%	0%	100%
Other (Web Design)	15%	95%	5%	0%	100%
Other (Aviation/Engineering)	10%	33%	34%	33%	100%
Percent of Contract	100%				

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:

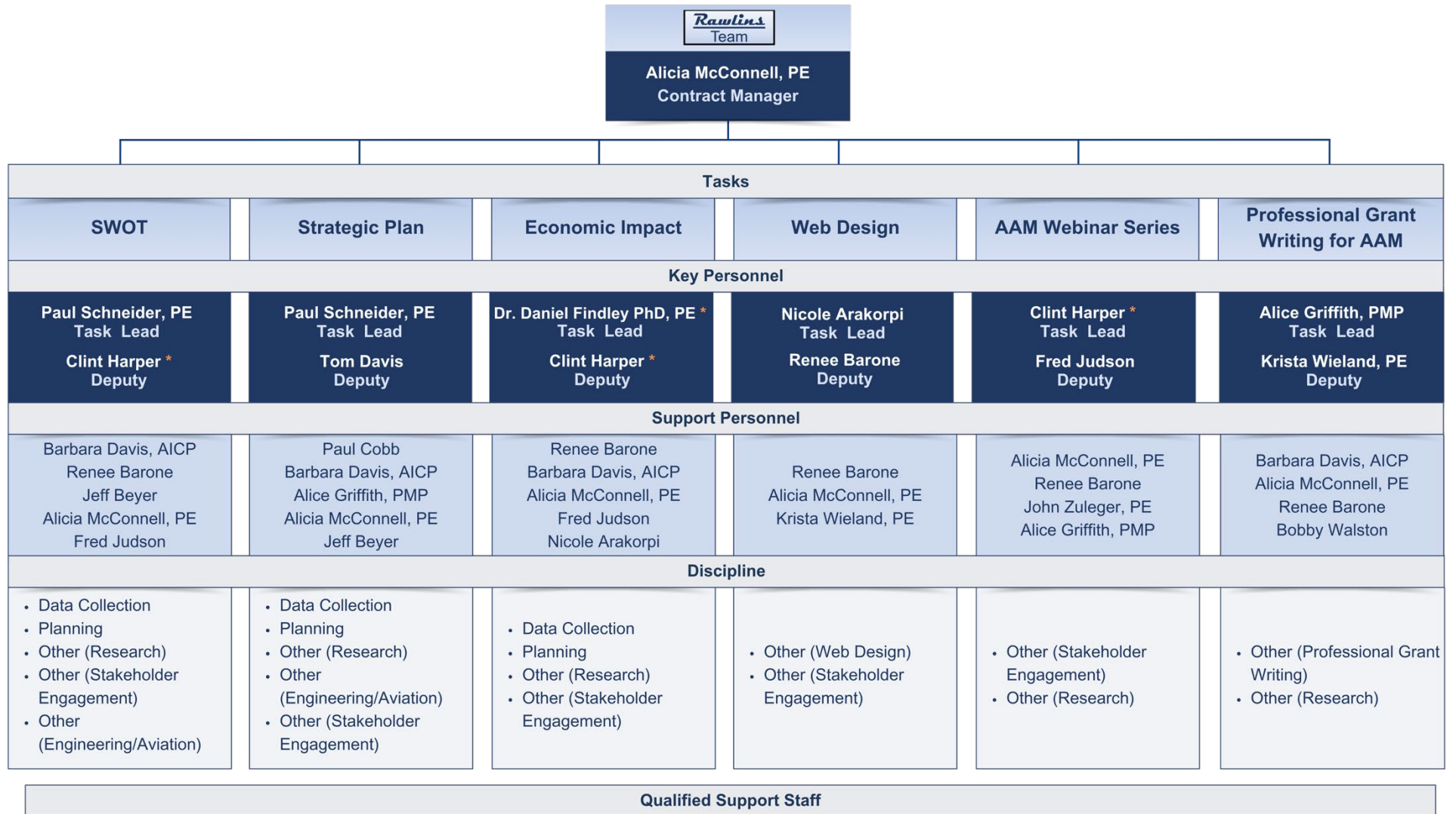
http://www.sp.dotd.la.gov/Inside_LaDOTD/Divisions/Engineering/CCS/Job_Qualification/Job%20Classifications%20with%20Descriptions.pdf

Firm name	DOTD Job Classification	Number of personnel <u>committed to this</u> contract	Total number of personnel available in this DOTD Job Classification (if needed)
Rawlins Infra Consult	Engineer	1	1
Rawlins Infra Consult	Engineer - Other	3	7
Rawlins Infra Consult	Planner	2	2
Rawlins Infra Consult	Graphics	2	2
Rawlins Infra Consult	Other (Web Design)	2	2
Crown Innovations, Inc.	GIS Analyst	1	3
Crown Innovations, Inc.	Professional	2	8
Crown Innovations, Inc.	Engineer - Other	1	2
Crown Innovations, Inc.	Planner	1	1
Crown Innovations, Inc.	Economist	1	1
Crown Innovations, Inc.	Other (Regulatory & Policy Specialist)	1	8
Thales USA, Inc.	Professional	1	3

(Add rows as needed)

14. Organizational Chart:

Provide an organizational chart showing ALL **relevant** prime consultant and sub-consultant (if applicable) personnel assigned to the contract, area of project responsibility for each, and reporting lines for the purposes of this contract. An individual's role does not necessarily have to match their DOTD job classification identified in Section 13. **If applicable, identify all personnel performing traffic engineering analysis and/or QC of traffic engineering analysis by placing an asterisk next to their name. Include the certificates required by the Traffic Engineering Process and Report Training Requirements article of the Advertisement in Section 20.** It is acceptable to use an 11x17 format for Section 14.



Key

Bolded Italic = MPR Designation

***** = 1099 Contract Employee

Rawlins: **Alicia McConnell, Paul Schneider**, Barbara Davis, Krista Wieland, John Zuleger, Renee Barone, **Nicole Arakorpi, Clint Harper ***

Crown: **Alice Griffith**, Tom Davis, Fred Judson, Cliff Sweatte, Paul Cobb, Bobby Walston, **Dr. Daniel J. Findley, PhD, PE ***

Thales: **Jeff Beyer**


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	Paul Schneider, PE	Rawlins Infra Consult	PE 22033 - Civil	TN	04/2027
2	Paul Schneider, PE	Rawlins Infra Consult	PE 22033 - Civil	TN	04/2027
3	Jeff Beyer	Thales			
4	Alicia McConnell, PE	Rawlins Infra Consult	PE.0050286 - Civil	LA	9/30/2025
5	Bobby Walston, PE	Crown Innovations, Inc.	021168 - Civil	NC	12/31/2025
6	Dr. Daniel Findley PhD, PE	Crown Innovations, Inc.			
7	Nicole Arakorpi	Rawlins Infra Consult			
8	Alice Griffith, PMP	Crown Innovations, Inc.			
9	Clint Harper	Rawlins Infra Consult			

(Add rows as needed)

16. Staff Experience:

 Firm employed by: Rawlins Infra Consult				
Name	Alicia McConnell		Years of relevant experience with this employer	1 year, 10 months
Title	Aerial Technologies Advisor		Years of relevant experience with other employer(s)	15 years
Degree(s) / Years / Specialization		B.S. Civil Engineering, 2002-2007, Transportation and Math		
Active registration number / state / expiration date		PE.0050286 / LA/ 09-2025 FAA Part 107 Remote Pilot 3919239 / USA / 01-2027 FAA Private Pilot 3836711 / USA / n/a (medical due 04/28) Licensed Professional Engineer – State of Illinois / 062.071300 / 11-2025 Licensed Professional Engineer – State of Wisconsin / 43416-6 / 07-2026		
Year registered	2025	Discipline	Other (Engineering/Aviation), Other (Research), Other (Professional Grant Writing)	
Contract role(s) / brief description of responsibilities		Contract Manager & facilitator for the successful completion of all tasks and deliverables.		
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).			
08/23 – Ongoing	TDOT, Aeronautics Division – Program Manager. Oversaw and provided subject matter expertise to the Statewide Advanced Air Mobility (AAM) Evaluation report that provides the foundation for future AAM framework in Tennessee. Also facilitates the NASAO Southern Region AAM meetings ; the Northern Plains UAS Test Site collaboration; and began preparations for an Economic Benefit Study for Air Mobility in Tennessee .			
08/23 – Ongoing	TDOT, Aeronautics Division – Program Manager. Oversaw and helped facilitate the Air Mobility Task Force and Working Group meetings and report development. Coordinated meetings, performed outreach, and prepared supporting presentations and documentation for Amazon Prime Air, Ballad Health, DCIDS, Beta, DroneUp, Whisper Aero, and Zipline discussions.			
08/23 – Ongoing	TDOT, Aeronautics Division – Program Manager. Provided subject matter expertise for the FY 2024 Federal SMART Grant Stage 1 Application. Performed analysis of the air space, communities, and potential aerial corridors to determine a feasible and beneficial route for lab sample couriers that was complementary to the USDOT’s priorities and grant parameters.			
08/23 – Ongoing	TDOT, Aeronautics Division – Project Manager. Led the development of drone program documentation including a new Drone Program Policy , a mission planning and pre-flight checklist, a UAS Flight Request Form, standard operating procedures, and a training manual with UAS maneuvers and testing. Provides Drone Program support as needed.			
01/18 - 04/23 (5+ years)	Director of Aerial Technology - Led the company’s drone program (Michael Baker Intl), including oversight of a nationwide network of 42 pilots that performed UAS-based missions including surveying and mapping, bridge inspections, communication tower inspections, construction inspection and monitoring, disaster assessments, building façade inspections, roof inspections, and thermal analyses. Has performed and overseen hundreds of UAS missions across the nation . Using private pilot experience, developed policies, standard operating procedures, checklists, and UAS data collection guidance for transportation-related UAS projects to establish a method for repeatable, quality deliverables.			

 Alicia McConnell Resume - continued	
Contract role(s) / brief description of responsibilities	Contract Manager & facilitator for the successful completion of all tasks and deliverables.
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).
02/21 – 06/21	Pennsylvania DOT – Project Manager and Subject Matter Expert for UAS Training Program Development develop an outline for a UAS training program, provide input on existing materials, and refine PennDOT’s UAS training documents. Key document development and refinement included: UAS Policy review, pre-flight checklist, basic pilot proficiency checklists for knowledge and flight skills, District Coordinator manual for new pilot training, guidelines for reviewing a UAS Flight Request Form, updates to the UAS Flight Request Form, visual observer and mission assistant roles and responsibilities, pilot responsibilities, and basic pilot maneuvers.
03/20 – 08/22	Ohio DOT – Project Manager and Subject Matter Expert for the ODOT’s UAS eLearning courses utilizing FHWA’s On-the-Job Training Program policy, which requires training opportunities to increase participation of women, minorities, and disadvantaged persons in the industry. In conjunction with Burton Planning and Ohio State University, the eLearning courses were created to provide an introduction and base knowledge to new remote pilots. Course topics included: UAS Awareness – introduction of UAS types and applications for transportation-type projects; Remote Pilot Certification: Operational Knowledge – fundamental knowledge needed to prepare for the Remote Pilot Certification Exam; UAS Teams Training – outlined crew resource management and roles and responsibilities of an effective UAS team; UAS Types of Use – introduction to types of transportation projects that could utilize UAS and why these integrations are effective; UAS Types of Equipment – overview of different types of UAS equipment including sensors and standard hardware features that are typically used on transportation projects.
06/21 – 11/23	Principal Investigator on NCHRP project: Proposed AASHTO Guidelines for Applications of Unmanned Aerial Systems Technologies for Element-Level Bridge Inspection. This research project provided guidelines for DOTs to implement UAS into their bridge inspection workflows. Objectives included: Develop a selection process for UAS technologies, develop operator and team qualifications, develop a comparison between UAS and conventional element-level inspection (ELI) methods, and develop guidelines and a standalone roadmap for holistic UAS implementation. NCHRP Report 1114 was released in 2024, and the Guidelines are due in 2025.
11/20 – 03/22	Pennsylvania DOT – Project Manager and Subject Matter Expert for UAS Research & Recommendations for UAS Bridge Inspection project to determine characteristics of UAS that would be best suited for inspection practices. Two bridge sites were selected, and the project was conducted using a phased approach. Inspection flights were performed using six different airframes suitable for bridge inspections. Key activities included: The testing phases included evaluating the selected UAS on routine structure elements, then complex bridges, and lastly in a nighttime emergency response scenario. Results were categorized quantitatively for distance of the UAS from an observable defect and qualitatively for flight characteristics, pilot comfort, etc. Recommendations were made for PennDOT for the various site parameters encountered on bridge inspections.




Firm employed by: Rawlins Infra Consult

Name	Paul Schneider	Years of relevant experience with this employer	3 years 3 months
Title	Infrastructure Advisor	Years of relevant experience with other employer(s)	37 years
Degree(s) / Years / Specialization	University of Tennessee, Knoxville, BS Civil Engineering (Structural Engineering Emphasis)		
Active registration number / state / expiration date	PE 22033 / TN / 04-2027		
Year registered	1991	Discipline	Other (Research) Other (Stakeholder Engagement) Other (Engineering/Aviation)
Contract role(s) / brief description of responsibilities	Strategic Planning Task Lead, SWOT Task Lead		
Exp. 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	<p>NDOT Strategic Planning Initiative – Project Manager. Led the development of a transformative Strategic Plan that provides strategic direction, establishes departmental priorities, and is integrated throughout NDOT. Developed a multifaceted development and implementation roadmap to ensure project success. The roadmap includes reviewing current NDOT performance plans, identifying best and most effective DOT and non-DOT industry strategic plans and strategic planning processes, surveying and interviewing NDOT staff, establishing and leading focus groups, conducting internal and traditional and non-traditional external stakeholder meetings, coordinating and facilitating individual action planning workshops with all technical disciplines and field units, and a establishing and leading monitoring and evaluation processes to determine the effectiveness of short-term, mid-term, and long-term actions with performance indicators. Organized, prepared for, and conducted internal stakeholder workshops and focus groups which included performing SWOC (Strengths, Weaknesses, Opportunities, Challenges) analyses for talent acquisition and employee development; technology utilization and data governance; internal process optimization and operational efficiency; internal and external communications; and accountability, performance management, and organizational culture. Organized and prepared materials for and conducted external stakeholder workshops with Metropolitan Planning Organizations, cities, counties, and private industry. Categorized and evaluated their input using the PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) model to identify stakeholder expectations and opportunities in each area. Facilitated the establishment of NDOT’s Vision, Mission, Values, Strategic Goals, and Performance Indicators through interactive meetings and workshops with the Executive Leadership Team and a Core Team of mid-level managers, utilizing engagement information developed through completing the initial steps in the roadmap. Conducted 37 action planning workshops with technical discipline units and field units. Developed and applied an engagement model that resulted in identifying 290 actions, many of which included creating new or updating existing policies; identifying and establishing activities to utilize existing technologies better, and obtaining new technologies to improve efficiencies and provide new products and services; identifying a wide range of improvements to internal operations as well as the overall operations of the transportation system through infrastructure and operational improvements. A SharePoint portal was developed to transparently and tri-annually monitor the advancement of actions by the entire department and determine their influence on the Strategic Plan’s Performance Indicators.</p>		



Paul Schneider Resume - continued


Contract role(s) / brief description of responsibilities		Strategic Planning Task Lead, SWOT Task 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).	
05/22 – 03/23	TDOT Legislative Initiative - Project Manager. Led the development of Tennessee’s Transportation Modernization Act, to provide TDOT with new, sustainable revenue sources for transportation system improvements ; expanded innovative project delivery contracting mechanisms to accelerate delivery, reduce risk and improve project outcomes; the authority to enter into Public-Private Partnerships (P3) to design, build, operate and maintain public roadways; and to significantly revise existing tolling legislation allowing TDOT to add highway capacity through tolling in a manner that reduces congestion in heavily used corridors while at the same time benefiting all users. Researched twelve states’ legislation and identified elements aligned with Tennessee’s political and business climate. Compiled draft legislation , prepared an analysis of each component, and cited alternative solutions. Presented the legislation to the Governor and staff for approval. The legislation passed the first time it was introduced to the legislature.	
04/22 – 12/23	TDOT Reorganization and Process Improvement Initiative – Project Lead. Performed an in-depth analysis of six major TDOT Divisions: Program Development and Administration; Strategic Transportation Investments ; Environmental; Long-Range Planning; Freight, Logistics, and Multimodal ; and Local Programs. Reviewed the roles and responsibilities of 40 teams and their associated policies and processes. Prepared assessment reports with organizational structure improvements, including eliminating, combining, and transferring divisions and teams through redefining many roles and responsibilities. Identified policy and process improvements to improve the overall efficiency of TDOT. Presented recommendations to Executive Team for review and approval.	
12/24 - Ongoing	LADOTD, Transformation Initiative – Project Manager. Leading the multifaceted, comprehensive overhaul of the Louisiana Department of Transportation and Development. I provide overall direction for each initiative and team and coordinate the efforts with the DOTD Secretary and the Executive Leadership Team. The Transformation Initiative will result in significant structural reorganization and policy and process improvements. The initiatives address Planning and Programming; Project Delivery; Local Public Agency Program; Consultant Contract and Construction Administration; Bridge Program; Operations and Maintenance Program; Key Performance Indicator development; and Data Governance.	
12/07 – 03/22 (15+ years)	Federal Highway Administration, Executive Leadership Team, Illinois, Nevada, California - I provided leadership to the State DOTs in delivering and administering the federal-aid program. Collaborated with State DOT Executives to promote FHWA’s national goals and objectives, led the Administration’s new initiatives, and resolved politically sensitive program- and project-related challenges. Provided leadership, guidance, and direction to all technical and non-technical staff in administering the program. Led the annual Strategic Implementation Plan process in coordination with the State DOTs. Established the models and methods to perform SWOT analysis of all DOT major programs and the development of risk response strategies and actions. Conducted the quarterly monitoring of action implementation to ensure critical non-compliance issues were resolved, existing processes and products were improved, proven technologies were implemented, and research was accomplished to identify emerging technologies.	

 Firm employed by: Rawlins Infra Consult				
Name	Barbara Davis		Years of relevant experience with this employer	1 year, 8 months
Title	Planning & Policy Advisor		Years of relevant experience with other employer(s)	34 years
Degree(s) / Years / Specialization			BS, MBA / 1988, 1989 / Business Administration	
Active registration number / state / expiration date			American Institute of Certified Planners (AICP) #014045 / September 2025	
Year registered	1998	Discipline	Planning, Other (Professional Grant Writing), Other (Research)	
Contract role(s) / brief description of responsibilities			Project Manager, Project Planner, Program and Project 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).			
11/23 - Ongoing	TDOT, Aeronautics Division - Project Manager. Led the development of a statewide Advanced Air Mobility (AAM) evaluation plan. Main tasks included analyzing existing conditions using socio-economic and transportation system data; evaluating AAM information and trends; documenting findings from data analyses and built environment review; documenting existing transportation infrastructure , and preparing evaluation recommendations and next steps.			
11/23 -Ongoing	TDOT, Aeronautics Division – Program Manager. Oversaw and provided subject matter expertise to the Statewide Advanced Air Mobility (AAM) Evaluation report that provides the foundation for future AAM framework in Tennessee. Also facilitated the NASAO Southern Region Consortium meetings; the Northern Plains UAS Test Site collaboration; and provided letters of support for both airports interested in AAM as well as TN-based companies looking for DOT support.			
11/23 - Ongoing	TDOT, Aeronautics Division – Program Support. Assisted with various AAM activities including researching relevant federal funding opportunities , preparing SMART Grant content, drafting letters of support, conducting project data reviews, developing project support documentation, facilitating coordination activities, and supporting implementation of the TN Drone Symposium, including moderating one of the afternoon presentation tracks.			
11/23 - Ongoing	TDOT, Aeronautics Division – Project Support. Supported efforts to establish formal collaboration with the Northern Plains UAS Test Site (NPUASTS). Reviewed program materials, assisted with bi-monthly meetings, completed follow up work, as assigned, and other duties.			
11/95 – 11/99	Metropolitan Planning Organization – River-to-Sea TPO (formerly the Volusia County MPO), Executive Director to report directly to the MPO Board composed of 19 local elected officials. Develop and maintain annual Unified Planning Work Program (UPWP) and Section 5303 Grant Application . Provide staff support to all MPO Subcommittees. Assist the MPO Board in developing and implementing sound transportation policy for the equitable distribution of federal and state transportation funds. Develop and implement a reapportionment plan for MPO Board voting membership. Oversee development of the Transportation Improvement Program and the Long-Range Transportation Plan Update. Develop and implement personnel policies and procedures (Staff Manual) for use agency-wide.			



Barbara Davis Resume - continued

Contract role(s) / brief description of responsibilities	Project Manager, Project Planner, Program and Project 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).
02/93 – 11/95	Metropolitan Planning Organization – River-to-Sea TPO (formerly the Volusia County MPO), Transportation Division Manager. Manage the entire transportation planning staff. Prepare and process all progress reports for staff Federal Section 112 and Section 5303 planning grants. Develop the Transportation Annual Report. Provide staff support to the Year 2015 Long Range Transportation Plan . Develop and manage the update of the annual Transportation Improvement Program (TIP). Develop and manage the MPO’s formal, federally-compliant Public Involvement Process. Manage the development of the annual project priority process. Assist in the development of a criteria system to simultaneously rank transportation projects of different modes of transportation. Implement all Federal, State, and MPO-Board directives and policies. Provide all primary staff support to the MPO Board including development of monthly meeting agendas and agencies/committees and the MPO. Determine long-range planning goals and strategies for the direction of planning projects completed by the staff. Represent the MPO to the public in community-oriented projects.
05/15 – 09/16	Florida DOT, Traffic & Revenue Studies Program Manager. Developed a statewide program to implement traffic and revenue studies for the FDOT Districts and Central Office. Supervised one subordinate FDOT project manager, Consultant program support, and in-house Consultants in the development of traffic and revenue studies for the Turnpike, FDOT Districts, and Central Office. Oversee the development of all Turnpike travel demand modeling activities including the development and launch of the Express Lanes Time of Day (ELToD) Model. Manage three General Consultant contracts to perform all District traffic and revenue studies. Developed a Consultant evaluation procedure for traffic and revenue studies.
11/08 – 05/15	Florida DOT, Administrator of Planning Operations . Coordinate the Planning Concept Study Process with all planning activities. Manage the Turnpike’s interchange review process. Direct and manage all Consultant planning project managers performing planning studies. Serve as project manager for the annual development and update to the Turnpike Master Plan . Coordinate with Production and other Turnpike staff as needed to evaluate alternatives and to coordinate project issues. Assist in the formulation of agency policy .
08/25 – 10/06	City of Oviedo, Senior Planner. Served as Acting Planning Manager (March 2006 through May 2006). Assist in the preparation of a successful FDOT Transportation Regional Incentive Program (TRIP) project application awarding the City \$9 million toward the widening of SR 419/SR 426 through the downtown. Assist in the development of a major update to the City’s Land Development Code. Represent the City on the Transportation Technical Committee (TTC) and the Plans and Programs Subcommittee for METROPLAN ORLANDO. Represent the City on the Planner’s Technical Advisory Committee (PTAC) for Seminole County. Process applications for large-scale and small-scale comprehensive plan amendments, zoning map amendments, planned unit development zoning map amendments , and voluntary annexations.

 Firm employed by: Rawlins Infra Consult				
Name	Krista Wieland		Years of relevant experience with this employer	1 year, 3 months
Title	Infrastructure Advisor		Years of relevant experience with other employer(s)	11 years
Degree(s) / Years / Specialization			Bachelor of Science in Civil and Environmental Engineering / 2013 / Structures	
Active registration number / state / expiration date			PE.0059448 / Colorado / October 31, 2025 PE98853 / Florida / February 28, 2027 PEL-PE-LIC-75027 / Montana / June 30, 2026	
Year registered	2021	Discipline	Other (Professional Grant Writing), Other (Research)	
Contract role(s) / brief description of responsibilities			Project Support for several tasks including Web Design, Grant Writing, and as needed.	
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).			
03/24 - Ongoing	TDOT, Aeronautics Division - UAS Program Development, Various Tasks. Subject Matter Expert. Contributed to the development of drone program documentation including a new Drone Program Policy, standard operating procedures including pilot responsibilities, and a training manual with UAS maneuvers and testing.			
03/24 - Ongoing	TDOT, Aeronautics Division – Statewide Advanced Air Mobility (AAM) Evaluation Subject Matter Expert and Research Lead. Aided in report development. Key tasks included identifying and summarizing socio-economic and transportation system data; evaluating airport and AAM information and trends ; documenting findings from data analysis and built environment review; and preparing evaluation recommendations and next steps.			
03/25–05/25	TDOT, Aeronautics Division – UAS Program Website Update. Project Manager. Primary duties included researching peer state UAS websites, TN laws and regulations, and gathering content for the webpages to be developed. Created an initial layout, conceptual graphics, and links for users. Confirmed ADA compliance.			
03/24 - Ongoing	TDOT, Aeronautics Division – SMART Grant Funding Application Development . Project Manager. Primary duties included SMART grant federal program research, coordination with project team, and preparation of project application documentation. Initial steps included formulating a drone use case to meet program funding requirements and provide scalability for future statewide public benefit.			
03/24 - Ongoing	TDOT, Aeronautics Division – AAM Strategic Support & Aeronautics Coordination, Project Support. Assisted with various AAM activities including researching relevant federal funding opportunities, conducting project data reviews, developing project support documentation, facilitating coordination activities, and supporting implementation of the TN Drone Symposium, including moderating one of the afternoon presentation tracks.			
03/24 - Ongoing	TDOT, Aeronautics Division – AAM Strategic Planning Project Manager. Facilitates meetings with NPUASTS and TDOT to pursue drone package delivery in the state of Tennessee. Currently advising on ConOps for numerous locations throughout the state in preparation for a Programmatic Environmental Assessment for drone delivery.			



Firm employed by: Rawlins Infra Consult

Name	John Arthur Zuleger	Years of relevant experience with this employer	2 Years
Title	Infrastructure Advisor	Years of relevant experience with other employer(s)	12 years
Degree(s) / Years / Specialization	B.S. & M.S. Civil Engineering / 2009 & 2011 / Structures and Geotechnical		
Active registration number / state / expiration date	FAA Part 107 4041502 7/2026 KY 33228 6/30/2026; OH 82312 12/31/2025; IN PE11800006 7/31/2026; AR 19023 12/31/2025; FL 98759 2/28/2027		
Year registered	2017	Discipline	Other (Research), Other (Stakeholder Engagement)
Contract role(s) / brief description of responsibilities	Research Support and Webinar 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).		
01/24 - Ongoing	TDOT, Aeronautics Division - UAS Program Development, Subject Matter Expert. Contributed to the development of drone program documentation including a new Drone Program Policy, standard operating procedures including pilot responsibilities, and a training manual with UAS maneuvers and testing. This work is ongoing.		
04/24 - Ongoing	TDOT, Aeronautics Division – Aeronautics Coordination, Air Mobility Working Group & Task Force. Project Manager. Led the Air Mobility Task Force and Working Group meetings and report development. Coordinated meetings with industry stakeholders and public agency stakeholders , performed outreach, and prepared supporting presentations with Working Group and Task Force co-chairs. Developed a report to capture progress made with both the Working Group and Task Force. This work is ongoing.		
01/24 - Ongoing	TDOT, Aeronautics Division – AAM Strategic Support & Aeronautics Coordination, Project Support. Assisted with various AAM activities including researching relevant federal funding opportunities , conducting project data reviews, developing project support documentation, facilitating coordination activities, and supporting implementation of the TN Drone Symposium, including moderating one of the afternoon presentation tracks and supporting demonstrations and sponsors.		
01/24 - Ongoing	TDOT, Aeronautics Division – NASAO Southern Region AAM Meetings , Project Support. Prepared AAM Terminology Consensus Guide for NASAO Southern Region, per request of the states. Assisted with the NASAO Southern Region AAM meetings, set up the SharePoint site for document sharing among states, and researched each state’s publications related to AAM for the population of the SharePoint site.		
01/22 – 01/23	NJDOT Bureau of Aeronautics - UAS Program Documentation (Statewide): Subject matter expert. Provided content and guidance for Standard Operating Procedures, UAS Policy revisions, training recommendations, and mission support.		
04/20 – Ongoing	NCHRP 12-122, NCHRP Report 1114, AASHTO Guidelines for Drones for Bridge Inspections, Drone Program Implementation: Element-Level Data Collection: Co-PI for the NCHRP project and report to develop the AASHTO Guidelines and Implementation Framework for the use of drones in transportation engineering projects and bridge inspections.		




Firm employed by Rawlins Infra Consult – Independent Contractor – 1099 Employee for Rawlins

Name	Clint Harper	Years of relevant experience with this employer	<1 year
Title	AAM Policy & Planning Advisor	Years of relevant experience with other employer(s)	26 years
Degree(s) / Years / Specialization	Master of City & Metropolitan Planning Smart Growth and Transportation Planning		
Active registration number / state / expiration date	n/a		
Year registered	n/a	Discipline	Planning, Other (Research), Other (Stakeholder Engagement)
Contract role(s) / brief description of responsibilities	AAM Policy & Planning Advisor, AAM Webinar Task Lead, Economic Impact expert		
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).		
02/24 – 03/25	SDSP Integration into UTM Architecture (Dallas, TX) - Guided Supplemental Data Service Provider (SDSP) integration into UTM systems and regional AAM strategies. Managed FAA NTAP processing for a weather SDSP, ensuring regulatory compliance and operational readiness. Liaised between the SDSP & FAA, addressing technical and operational challenges to support regulatory acceptance.		
03/23 – 03/24	<p>NASA-Funded AAM Curriculum. Led the development of a ten-module AAM educational curriculum for state & local government audiences unfamiliar with aviation.</p> <ul style="list-style-type: none"> • Content Development: Designed course architecture, authored scripts, and developed slide decks and supporting visuals for each module. Topics align with Louisiana DOTD’s six webinar themes. • Production Quality: Utilized a custom audiovisual setup, including a teleprompter, vibration-isolated professional microphone, controlled lighting, and branded visuals. Integrated music and licensed imagery for a professional polish. • Post-Production: Edited video and audio using tools like Audacity, Adobe Suite, and Apple production software to ensure clarity, engagement, and accessibility compliance. • Format: Final deliverables were recorded presentations with synchronized visuals and narration, formatted for use within state learning management systems (e.g., Moodle). 		
11/21 – 11/22	Coauthor of <i>Advanced Air Mobility Vertiport Considerations: A List and Overview</i> and <i>Integrating AAM: A Primer for Cities</i> , Contributor to ACRP Reports on Urban Air Mobility and Electric Aircraft Infrastructure, Certified Member of AAAE, Member of ASTM F38 UAS Technical Committee, Vertical Flight Society, and American Planning Association		
10/19 – 02/21	Utah DOT Statewide Aviation Development Strategy - Managed a \$1.3M multi-agency effort, including a statewide aviation system plan and an economic impact study on airports . Developed infrastructure planning strategies, integrating AAM into Utah's transportation systems . Coordinated with local planning & economic development orgs to align efforts with state aviation goals.		
02/21–Present	<p>Stakeholder and Government Webinars. Clint delivers custom briefings and presentations to government, academic, and private-sector stakeholders.</p> <ul style="list-style-type: none"> • Formats: Live and recorded webinars, stakeholder briefings, and workshops. • Topics: AAM 101, electrification, heliport/vertiport planning, workforce development, and regulatory frameworks. • Production Standards: High production standards across all formats for clarity, professionalism, and accessibility. 		



Clint Harper Resume – continued – Independent Contractor – 1099 Employee for Rawlins

Contract role(s) / brief description of responsibilities	AAM Policy & Planning Advisor, AAM Webinar Task Lead, Economic Impact expert
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).
04/21 -10/22	<p>Urban Movement Labs – AAM Fellow, City of Los Angeles (2021–2022)</p> <p>Supported the City’s early public education efforts and interagency coordination around AAM integration through two webinar initiatives:</p> <p>Clubhouse Series (April–May 2021)</p> <ul style="list-style-type: none"> • Format: Three 30-minute live audio sessions with structured moderation and open discussion. • Role: Co-host and planner. Developed themes, selected guests, performed outreach, and facilitated conversations. • Audience: Non-aviation innovation sector in LA, supplemented by broader AAM participation via professional networks. • Impact: Directly informed Urban Movement Labs’ AAM public engagement strategy. <p>Zoom Webinar Series (August–October 2022)</p> <ul style="list-style-type: none"> • Format: Two to three live webinars featuring OEMs and government partners in moderated panel discussions. • Role: Led tasks including agenda development, contact list building, run-of-show preparation, and Q&A planning. • Audience: Urban Air Mobility Partnership stakeholders and public observers. • Impact: Built transparency and alignment between civic agencies and industry participants.
03/21 – 08/22	<p>Vertiport Integration Site Assessments (Los Angeles, CA) - Assessed existing heliports for AAM integration, evaluating design standards and airspace compatibility. Evaluated permitting processes and identified potential policy gaps to streamline AAM operational launch. Delivered recommendations for enhancing infrastructure readiness and supporting future AAM operations.</p>
03/21 – 08/21	<p>LADOT UAM Policy Framework (Los Angeles, CA) - Conducted technical review of regulatory roles, land use policies, and equity considerations for UAM integration. Evaluated framework components focused on health, safety, multimodal connectivity, and sustainability. Provided actionable recommendations to guide Los Angeles' strategic adoption of UAM technologies.</p>
03/13 – 08/14	<p>Airfield Manager, Patrick Air Force Base (Brevard, FL) - Managed airfield operations, integrating UAS with fixed-wing and helicopter activities in a complex airspace. Integrated large UAS operations into existing heavy cargo aircraft operations at shared infrastructure. Repurposed underutilized pavements for military training, supporting C-17 short-field landings, offshore landing zones, and Army 160th SOAR operations.</p>

 Firm employed by: Rawlins Infra Consult				
Name	Nicole Arakorpi		Years of relevant experience with this employer	1 year
Title	Web & Graphic Design		Years of relevant experience with other employer(s)	12 years
Degree(s) / Years / Specialization		B.A. Graphic Design & Media Arts / 2017 / Web Design B.S. Business Administration – Marketing /2013 / Business Management		
Active registration number / state / expiration date		n/a		
Year registered	n/a	Discipline	Other (Web Design), Other (Stakeholder Engagement)	
Contract role(s) / brief description of responsibilities		Web Designer and support for graphics and stakeholder engagement-related tasks		
Experience dates (mm/yy–mm/yy)	Nicole is a seasoned Web and Graphic Designer, specializing in creating visually compelling and user-friendly digital experiences. Expertise spans web design, graphic design, UI/UX design, and branding, ensuring each project is aesthetically pleasing and functionally robust.			
09/17-10/24	Web & Graphic Designer: Build and maintain optimized websites using CMS tools, ensuring responsive design, analytics integration, eCommerce functionality, SSL security, SEO optimization, managing email/web hosting and server operations, and more. Additionally, create visually compelling concepts and assets across digital and print media to enhance brand identity utilizing Adobe Creative Suite with a focus on logo design, infographics, and marketing/print materials. Responsibilities: Web Design and Development: Create and maintain responsive websites and web applications using HTML, CSS, JavaScript, and various content management systems (CMS); Website Optimization: Conduct usability testing and performance optimization to enhance website speed, functionality, and SEO rankings; User Interface (UI) and User Experience (UX) Design: Develop intuitive and engaging UI/UX designs to enhance user satisfaction and accessibility; Graphic Design: Create visually compelling graphics, illustrations, and layouts using Adobe Creative Suite (Photoshop, Illustrator, InDesign) Sketch, Figma and other design tools; Branding: Develop and maintain cohesive brand identities, including logos, typography, color palettes, and brand guidelines; Print Design: Design a variety of print materials such as brochures, posters, business cards, and packaging, ensuring high- quality production and brand consistency; Digital Design: Produce digital assets including social media graphics, web banners, email templates, and digital ads to support online marketing campaigns; Innovation & Trends: Stay current with the latest design trends, technologies, and best practices to continuously improve design processes and deliver cutting-edge solutions.			
06/13-07/18	People & Transformation Project Specialist (PMO) - Responsible for leading strategic initiatives within the P&T organization to enhance employee engagement and organizational effectiveness. Responsibilities: Created a brand for P&T organization called ‘TrendTalks’ where I designed and created web content like infographics of trends and research to foster innovation and spark ideas. Provided presentation of quarterly metrics to Leadership Team, identifying gaps and made recommendations on areas of improvement. Provided quarterly dashboards of specified geographic metrics and KPIs to P&T Business Partners. Received Silver & Gold Building Excellence awards in 2016 & 2017 for outstanding accomplishments for creating dashboards and implementing service awards & severance programs.			



Firm employed by: Rawlins Infra Consult

Name	Renee Barone	Years of relevant experience with this employer	2 years, 6 months
Title	Graphic and Web Designer	Years of relevant experience with other employer(s)	5 years
Degree(s) / Years / Specialization	B.A. Graphic Design & Media Arts / 2021 / Web Design		
Active registration number / state / expiration date	n/a		
Year registered	n/a	Discipline	Other (Web Design), Other (Stakeholder Engagement)
Contract role(s) / brief description of responsibilities	Web Designer and graphics support for all tasks		
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).		
09/20-Ongoing	Owner & Lead Designer – Independent Graphic and Web Design Business. Specializing in purpose-driven digital design, I structure and develop websites with clear, strategic content architecture-featuring sections such as: Home page Overview, detailed “ About Us ” page, News/Updates and Blogs , Downloadable Content , Product Display and Cart Integration emphasizing both browsing and purchasing functionality, and interactive “Contact Us” page with fillable feedback forms. My approach emphasizes responsive design optimized for desktop, tablet, and mobile devices, and adheres to accessibility standards to ensure inclusive user experiences. I framework detailed mockups and interactive prototypes using Adobe XD to support client review, refinement, and implementation before the development phase. Fluent in the Adobe CC suite applications, Photoshop, InDesign, Illustrator, and XD.		
01/22-Ongoing	Performs various web and graphic design support for Rawlins Infra Consult.		
11/23-Ongoing	TDOT, Aeronautics Division – Graphic and Web Design Lead for developing web pages and web content supporting TDOT’s drone programs, which are aimed at enhancing digital presence and fostering public engagement. Designed visually compelling, fully responsive interfaces grounded in UI/UX best practices and accessibility standards to ensure an inclusive and user-friendly experience. Leverage Adobe XD to produce high-fidelity mockups and an interactive prototype, enabling stakeholder collaboration and iterative refinement before development.		



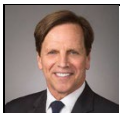
Firm employed by: Crown Innovations, Inc.

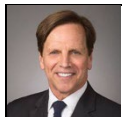
Name	Fred Judson		Years of relevant experience with this employer	2 years
Title	Director of Multimodal Technologies		Years of relevant experience with other employer(s)	29 years
Degree(s) / Years / Specialization		Bachelor of Science, Liberal Arts and Sciences / 2001-2002 / Architecture Post Baccalaureate Degree, Geographic Information Systems / 2003-2005/ Geographic Information Systems		
Active registration number / state / expiration date		n/a		
Year registered	n/a	Discipline	Data Collection, Other (Stakeholder Engagement), Other (Research)	
Contract role(s) / brief description of responsibilities		Project Support, AAM Webinar Coordinator, UAS AAM Subject Matter Expert, Geographic Information Systems 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).			
02/23 - Ongoing	<p>Crown Innovations, Program Support – ODOT, NCDOT, PennDOT</p> <ul style="list-style-type: none"> • Provides general program UAS/AAM support. • UAS/AAM Policy review and guidance. • UAS/AAM Educational Materials. • Supports NCDOT BEYOND and BEYOND2 Program, including webinar planning and content creation. • Developed the NCDOT AAM Guidebook for Airports. • Produced the regulatory gap and literature review for PennDOT AAM and airport electrification study. • Produced the funding studies for AAM and Airport Electrification. • Supporting PennDOT as UAS/AAM Subject Matter Expert. • Coordinated and Facilitated Stakeholder meetings and Webinars. 			
02/18 – 02/23	<p>Ohio Department of Transportation, Deputy Director 6, Director of the Ohio UAS Center</p> <ul style="list-style-type: none"> • Accountable for strategic and operational oversight of the Ohio UAS Center. • Budget oversight and accountability. • Research project management and development. • Network and partner with local, regional, and provincial stakeholders to promote AAM integration and support. • UAS operations and risk management policy and procedures. • UAS/AAM regulatory and legislative review for Ohio policy makers and administration. • FAA coordination for regulatory compliance. • Oversight and set policy for Ohio’s Ground Based Detect and Avoid (GBDAA) or SkyVision. • Lead and founder of FlyOhio focused on the promotion of AAM in Ohio to foster the new aviation technologies bridging multiple state and federal entities within Ohio supporting Ohio’s aviation industry. • Coordinated and Facilitated Stakeholder Meetings and Webinars. 			



Fred Judson Resume - continued


Contract role(s) / brief description of responsibilities	Project Support, AAM Webinar Coordinator, UAS AAM Subject Matter Expert, Geographic Information Systems 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).
11/15 – 02/18	<p>Ohio Department of Transportation, Deputy Director 5, UAS Programs Director or the OH/IN UAS Center and Test Complex</p> <ul style="list-style-type: none"> • Coordinated UAS activities with FAA and Air Traffic Control. • Completed and administered several certificates of authorizations and aerostat waivers. • Performed risk assessments for UAS operations. • Developed and administered over 8 million in research projects related to UAS AAM. • Set policy for UAS operations for the Ohio UAS Center and the Ohio Department of Transportation. • Coordinated data gathering and UAS Operations on distribution to stakeholders. • UAS Data Capture, Post Processing and Distribution of UAS Data.
09/13 – 11/15	<p>Ohio Department of Transportation, GIMS Data Base Administrator, GIS Administrator</p> <ul style="list-style-type: none"> • Created, maintained, and administered database information for asset management. • Coordinated monthly FlyOhio webinars and national asset management webinars for DOT's, including rehearsals. • Performed quality control for accuracy and precision on data collection activities. • Administered and maintained web and database servers. • Performed complex spatial data queries and analysis. • Performed first flights of a state agency of a UAS in Ohio under a Certificate of Authorization. • Performed first flights of a UAS on an emergency COA for Ohio to survey tornado damage.
11/06 – 09/13	<p>Ohio Department of Transportation, Programmer Specialist/Information Technologist, GIS Coordinator</p> <ul style="list-style-type: none"> • Ohio Department of Transportation, Programmer Specialist/Information Technologist, GIS Coordinator • Set District policy for transportation asset management • Created, maintained, and administered database information for asset management. • Created policy for data collection and administration. • Performed quality control for accuracy and precision on data collection activities. • Administered and maintained web and data servers. • Performed complex spatial data queries and analysis.
10/94 – 11/06	<p>Ohio Department of Transportation, CO-OP/Drafting Technician/Transportation Technician Specialist, Roadway Designer</p> <ul style="list-style-type: none"> • Collected GIS data in field operations. • Performed complex superelevation and horizontal alignment centerline designs for plan development including right of way acquisitions and 3D construction and of plan designs. • Designed and developed GEOPAK criteria files for automated design production activities.

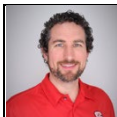
 Firm employed by: Crown Innovations, Inc.				
Name	Clifford Sweatte		Years of relevant experience with this employer	3 years
Title	Senior Policy Advisor/FAA Aviation Safety Inspector		Years of relevant experience with other employer(s)	16 years
Degree(s) / Years / Specialization		Airline Transport Pilot / 2000-Present / Commercial Air Carrier Ops Commercial Pilot Certificate / 1990-Present / Alaska Ops FAA Remote Pilot Certificate / 2017-Present / UAS Operations Transport Canada Remote Pilot – Advanced Operations / 2023-Present / Canadian UAS Operations		
Active registration number / state / expiration date			n/a	
Year registered	n/a	Discipline	Other (Research)	
Contract role(s) / brief description of responsibilities			Regulatory and Policy Subject Matter Expert, will support the Strategic Plan	
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).			
2019 - Ongoing	Crown Innovations/Akin Gump Strauss Hauer & Feld, LLP, Senior Advisor and Head of Air Operations <ul style="list-style-type: none"> • Led the development of policies and programs for UAS, RPAS, and AAM to comply with FAA and ICAO standards. • Advised clients on drone policy, type certification, and FAA regulatory compliance. • Supported FAA exemption petitions for clients advancing AAM and UAS operations. • Developed a five-year UAM Policy Roadmap and Concept of Operations for a Fortune 100 aerospace company. • Facilitated international policy consensus for advanced aviation businesses. • Informed a Fortune 100 automotive OEM’s aviation entry strategy with a comprehensive AAM ecosystem assessment. • Provided guidance on aircraft design, certification, and operational requirements relevant to AAM deployment. 			
2018 – 2019	World Food Programme, Aviation Officer, Aviation Service, Supply Chain Division <ul style="list-style-type: none"> • Provided technical expertise to identify use cases for RPAS in humanitarian and emergency response missions. • Drafted internal policies and operational guidance to align RPAS operations with ICAO and CAA regulatory frameworks. • Enabled the safe integration of UAS technology into global humanitarian aid and development operations. • Led efforts that contributed to the 2020 Nobel Peace Prize for expanding humanitarian impact through UAS integration. 			
2016 – 2018	International Civil Aviation Organization (ICAO), Technical Officer, RPAS Program <ul style="list-style-type: none"> • Provided technical expertise to support the UN’s effort to establish a framework for safe, harmonized RPAS operations. • Drafted strategic goals, initiatives, and Concept of Operations (CONOPs) for a global RPAS program. • Prepared briefings and technical working papers to support international policy development. • Developed Unmanned Traffic Management (UTM) work streams applicable to AAM integration. • Launched and organized the first international UTM symposium, DRONE ENABLE, now a recurring global event. • Delivered UAS guidance materials and a virtual toolkit to all 193 ICAO member States. • Drove international consensus on UAS standards by forming and leading the UAS Advisory Group (UAS AG). 			



Clifford Sweatte Resume - continued

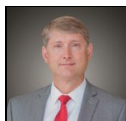
Contract role(s) / brief description of responsibilities	Regulatory and Policy Subject Matter Expert, will support the Strategic Plan
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
2013 – 2016	<p>Federal Aviation Administration, Program Manager, Focus Area 3 Pathfinder, Arctic Unmanned Aircraft Systems</p> <ul style="list-style-type: none"> • Created, maintained and administrated database information for asset management. • Created policy for data collection and administration. • Performed quality control for accuracy and precision on data collection activities. • Worked with all business units on data collection, standardization and quality control. • Administrated and maintained web and database servers. • Performed complex spatial data queries and analysis. • Performed first flights of a state agency of a UAS in Ohio under a Certificate of Authorization. • Performed first flights of a UAS on an emergency COA for Ohio to survey tornado damage.
2011 – 2013	<p>Federal Aviation Administration, All Weather Operations Program Manager, Unmanned Aircraft Systems</p> <ul style="list-style-type: none"> • Served as a UAS Aviation Safety Inspector providing policy guidance on internal and external UAS requirements. • Engaged with local, state, federal, and international stakeholders on UAS regulatory and operational matters. • Held a Secret Security Clearance, supporting sensitive and secure UAS policy work. • Secured a landmark FAA ruling (<i>Huerta v. Pirker</i>) establishing that drones are subject to airplane operating rules. • Served as Principal Inspector on the FAA’s first UAS enforcement and NTSB case. • Developed the first civil-military agreement for UAS operations in coordination with the Department of the Navy.
2005 – 2011	<p>USA 300, Airbus A-320 Captain, Pilot, And Union Leader</p> <ul style="list-style-type: none"> • Served as Airbus A-320 Captain, First Officer, and International Relief Officer for a Part 121 air carrier conducting domestic and international operations. • Supported missions including DoD charters for Air Mobility Command and White House Press Corps flights. • Negotiated pilot bargaining agreements and safety standards as a union leader, contributing to industry policy. • Oversaw pilot training programs, ensuring high standards in flight operations and regulatory compliance. • Maintained a perfect safety record with zero incidents or accidents throughout service. • Formed cross-airline partnerships with union leaders to improve safety standards across the aviation industry.

 Firm employed by: Crown Innovations, Inc.				
Name	Dr. Daniel Findley, P.E., PhD		Years of relevant experience with this employer	<1 year
Title	Sr. Director, State and Commercial Aviation		Years of relevant experience with other employer(s)	20 years
Degree(s) / Years / Specialization		North Carolina State University; Raleigh, NC Ph.D. Civil Engineering, August 2008 – December 2011 M.S. Civil Engineering, August 2005 – December 2006 B.S. Civil Engineering, August 2001 – May 2005, Summa Cum Laude		
Active registration number / state / expiration date			PhD	
Year registered	2011	Discipline	Planning, Other (Research)	
Contract role(s) / brief description of responsibilities			Economic Impact Analyst	
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 - Ongoing	Crown Innovations, Economic Impact Analyst – NCDOT, PennDOT <ul style="list-style-type: none"> Provides Economic Impact Analysis and Modeling for DOT projects Tools: IMPLAN, Microsoft Office Methodologies: Economic analysis, Benefit-cost analysis, economic evaluation, policy assessment			
08/04 - Ongoing	Institute for Transportation Research and Education (NC State University) <ul style="list-style-type: none"> Associate Director – March 2022 – Present Program Manager – Economic Analysis and Policy Assessment, July 2016 – March 2022 Senior Research Associate, July 2010 – July 2016 Research Associate, January 2007 – July 2010 Research Assistant, August 2004 – August 2006			
05/24 – 03/25	Department of Civil, Construction, and Environmental Engineering (NC State University) <ul style="list-style-type: none"> Adjunct Assistant Professor, March 2013 – present Instructor, CE403/503 – Highway Design, Spring Semesters 2013-Present, Summer Semesters 2018-Present Instructor, CE503 (Distance Section) – Highway Design, Spring & Summer Semesters 2017 – Present Instructor, CE305 – Traffic Engineering, Summer 2010, Fall 2014, Summer 2016, Summer 2018, Fall 2018, Fall 2021, Summer 2022, Fall 2022, Fall 2023 Teaching Assistant, CE 305 – Traffic Engineering, August 2006 – December 2006			



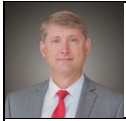
Dr. Daniel Findley Resume - continued

Contract role(s) / brief description of responsibilities	Economic Impact Analyst
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).
Work Samples	<p>Principal Investigator Projects</p> <p><u>Various Local Airport/Community Economic Studies:</u></p> <ul style="list-style-type: none"> • Analysis of the Economic Impacts of the Lincoln-Lincoln County Regional Airport Hangar Addition • Economic Impact of Airfield Construction Project at Raleigh-Durham International Airport • Analysis of the Economic Impacts of Extending the Runway at Rowan County Airport • Economic Impact of Aviation Services Expansion Project at Burlington-Alamance Regional Airport <p><u>Airport/Airport Economic Studies:</u></p> <ul style="list-style-type: none"> • Economic Contribution of the American Airlines Hub at CLT: http://go.ncsu.edu/americanclthub • NCDOT State of Aviation: https://www.ncdot.gov/divisions/aviation/pages/state-of-aviation.aspx • NASAO Data Book (requires login though): https://nasao.org/Login.aspx • NASAO Fact Sheets (all the state summaries): https://nasao.org/page/fact-sheets • ACRP Synthesis 125: Communication, Implementation, and Outcomes of Airport Economic Impact Studies: https://www.trb.org/Publications/Blurbs/183067.aspx • The Economic Contribution of Merrill Field Airport https://youtu.be/vR9DgOz4FIA?si=VGTPDDLncnAdF8aW and https://www.linkedin.com/posts/danieljfindley_mri-econometricanalysis-alaska-activity-7313183305363775491-Qf72/ <p><u>AAM Quals through Reports with AASURE (FAA Center of Excellence for UAS):</u></p> <ul style="list-style-type: none"> • A36 - Urban Air Mobility Studies: https://www.assureuas.org/projects/urban-air-mobility-studies/ • A41 - Air Carrier Operations: https://www.assureuas.org/projects/air-carrier-operations/ • A42 - UAS Cargo Operations: https://www.assureuas.org/projects/uas-cargo-operations/




Firm employed by: Crown Innovations, Inc.


Name	Bobby L. Walston	Years of relevant experience with this employer	1.5 years
Title	Senior Aviation Strategist	Years of relevant experience with other employer(s)	33 years
Degree(s) / Years / Specialization	BS in Civil Engineering, MS in Military Operational Art & Science / Registered P.E.		
Active registration number / state / expiration date	021168 / NC / 12/31/2025		
Year registered	1994	Discipline	Other (Engineering/Aviation), Other (Stakeholder Engagement)
Contract role(s) / brief description of responsibilities	Support for stakeholder engagement tasks and professional grant writing task		
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).		
02/25 – 06/25	Lead, Outreach & Business Development – 1200.aero, Inc. Leading outreach and business development initiatives for 1200.aero, a provider of advanced airport operations intelligence technology. Collaborating with state aviation agencies, airports, and consulting firms nationwide to deliver unprecedented access to aircraft and ground equipment operations data. Also supporting the company’s product innovation and feature development based on stakeholder needs.		
09/24 – 06/25	Executive Advisor – TN DOT Division of Aeronautics Providing executive leadership support to the Director of Aeronautics, including performance coaching, strategic planning, and actionable organizational assessments. Conducted a comprehensive internal performance review and report, supported the 2025 statewide aviation conference, currently performing a stakeholder outreach and engagement effort which will result in a division strategy plan report. Ongoing responsibilities include enhancing leadership effectiveness, aligning organizational vision, and driving change management and strategy implementation.		
10/23 – 04/25	Project Manager & Senior Consultant – Ohio DOT UAS Center Served as project manager and team member on multiple contracts with the Ohio DOT UAS Center. Led the development of Ohio’s submission to the FAA Advanced Air Mobility (AAM) Center of Excellence proposal. Supported the Ohio AAM Workforce Needs Study, coordinated AAM Working Group meetings, and coauthored white papers on critical UAS and AAM topics such as infrastructure planning and use case modeling.		
10/13 – 12/23	Director – NC DOT Division of Aviation Directed the statewide aviation program, overseeing administration of the State Aid to Airports and FAA Block Grant Programs, and managing North Carolina’s ongoing aviation system planning projects. Led the NC Unmanned Aircraft Systems (UAS) Program and served as the state’s Airport Economic Development Liaison. Spearheaded numerous stakeholder outreach initiatives, including high-visibility efforts involving the Governor’s Office. Played a lead role in FAA IPP and BEYOND programs, partnering with FAA, state, and industry stakeholders to successfully execute UAS missions supporting emergency response, medical delivery, and infrastructure inspections. Also completed AAM demo flights.		

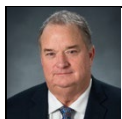


Bobby L. Walston Resume - continued

Contract role(s) / brief description of responsibilities	Support for stakeholder engagement tasks and professional grant writing task
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).
09/09 – 12/22	Operations Officer – NC Air National Guard, 245th Civil Engineer Flight Led engineering and construction management teams supporting domestic and overseas missions. Oversaw infrastructure renovation and facility design projects, coordinating closely with local, state, and federal entities, including NC Emergency Management, the NC National Guard, and U.S. Air Forces in Europe and Africa. Ensured mission readiness and interagency alignment for global and homeland operations.

 Firm employed by: Crown Innovations, Inc.				
Name	Paul Cobb		Years of relevant experience with this employer	9 years
Title	Sr. Software Engineering Manager		Years of relevant experience with other employer(s)	39 years
Degree(s) / Years / Specialization		Bachelor of Science, Astronomy, University of Michigan Bachelor of Science, Physics, University of Michigan		
Active registration number / state / expiration date			n/a	
Year registered	1995	Discipline	Planning, Other (Research)	
Contract role(s) / brief description of responsibilities			Infrastructure & Airspace Analyst Airport/vertiport infrastructure or low-altitude airspace design	
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).			
05/13 - Ongoing	Crown Innovations, Planning, Research and Engineering – ODOT, NCDOT, PennDOT (along with other Federal Projects) <ul style="list-style-type: none"> • Lead of Crown’s software team for NASA’s Airspace Operations Management system • Exercised oversight of the development of SMART-NAS, a next-generation NASA simulation that allows integrated, real-time and/or fast time assessment of gate-to-gate operations and performance using real-world NAS inputs. • Developer of Crown’s Advanced Air Mobility Community Integration Platform, a tool used to assist airports, DOT’s, municipalities, and vertiport operators in determining best locations for vertiport sites and airspace routes as well as presenting the impact of noise, safety, and economics to the community (tool used with ODOT, NCDOT and PennDOT) • Driver of the design and development for a highly complex cloud-based architecture that will allow researchers distributed across the U.S. to run thousands of complex simulations simultaneously, enabling faster turnaround time and cheaper costs for the development of next-generation ATM technologies and new concepts for managing the projected massive numbers of UAS to be added to the NAS. 			
05/12 – 05/13	Product/Software Engineering Management Consultant (kW Engineering) <ul style="list-style-type: none"> • Led development of kWTracker, an energy audit tracking system for the commissioning and retro-commissioning of commercial buildings over 50,000 square feet. • Collected requirements, designed and led development of interface for the tracking and resolution of energy savings recommendations for existing commercial buildings. • Designed and implemented interfaces for collecting and analyzing Energy Star data as well as systems for handling Energy Star Portfolio Manager data specifically for meeting Energy Star certification and carbon disclosure projects. 			
2008 - 2012	Founder and Vice President of Engineering (SaveEnergy123.com) <ul style="list-style-type: none"> • SE123 offers a consumer-centric alternative to the Smart Grid, creating a model in which homeowners and utilities work together to improve the energy efficiency of homes, while collaborating to measure and control the energy usage of furnaces, air conditioners, and major electronics and appliances during times of peak energy demand. • Led the development of a full web 2.0 experience for consumers and contractors, providing AJAX-based energy auditing and project management tools. 			


	Paul Cobb Resume - continued	
Contract role(s) / brief description of responsibilities		Infrastructure & Airspace Analyst Airport/vertiport infrastructure or low-altitude airspace design
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).	
2003 - 2008	Technical Director (Sensis Corporation) <ul style="list-style-type: none"> • Provided technical direction and project management for the development of NASA's Airspace Concept Evaluation System (ACES), a non-real-time distributed simulation environment composed of interoperable models representing the gate-to-gate actions and highly coupled interactions of the key components of the air transportation system. This tool provides guidance for planning the next-generation NAS. 	
1995 - 2000	Vice President of Technology (Cybernet Systems) <ul style="list-style-type: none"> • Designed, developed, and integrated complex software systems. • Directed 40+ engineers and engineering managers in the R&D division developing cutting-edge solutions for real-time data collection and analysis, virtual reality, astronomic simulation, force-feedback robotics, distributed multimedia, and human-machine interfaces. 	
1986 - 1995	Software Developer, Space Physics Research Lab (University of Michigan) <ul style="list-style-type: none"> • Software developer for ground support stations for Space Shuttle programs, the Huygens probe on the Cassini spacecraft, and various high-altitude atmospheric balloon projects. 	
Key Accomplishments	<ul style="list-style-type: none"> • Successful delivery of leading technologies for the Army and Air Force, including streaming video/audio over wireless communications, real-time data collection of video, audio and bio signals using distributed file systems, and migration of legacy systems to new operating systems using advanced software-based data storage techniques. • Authored and presented papers and contributed to panels for real-time intelligent diagnostic systems for spacecraft and multiplayer interaction on distributed networks. • Delivered mission planning software for the military version of X-33 space-plane, which combined simulated data collection, control of an orbital display simulation, and pre-computed trajectory playback. • Created and built a next generation real-time data collection and analysis system for distributed data collection, currently being used in an Internet ECG Medical monitoring system and the OpenSkies Virtual Environment Training System. • Conducted and published human factors research in tele-operated control of unmanned ground vehicles and directed the research activities of engineers and PhDs in human factors engineering and gesture recognition. 	

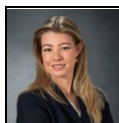
	Firm employed by: Crown Innovations, Inc.		
Name	Tom Davis	Years of relevant experience with this employer	7 years
Title	Chief Innovation Officer	Years of relevant experience with other employer(s)	36 years
Degree(s) / Years / Specialization	Bachelor of Science, Aerospace Engineering – University of Cincinnati Master of Science, Mechanical Engineering – Stanford University		
Active registration number / state / expiration date	n/a		
Year registered	2011	Discipline	Other (Engineering/Aviation), Other (Research)
Contract role(s) / brief description of responsibilities	Aerospace Engineering, Strategic Planning and 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).		
11/23 - Ongoing	<p>Crown Innovations, Chief Innovations Officer – ODOT, NCDOT</p> <ul style="list-style-type: none"> • Leads advanced concepts, UAS integration, and AI/ML applications in AAM. • Expert in UAS Traffic Management (UTM), regulatory strategy, and economically scalable aviation solutions. • Advises government and industry on airspace integration, policy, and advanced mobility ecosystems. 		
1/21 – 10/23	<p>Aerial Vantage, Inc., Chief Executive & Operating Officer</p> <ul style="list-style-type: none"> • Led startup development, integrating geospatial intelligence, UAS operations, and advanced analytics for commercial applications. • Directed multi-platform UAS programs in MI and FL, collecting high-resolution aerial imagery for agriculture. • Secured first-in-nation FAA waivers for BVLOS remote sensing flights at 1000 ft and nationwide Class G BVLOS below 400 ft. • Developed UAS Fleet Management & Operations Optimization concepts, securing a NASA SBIR award to advance industry applications. 		
08/16 – 11/21	<p>Crown Consulting, Inc.</p> <ul style="list-style-type: none"> • Led NASA’s UAM Market Study with McKinsey & Co., shaping NASA’s AAM investment strategy. • Co-led the Ohio DOT AAM Economic Impact Study, analyzing UAS package delivery, air cargo, air taxi, and regional air mobility to launch Accelerate Ohio. • Directed North Carolina DOT’s FAA UAS Integration Pilot Program (IPP), achieving nation-first UAS BVLOS flights, medical deliveries, and statewide bridge inspections. • Led development of NASA’s High-Density Automated Vertiport Concept of Operations, defining automation strategies for next-generation airspace operations. • Led NASA Automated Air Cargo Market Research, forecasting market potential, risks, and operational timelines for autonomous cargo aircraft. 		



Tom Davis Resume - continued

Contract role(s) / brief description of responsibilities	Aerospace Engineering, Strategic Planning and 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).
04/80 – 07/16	<p>NASA Ames Research Center</p> <ul style="list-style-type: none"> • Airspace Systems Technology Advisor (2014–2016): NASA expert in airspace systems integration, NextGen aviation concepts, and UAS traffic management. • Chief, Aviation Systems Division (2009–2014): Led NASA’s largest airspace technology division, managing \$60M annual budget, 70 civil researchers, and 150 contractors. Developed and tested next-generation air traffic automation concepts, including UTM, influencing FAA and industry adoption. • Deputy Chief, Aviation Systems Division (2005–2009): Co-led NextGen ATM research and aviation advancements. Formed cross-disciplinary teams to accelerate automation technologies and NAS integration. • Branch Chief, Terminal Area ATM Research (2000–2004): Led deployment of advanced air traffic management (ATM) automation technologies, now operating in the National Airspace System. • Inventor & Project Manager (1988–2003): Designed Multi-Center Traffic Management Advisor (McTMA) & Final Approach Spacing Tool (FAST), both adopted by the FAA. • Founder, CTAS Development Group (1993–1995): Led software development for the Center/TRACON Automation System (CTAS), a foundational technology for air traffic flow management. • Early Career (1980–1988): Served as Project Engineer and Principal Investigator, pioneering aviation automation simulations, flight tests, and ATM research.

	Firm employed by: Crown Innovations, Inc.		
Name	Alice E. Griffith	Years of relevant experience with this employer	<1 year
Title	Sr. Director, State and Commercial Aviation	Years of relevant experience with other employer(s)	20 years
Degree(s) / Years / Specialization	Bachelor of Science, Business Management / VCU Master of Finance and Real Estate / American University - Kogod School of Business		
Active registration number / state / expiration date	Certified PMP (Credential ID 05022023)		
Year registered	2023	Discipline	Planning, Other (Stakeholder Engagement)
Contract role(s) / brief description of responsibilities	Grant and Funding Specialist, Team Lead, Project Management		
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).		
03/25 - Ongoing	<p>Crown Innovations, Program Management – ODOT, NCDOT, PennDOT</p> <ul style="list-style-type: none"> • Provides financial analysis and budget management for all Business Unit projects • Manages project tasks and overall deliverables, ensuring work is completed on time and on budget • Manages client capture for open call contracts and team assignments for new work and/or deliverables • Leads proposal and grant funding – application management, overall strategy, & submission packages for partner engagement • Responsible for overall project success and renewals, people and contractor management • Provides expertise in ground logistics, as well as supply chain, healthcare, or logistics-based use cases for UAS and AAM <p>Provides expertise to clients for regulatory planning and workforce development strategies</p>		
09/24 - Ongoing	<p>Secretary – Drone Safety Team (DST) Steering Committee (FAA Industry and Government Working Group)</p> <ul style="list-style-type: none"> • Assists in developing DST’s strategic vision and alignment with the FAA’s UAS integration plan • Manages all new and current memberships (150+ members) • Leads DST Steering Committee meetings (monthly) • Develops and manages website, marketing, communications and event registrations for DST activities <p>Coordinates DST working group artifacts for final approval and publication by Government/ facilitation to industry</p>		
05/24 – 03/25	<p>Director of Enterprise Partnerships (Unmanned Safety Institute)</p> <ul style="list-style-type: none"> • Led and organized commercial strategy for commercial products, partnerships and pricing models • Managed and developed pipeline, proposal templates, partnership agreements, technical agreements, invoicing and business needs • Responsible for grant and funding activities with Sales Channel and Non-Profit Partners • Sourced, led, and facilitated 3-year Department of Energy (DOE) Grant with NextEra Energy Resources <ul style="list-style-type: none"> ○ <i>Project Name: “EmPOWERing Future Leaders, Workforce Development for UAS Pilot Training and Apprenticeship”</i> <p><i>Award Date: September 17th, 2024 Total Budget: \$325 Million (USI portion - \$297,000 per area)</i></p>		



Alice E. Griffith Resume - continued

Contract role(s) / brief description of responsibilities	Support for stakeholder engagement tasks and professional grant writing task
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).
04/21 – 04/24	<p>Director of Business Development (Airspace Link)</p> <ul style="list-style-type: none"> Responsible for planning and sourcing new Sales Channels for SaaS and API products Developed and managed partnerships with State and local government, and commercial organizations to develop and form public private partnerships (P3) for UAS integration programs and pilot projects, to develop communities Responsible for grant and funding activities with Sales Channel and OEM partners and drone service providers Sourced, coordinated, and managed logistics planning for 2-yr Department of Energy (DOE) Grant with City of Arlington, TX <ul style="list-style-type: none"> Project: “Multimodal Delivery Demonstration Project” with Tarrant Area Food Bank & University of Texas Awarded: FY2023 Total Budget: \$780,182 (ASL portion - \$167,000) Sourced, coordinated, and managed workforce development planning for 18-mn DOT SMART Grant with MHA Tribal Nation <ul style="list-style-type: none"> Project: “MHA Nation Drone Project, Planning and Protocol Development” (Three Affiliated Tribes) Awarded: FY2022 Total Project Budget: \$2 Million (ASL portion - \$251,000) Sourced, led, and facilitated State Grant funding for Beaumont Health UAS Real-World pilot program, in partnership with the State of Michigan, through Michigan Economic Development Corporation (MEDC) and Office of Future Mobility (OFME) <ul style="list-style-type: none"> Project: “Michigan Miracle Mile” (Beaumont Spectrum Health drone delivery testing of labs) Awarded: October 2021 10 months Total Budget: \$150,000 Sourced, led, and facilitated State Grant funding for City of Holland, MI, to test drone delivery in partnership with the State of Michigan through Michigan Economic Development Corporation (MEDC) and Office of Future Mobility (OFME) <ul style="list-style-type: none"> Project: “All-electric and multimodal autonomous systems pilot program” Awarded: August 2023 6 months Total Budget \$125,000 <p>Supported OEM and operator development, use case strategy, and foundational Public Private Partnership structuring for the State of Michigan’s Advanced Aerial Innovation Region (AAIR)</p>
08/18 – 04/21	<p>Business Unit Director (SP Global)</p> <ul style="list-style-type: none"> Led and obtained SBIR Phase I funding through AFWERX (Air Force Small Business support) <ul style="list-style-type: none"> Project: “VyrX – Rethinking Medical Transportation and Logistics” Project Area of Interest: Ai and Mission Systems 3 months Awarded: \$75,000 Led and obtained State Grant funding from Ohio Third Frontier Technology Validation and Start-up Fund for research <ul style="list-style-type: none"> Project: “VyrX – Rethinking Medical Transportation and Logistics” Awarded: October 2018 3 months Total Budget \$50,000



Firm employed by: Thales USA, Inc. - ATC

Name	Jeff Beyer	Years of relevant experience with this employer	4 years
Title	Project Design Authority	Years of relevant experience with other employer(s)	20 years
Degree(s) / Years / Specialization	MS, Electrical Engineering, Michigan Technological University, 2001; BS, Electrical Engineering, Michigan Technological University, 2000; 20+ years; Systems Engineering / Architect		
Active registration number / state / expiration date	N/A		
Year registered	n/a	Discipline	Other (Aviation / Engineering)
Contract role(s) / brief description of responsibilities	As the Project Design Authority, Mr. Beyer will be responsible for analyzing the requirements and providing insight into solution design and implementation.		
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).		
07/21 - Present	Organization: Thales USA, Inc. – ATC Role: Project Design Authority <ul style="list-style-type: none"> • Lead Systems Architect for first of its kind North Dakota’s Beyond Visual Line of Sight UAS Network, Vantis • Lead the design and implementation of service offerings to support BVLOS operations • Analyzed airway system safety to support BVLOS waivers to the FAA • Analyzed cybersecurity needed to integrate FAA radar data 		
06/06 – 07/21	Organization: Sensis Corporation Role: Systems Engineer and Technical Lead <ul style="list-style-type: none"> • Lead Systems Safety Engineering on the first commercial aviation-grade surveillance service (ADS-B) • Analyzed the initial system architecture and designed continuity and integrity improvements using industry best practices and tools including FTAs and FMEAs; analyzed system changes in accordance with ICAO safety methodologies • Articulated the design assurance of safety critical software components • Served in a variety of engineering roles in support of the FAA’s SBS program including systems, software, and test • Developed tools for automated design qualification and test • Developed statistical reporting tools for the U.S. FAA's DTAP program. The tools consolidate information from several sources into a unified, monthly report for the FAA • Lead Systems Engineering for the Precision Runway Monitoring System at Detroit Metropolitan Airport (DTW) ; responsible for system design, integration, and test 		

17. Firm Experience:

Firm name	Rawlins Infra Consult		Discipline(s)*	Other (Professional Grant Writing), Other (Research)
Project name	TDOT, Aeronautics Division – SMART Grant Funding Application Development		Firm responsibility (prime or sub?)	Prime
Project number	1- Prime	Owner's name	TDOT - Aeronautics Division	
Project location	Davidson County, TN		Owner's Project Manager	Ryan Traversa
Owner's address, phone, email	7335 Centennial Blvd Nashville, TN 37209 615.253.5927 Ryan.Traversa@tn.gov			
Services commenced by this firm (mm/yy)	11/23	Total consultant contract cost (\$1,000's)		\$730
Services completed by this firm (mm/yy)	12/24	Cost of consultant services provided by this firm (\$1,000's)		(see * below)

(*Rawlins' work with TDOT was under general tasks and each project wasn't tracked since the work was part of a larger effort.)

The Rawlins Infra Consult Team assisted TDOT's Aeronautics Division with the preparation and submittal of the **USDOT FY 2024 SMART Grant Stage 1 funding** application. This work included identifying a project that could be developed on a small scale and then replicated to maximize statewide public benefit, significantly furthering TDOT's AAM Program. As part of preparing the SMART Grant Application, the Rawlins Team coordinated with Aeronautics and a range of other project partners including a private sector drone operator, a university, a hospital, state agencies, and an organ donation entity, to develop **Aerial Innovation for Improved Reliability of Transportation Networks or AIIR-TN**. This project will use drones to improve travel time reliability for couriers transporting time-sensitive lab samples to downtown Nashville for organ donation matching while enhancing TDOT's transportation system logistics and resiliency. Stage 1 deliverables are anticipated to be a research report, a drone hub site selection resource, a guide to acquiring beyond visual line of sight (**BVLOS**) **waivers**, and community health improvement metrics with expected outcomes of reduced travel time for couriers compared to surface transportation only as well as opportunities for new use cases. This project will benefit those on the organ donation waitlist, and eventually, the benefits will extend to the disadvantaged communities where the drone hubs are located. Stage 1 activities include research, project planning and execution, **community engagement**, test flights, and coordination with the FAA. Stage 2 addresses transportation insecurity by establishing additional drone hubs, targeting areas at the intersection of disadvantaged communities and maximum congestion relief, to expedite lab sample delivery and provide disadvantaged communities access to essential goods. Specific grant application activities included: preparation of the FY 2024 SMART Grant Application; review of FY 2024 SMART Grant Notice of Funding Opportunity (NOFO); contacting four previous SMART Grant Awardees and requesting a copy of their grant application submittal; reviewing FY 2023 SMART Grant Application Submittals from three previous Grant awardees; participating in coordination meetings in support of the preparation of the SMART Grant application submittal; preparing grant documentation and graphics consistent with the NOFO; and assisting with on-time grant submittal.

Key Personnel: Krista Wieland, Alicia McConnell, Barbara Davis, Renee Barone

Firm name	Rawlins Infra Consult		Discipline(s)*	Data Collection, Planning, Other (Research), Other (Stakeholder Engagement), Other (Stakeholder Engagement)
Project name	Nevada DOT Strategic Planning Initiative		Firm responsibility (prime or sub?)	Prime
Project number	2 - Prime	Owner's name	Nevada Department of Transportation	
Project location	Carson City, NV		Owner's Project Manager	Scott Hein, PE
Owner's address, phone, email	1263 S. Steward Street, Carson City, NV 89712 775.888.7000 tlarkin@dot.nv.gov			
Services commenced by this firm (mm/yy)	03/23	Total consultant contract cost (\$1,000's)		\$3,992
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)		\$3,022
<p>The project involved leading the development of a transformative Strategic Plan for the Nevada Department of Transportation (NDOT) that provides strategic direction, establishes departmental priorities, and is integrated throughout the agency. A multifaceted development and implementation roadmap was created to ensure project success. This roadmap included reviewing current NDOT performance plans, identifying the best and most effective DOT and non-DOT industry strategic plans and strategic planning processes, surveying and interviewing NDOT staff, establishing and leading focus groups, conducting both internal and external stakeholder meetings—including traditional and non-traditional partners—and coordinating and facilitating individual action planning workshops with all technical disciplines and field units. It also involved establishing and leading monitoring and evaluation processes to determine the effectiveness of short-term, mid-term, and long-term actions using performance indicators.</p> <p>As part of the internal engagement effort, internal stakeholder workshops and focus groups were organized, prepared for, and conducted. These included performing SWOC (Strengths, Weaknesses, Opportunities, Challenges) analyses focusing on talent acquisition and employee development; technology utilization and data governance; internal process optimization and operational efficiency; internal and external communications; and accountability, performance management, and organizational culture. Additionally, external stakeholder workshops were organized, prepared for, and conducted with Metropolitan Planning Organizations, cities, counties, and private industry. Input from these sessions was categorized and evaluated using the PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) model to identify stakeholder expectations and opportunities in each area.</p> <p>The project also facilitated the establishment of NDOT's Vision, Mission, Values, Strategic Goals, and Performance Indicators through interactive meetings and workshops with the Executive Leadership Team and a Core Team of mid-level managers. These sessions utilized engagement information gathered during the initial steps of the roadmap to guide decision-making. In total, 37 action planning workshops were conducted with technical discipline units and field units across the department. An engagement model was developed and applied, resulting in the identification of 290 actions. Many of these actions included creating new or updating existing policies; identifying and establishing activities to better utilize existing technologies; obtaining new technologies to improve efficiencies; and implementing a wide range of improvements to both internal operations and the overall operations of the transportation system through infrastructure and operational enhancements.</p> <p>To support transparency and track progress, a SharePoint portal was developed, allowing for triannual monitoring of the advancement of these actions by the entire department. This portal also serves as a mechanism to assess the Strategic Plan's impact on performance indicators, ensuring accountability and continued alignment with NDOT's strategic objectives.</p>				
Key Personnel: Paul Schneider				

Firm name	Rawlins Infra Consult		Discipline(s)*	Data Collection, Planning, Other (Research)
Project name	TDOT, Aeronautics Division – Statewide Advanced Air Mobility (AAM) Evaluation		Firm responsibility (prime or sub?)	Prime
Project number	3 -Prime	Owner’s name	TDOT - Aeronautics Division	
Project location	Davidson County, TN		Owner’s Project Manager	Christopher Starr, P. E.
Owner’s address, phone, email	7335 Centennial Blvd Nashville, TN 37209 931.222.9878 Christopher.Starr@tn.gov			
Services commenced by this firm (mm/yy)	11/2023	Total consultant contract cost (\$1,000’s)		\$730
Services completed by this firm (mm/yy)	12/2024	Cost of consultant services provided by this firm (\$1,000’s)		(see * below)
(*Rawlins’ work with TDOT was under general tasks and each project wasn’t tracked since the work was part of a larger effort.)				
<p>The Rawlins Infra Consult Team supported TDOT Aeronautics with preparing Tennessee’s Statewide AAM Evaluation. This important effort established a high-level planning basis for integrating advanced air mobility into TDOT aeronautics and Tennessee’s greater transportation system. It provided TDOT with the foundation to begin identifying infrastructure needs and potential use cases that will expedite the creation of a viable, thriving AAM Program. In the longer term, the Statewide AAM Evaluation will facilitate the identification of potential regional corridors that will serve mobility needs for freight and people on intra- and interstate networks. The evaluation was developed to maximize value for the Aeronautics Division by primarily using existing data that was supplemented with a literature review of current, relevant AAM resources. All information was reviewed, compiled, summarized, and evaluated within an AAM context to document existing conditions, summarize the regulatory environment and coordination activities, and identify the next steps and opportunities. Specific work activities for the development of the TDOT Statewide AAM Evaluation include: (1) conducting a literature review (Tennessee Aviation System Plan 2040, February 2022 (TASP 2040), TASP Aviation Impact Study, Tennessee Statewide Multimodal Freight Plan, 2019, Tennessee Statewide Multimodal Freight Plan Update, 2023, Tennessee Statewide Freight Bottleneck Study, 2022, FAA Advanced Air Mobility Implementation Plan Version 1.0, July 2023, FAA Engineering Brief No. 105, Vertiport Design, FAA Code Federal Regulations Part 107, Small Unmanned Aircraft Systems, FAA Advisory Circular Airport Land Use Compatibility Planning, September 16, 2022, Tennessee Code Annotated Title 42, Aeronautics, Tennessee Electric Vehicle Infrastructure (TEVI) Formula Program Deployment Plan, September 14, 2022, TEVI Deployment Plan Update, September 29, 2023, Tennessee’s Economy 2022-2023 Dept of Labor & Workforce Development, Tennessee Airport Capital Improvement Plan Development, PAS Report 606 Planning for Advanced Air Mobility, March 2024; (2) collecting and summarizing data (Statewide Population – 2018 through 2023; State and National Population Estimates Dashboard, Tennessee State Data Center, University of Tennessee Knoxville Center for Business and Economic Research, Statewide Employment – Labor Force Data November 2023 through April 2024, Historical Nonfarm Employment 2014 through 2024, US Bureau of Labor Statistics); and (3) preparing the report documentation, graphics, and tables (Chapter 1 Overview and Approach, Chapter 2 Existing Conditions, Chapter 3 Regulations, Rules & Responsibilities, Chapter 4 Collaboration, Chapter 5 Recommendations).</p> <p>Key Personnel: Barbara Davis, Krista Wieland, Renee Barone, Alicia McConnell</p>				

Firm name	Rawlins Infra Consult		Discipline(s)*	Data Collection, Other (Research), Other (Stakeholder Engagement)	
Project name	TDOT, Aeronautics Division – Aeronautics Coordination, Air Mobility Working Group & Task Force			Firm responsibility (prime or sub?)	Prime
Project number	4 - Prime	Owner’s name	TDOT - Aeronautics Division		
Project location	Davidson County, TN		Owner’s Project Manager	JP Saalwaechter, P. E.	
Owner’s address, phone, email	7335 Centennial Blvd Nashville, TN 37209 615.741.0780 John.Saalwaechter@tn.gov				
Services commenced by this firm (mm/yy)	11/23	Total consultant contract cost (\$1,000’s)			\$730
Services completed by this firm (mm/yy)	12/24	Cost of consultant services provided by this firm (\$1,000’s)			(see * below)

(*Rawlins' work with TDOT was under general tasks and each project wasn't tracked since the work was part of a larger effort.)

The Rawlins Infra Consult Team supported TDOT's Aeronautics Division by facilitating the **TN Air Mobility Working Group**, which is comprised of representatives from public agencies, and the **TN Air Mobility Task Force**, which is comprised of industry stakeholders. This **stakeholder outreach** encouraged both groups to work with the Aeronautics Division to provide input on the advancement of Uncrewed Aircraft Systems (UAS) and Advanced Air Mobility (AAM) initiatives and opportunities in the state. Both the Working Group and the Task Force are forums to discuss and collaborate on relevant UAS and AAM topics, issues, and opportunities. Participants provide perspectives on how these technologies affect their agency or business. In addition, they provide feedback and expertise on topics that are deemed a priority for Tennessee. This feedback has been compiled into an **Air Mobility Working Group report** and an **Air Mobility Task Force report** that summarizes the work done in both groups to identify meaningful initiatives in the state of Tennessee and to capture priorities from the state's stakeholders.

Coordination efforts at the statewide level on behalf of Aeronautics include outreach and discussions with Amazon, Ballad Health, Whisper Aero, and universities like the University of Tennessee-Knoxville, Vanderbilt, and Middle Tennessee State University. During the SMART Grant Application development, Rawlins and Aeronautics collaborated with the TN Economic and Community Development (TNECD) team, whose insight and collaboration were beneficial to both the grant application and additional Air Mobility initiatives within TDOT. Rawlins facilitated numerous discussions with TNECD and Amazon, who had worked together to establish warehouses and create jobs across the state of Tennessee. Similar to the initial outreach from our SMART Grant participant, DCIDS, Ballad Heath showed interest in utilizing drone delivery to supplement their services to patients in rural areas. Conversations are ongoing, and Rawlins is creating supporting documentation for Amazon Prime to establish roots in Tennessee, along with supporting Ballad Heath's pursuit of a use case to support **AAM for healthcare**.

Coordination at a regional level includes Rawlins's support of the Aeronautics Division in establishing formal collaboration with the DOTs for several southeastern states, including Alabama, Georgia, Florida, Kentucky, Mississippi, North Carolina, South Carolina, and Puerto Rico to coordinate AAM issues of regional importance. This collaboration effort is referred to as the National Association of State Aviation Officials (NASAO) **Southern Region AAM Consortium**. Rawlins provided presentation materials, facilitated the meetings, prepared meeting notes, created contact lists, a compilation of each state's AAM-related resources, and set up a SharePoint site for resource sharing.

At a national level, Rawlins has assisted the Aeronautics Division with meetings, collaboration and project planning with the **Northern Plains UAS Test Site (NPUASTS)**, located in Grand Forks, ND. Rawlins holds bi-monthly meetings with NPUASTS and Aeronautics.

Key Personnel: John Zuleger, Renee Barone, Alicia McConnell

Firm name	Rawlins Infra Consult	Discipline(s)*	Data Collection, Planning, Other (Research), Other (Stakeholder Engagement)
Project name	TDOT, Aeronautics Division – AAM Strategic Support & UAS Program Development, Various Tasks		Firm responsibility (prime or sub?) Prime
Project number	5 - Prime	Owner's name	TDOT - Aeronautics Division
Project location	Davidson County, TN	Owner's Project Manager	Ryan Traversa
Owner's address, phone, email	7335 Centennial Blvd Nashville, TN 37209 615.253.5927 Ryan.Traversa@tn.gov		
Services commenced by this firm (mm/yy)	11/23	Total consultant contract cost (\$1,000's)	\$730
Services completed by this firm (mm/yy)	12/24	Cost of consultant services provided by this firm (\$1,000's)	(see * below)
(*Rawlins' work with TDOT was under general tasks and each project wasn't tracked since the work was part of a larger effort.)			
<p><u>NPUASTS:</u> Rawlins provided support for the RFI development, coordination, RFI review and analysis, kickoff meeting presentation, agenda, and project planning for the MOU and pursuit of a statewide AAM framework, utilizing NPUASTS as an advisor. The Rawlins team presented the Statewide AAM Evaluation and documented the meeting outcomes to create a project plan to efficiently create an AAM framework for the state that's built on NPUASTS' experience.</p> <p><u>UAS Program Documentation:</u> The Rawlins team, in collaboration with TDOT's Aeronautics Division, developed a new Drone Program Policy, Standard Operating Procedures (in progress), and a Remote Pilot Training Manual to support the Division's growing remote pilot personnel. Rawlins also offered subject matter expertise during the procurement of UAS, reviewed quotes from potential vendors, and provided on-site support during the testing of several potential UAS.</p> <p><u>TN Drone Symposium:</u> The Rawlins Infra Consult Team supported TDOT's Aeronautics Division for their inaugural Drone Symposium by assisting with the coordination with event services personnel within MTSU, helping create the agenda, coordinating with sponsors, setting up the Cvent page and services, reserving the event spaces for Day 1 and Day 2, providing presentation support for TDOT staff, providing on-site staffing and support for the check in desk, moderating the rooms, and site set up for the vendors on both days. This event was integral in supporting the Department's desire to build awareness and an open, collaborative community so that UAS and AAM will be well-understood, transparent, and set up for long-term success in the state of Tennessee. It was a community event that included UAS and future mobility presentations by TDOT's leadership and a remarkable group of UAS enthusiasts, industry leaders, policymakers, and innovators from across the country, including flight demonstrations. Consistent, meaningful, and ongoing engagement with the community and stakeholders is an important aspect of implementing projects and initiatives that are supported, understood, trusted, and embraced by the community.</p> <p>Since September 2023, Rawlins has been a key partner to TDOT's Aeronautics Division, delivering a wide range of support services. These efforts include advancing TDOT's Drone Program, supporting AAM initiatives, facilitating coordination and outreach with internal and external stakeholders, developing federal funding applications, and helping to organize the inaugural Tennessee Drone Symposium.</p> <p>Key Personnel: Alicia McConnell, Krista Wieland, Barbara Davis, Renee Barone, John Zuleger, Nicole Arakorpi</p>			

Firm name	Crown Innovations, Inc.	Discipline(s)*	Data Collection, Planning, Other (Research), Other (Stakeholder Engagement)
Project name	VAR-STW Uncrewed Aircraft Systems Program Management		Firm responsibility (prime or sub?) Prime
Project number	T253-001	Owner's name	Ohio Department of Transportation (ODOT)
Project location	State of Ohio	Owner's Project Manager	Richard Fox, UAS Program Director
Owner's address, phone, email	1323 West Blee Road, Springfield, OH 45502 937.497.6740 Richard.Fox@dot.ohio.gov		
Services commenced by this firm (mm/yy)	01/25	Total consultant contract cost (\$1,000's)	\$550,000
Services completed by this firm (mm/yy)	01/27	Cost of consultant services provided by this firm (\$1,000's)	n/a
<p>Since 2018, Crown has served as a key advisor to ODOT and the Ohio UAS Center, supporting a suite of strategic planning, infrastructure, and policy projects focused on AAM and UAS. Crown co-led the development of the Ohio Advanced Air Mobility Framework (2022) and served as lead author of the Infrastructure to Support Advanced Autonomous Aircraft Technologies in Ohio (2021) report. These efforts culminated in a first-of-its-kind integrated AAM strategy for a U.S. state, helping Ohio proactively define operational, regulatory, and economic parameters for AAM integration. Crown has serviced ODOT with various contracts year-over-year, the currently active contract is named above; work for this contract and others has included the key tasks below.</p> <p>Key tasks performed included:</p> <ul style="list-style-type: none"> • Data Collection: Identifying aviation assets statewide, integration and infrastructure needs for UAS and AAM, conducting statewide demand modeling for passenger, cargo, and emergency service use cases. • Planning: Designing phased implementation frameworks including infrastructure recommendations for vertiports. • Regulatory Needs and Research: Conducting in-depth studies on technical stakeholders, geographic areas for AAM corridors, airspace deconfliction, and energy alternatives, including electric and hydrogen propulsion scenarios. Execution of Beyond Visual Line of Sight (BVLOS) waivers and Certificate of Authorizations (COA's) needed for expanding Drone-in-a-Box operations, Bridge and Infrastructure Inspections, Public Safety and Law Enforcement missions. • Stakeholder Engagement: Facilitating statewide coordination workshops, OEM interviews, and focus groups with JobsOhio, NASA, regional planning organizations, and AAM developers. Importantly, Crown helped coordinate, and continues to support, the Ohio/NASA space act agreement that contains 4 annexes supporting AAM integration in Ohio. <p>Crown also advised on regulatory policy gaps at the state level, developed recommendations for enabling legislation, and produced visual corridor concepts for emergency and passenger movement across urban and rural zones. This work has positioned Ohio as a leader in AAM investment attraction and infrastructure readiness.</p> <p>Key Personnel: Fred Judson; Tom Davis; Alice Griffith; Bobby Walston</p>			

Firm name	Crown Innovations, Inc.	Discipline(s)*	Data Collection, Planning, Other (Research)
Project name	NCDOT UAS Program Office Support Services (NCDOT)		Firm responsibility (prime or sub?) Sub
Project number	7000022102	Owner's name	North Carolina Department of Transportation
Project location	State of North Carolina	Owner's Project Manager	Jason B. Schronce, Deputy Director of Programs and Planning
Owner's address, phone, email	1050 Meridian Dr., Morrisville, NC 27560 919.306.1135 mobile jbschronce@ncdot.gov		
Services commenced by this firm (mm/yy)	12/23	Total consultant contract cost (\$1,000's)	\$875,298
Services completed by this firm (mm/yy)	12/25	Cost of consultant services provided by this firm (\$1,000's)	n/a *

Since 2017, Crown has been a strategic partner to NCDOT, supporting its role as an FAA Integration Pilot Program (IPP) and BEYOND programs lead participant. Crown co-developed NCDOT's [Advanced Air Mobility Strategic Plan \(2023\)](#), coordinated BEYOND technical meetings, and authored monthly and semiannual reports to the FAA. Additionally, Crown created the North Carolina UAS/AAM Airport Guidebook (2024)—a practical, plain-language resource aimed at helping local airports to evaluate and pursue AAM opportunities. Currently, Crown is also leading the NCDOT first statewide [Programmatic Environmental Assessment for Drone Package Delivery in North Carolina](#). Currently active contract details are identified above, and highlights of our work include:

- **Data Collection:** Aggregating data from NCDOT BEYOND missions (infrastructure inspection, emergency response, public safety), as well as energy, population density, and airspace classification for corridor and vertiport planning.
- **Planning (Transportation and Policy):** Assessing implementation frameworks, aligning land use planning with airspace and community needs. Developed dashboard tools and performed analysis and reports for policy and legislation needs related to AAM and UAS.
- **Regulatory Needs and Research:** Management of Statewide Programmatic Environmental Assessment (PEA); Evaluation of viable use cases such as disaster response, logistics for remote communities, and agricultural sensing, and pairing them with minimum viable infrastructure requirements.
- **Stakeholder Engagement:** Leading community engagement workshops, organizing educational webinar series, and preparing communication materials for airport managers, regional planners, and the general public.
- **UAS Operations, Daily Flight Activities & Part 107 Training:** Infrastructure & Industry Inspections; Construction and Surveying; Drones as a First Responder programs for Public Safety and Law Enforcement.

Alignment with Louisiana Objectives:

North Carolina provides Louisiana with an example of a leading State in the Southern Region that is experiencing success with UAS and AAM expansion to statewide adoption. In addition to the above, Crown has assisted NCDOT with Beyond Program Management, to further develop stakeholders and use cases within the state for advanced infrastructure inspection, package delivery, alternative energy sources, and DFR programs.

Key Personnel: Fred Judson, Cliff Sweatte, Paul Cobb

Firm name	Crown Innovations, Inc.		Discipline(s)*		Data Collection, Planning, Other (Research), Other (Stakeholder Engagement)	
Project name	PennDOT CAV & Transformation Technology Support			Firm responsibility (prime or sub?)		Sub
Project number	C46-T238	Owner's name	Pennsylvania Department of Transportation			
Project location	State of Pennsylvania		Owner's Project Manager	Kevin R. Tobias, Strategic Development and Implementation		
Owner's address, phone, email		400 North Street, 6th Floor, Harrisburg, PA 17120 717.710.2086 kevtobias@pa.gov				
Services commenced by this firm (mm/yy)		7/22	Total consultant contract cost (\$1,000's)			\$25,736
Services completed by this firm (mm/yy)		6/25	Cost of consultant services provided by this firm (\$1,000's)			n/a

Crown Consulting started supporting the Pennsylvania Department of Transportation (PennDOT), as a sub to HNTB, in 2022 to develop a forward-looking strategy to assess and fund AAM infrastructure and airport electrification. Through two key efforts—the AAM Funding Opportunities Assessment and an extensive literature review and policy alignment analysis—Crown has provided PennDOT with a research-driven roadmap to identify, align, and pursue federal, state, and private sector funding for AAM-related initiatives. A new contract for HNTB and Crown was recently awarded in June 2025 to continue the UAS and AAM work for PennDOT. New work-orders for the contract are currently being discussed.

Key Contributions:

- **Data Collection:** Crown cataloged over 80 active and historical funding programs, identifying alignment opportunities across federal sources such as FAA AIP and VALE, U.S. DOT SMART and hydrogen and EV programs, and regional economic development initiatives. The team mapped funding cycles, eligibility, scope, and strategic fit for PennDOT's AAM and electrification goals.
- **Planning:** Crown developed a preliminary assessment for potential regulatory gaps, hurdles and funding programs to support the growing AAM interests for Pennsylvania, assisting in site location planning for future vertiport sites and airport modernization.
- **Research:** Developed literature for policy trends across PA, evaluating how cities and burrows approach UAS and AAM. These insights help PennDOT understand regulatory pathways, interoperability issues, and market-readiness signals for future AAM adoption.
- **Stakeholder Engagement:** Crown developed a list of recommended stakeholder strategies to compete and incentivize potential funding opportunities.

Alignment with Louisiana Objectives:

Crown's work in Pennsylvania reflects a proactive approach to building a funding-ready, community-aligned, and technically informed AAM strategy. The research and planning tools developed for PennDOT can be directly adapted for Louisiana, particularly in:

- Data collection to build an AAM funding pipeline and identify critical assets and infrastructure gaps
- Establishing a baseline for stakeholder literacy and coordination frameworks.
- Identifying economic development drivers relevant to both urban and rural nodes.

Key Personnel: Fred Judson

Firm name	Thales USA, Inc.	Discipline(s)*	Other: Aviation / Engineering
Project name	Vantis		Firm responsibility (prime or sub?) Prime
Project number	Sub - 1	Owner's name	State of North Dakota
Project location	Grand Forks, ND	Owner's Project Manager	Erin Roesler
Owner's address, phone, email	4201 James Ray Dr., Grand Forks, ND 218.230.9132 emroesler@nd.gov		
Services commenced by this firm (mm/yy)	02/20	Total consultant contract cost (\$1,000's)	\$55M+
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)	\$55M+
<p>On the Vantis project, Mr. Beyer, is the Lead Systems Architect responsible for the design and implementation of all service offerings to support BVLOS operations.</p> <p>Thales is currently serving as the competitively selected, long-term systems engineering / systems integrator (SE/SI) partner responsible for developing, implementing, operating, and maintaining surveillance and communications systems and services that enable UAS Beyond Visual Line of Sight (BVLOS) operations for commercial and public sector customers throughout the state of North Dakota. Thales is fully integrating all elements (systems, subsystems, hardware, software, and training) necessary for a successful integration and deployment of the BVLOS system as an end-to-end UAS solution. Specifically, the project required the following items to deploy the state-wide network for BVLOS UAS operations:</p> <ul style="list-style-type: none"> • Air/Ground Communications and Ground Surveillance infrastructure • Backhaul data network • Mission Network Operations Center (MNOC) including UTM services • UAS platforms and services <p>Thales is currently executing on the 9th Task Order for the Vantis program.</p> <p>Thales continues to work closely with the FAA and University of North Dakota / Northern Plains UAS Test Site (NPUASTS) to deliver industry-leading UAS BVLOS solutions, and in the process, has received more waivers and Certificates of Waivers of Authorization (COAs) from the FAA than any other test site.</p> <p>Key Personnel: Jeff Beyer</p>			

Firm name	Thales USA, Inc.	Discipline(s)*	Other: Aviation / Engineering
Project name	Feasibility Study for UAS Connected Corridor Michigan DOT AERO		Firm responsibility (prime or sub?) Sub
Project number	Sub - 2	Owner's name	Michigan DOT Aeronautics
Project location	State of Michigan and Windsor, Ontario	Owner's Project Manager	Bryan Budds
Owner's address, phone, email	425 W Ottawa St, Lansing, MI 48933 517.230.1367 BuddsB@michigan.gov		
Services commenced by this firm (mm/yy)	01/24	Total consultant contract cost (\$1,000's)	\$1.3M
Services completed by this firm (mm/yy)	Ongoing (until 01/26)	Cost of consultant services provided by this firm (\$1,000's)	\$1.3M
<p>For this project, Mr. Beyer provided guidance and oversight of the analysis and assessment of the data collected.</p> <p>Thales, in partnership with Airspace Link, executed on a project for the Michigan Development of Transportation Office of Aeronautics (AERO) to perform a Feasibility Assessment across three geographic areas in Michigan and Ontario, Canada for a UAS Connected Corridor. Thales devised the approach for assessing existing airspace, air traffic and ground infrastructure and spearheaded the analysis. Thales leveraged their extensive experience as a designer, developer and implementer of complex, mission-critical solutions for ATM and used a system-of-systems methodology. Due to the fact that Detect and Avoid (DAA) technology in the UAS would take several years to mature technologically and obtain FAA approval, Thales was able to accelerate the time for AERO to obtain approval for a BVLOS UAS Connected Corridor by using the valuable lessons learned in North Dakota on the Vantis program, and analyzed a combination of non-cooperative sensors to maximize the coverage volume and protect UAS operations from intruding in commercial, general aviation, or military flight paths.</p> <p>Key Personnel: Jeff Beyer</p>			

Firm name	Thales USA, Inc.	Discipline(s)*	Other: Aviation / Engineering
Project name	MICH-AIR		Firm responsibility (prime or sub?) Prime
Project number	Sub - 3	Owner's name	Battle Creek Unlimited
Project location	Kellogg, Michigan	Owner's Project Manager	Robert Corder
Owner's address, phone, email	4950 West Dickman Road, Suite 1 Battle Creek, MI 49037 269.719.6829 corder@bcunlimited.com		
Services commenced by this firm (mm/yy)	07/24	Total consultant contract cost (\$1,000's)	\$270K
Services completed by this firm (mm/yy)	09/24	Cost of consultant services provided by this firm (\$1,000's)	\$270K
For this project, Mr. Beyer provided guidance and oversight of the analysis and assessment of the data collected.			
For the Battle Creek Unlimited (BCU) project, Thales prepared an Engineering Study for a Ground Based Sense and Avoid (GBSAA) system to support BVLOS UAS operations in and out of the Kellogg Airport in Battle Creek, MI. The project's goal was to lay the groundwork for Battle Creek's advancement of UAS integration within the state of Michigan and help establish the MICH-AIR facility as the first of its kind in the state, serving as a hub for advanced urban air mobility. Thales conducted a detailed technological evaluation, provided a recommended equipment list for the GBSAA system and a Strategic Integration Plan to serve as a roadmap for BCU.			
Key Personnel: Jeff Beyer			

* If there is more than one discipline included in the proposal, then indicate which discipline(s) this project is being used to represent.

**This field cannot be left blank and N/A is not acceptable.

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.

~~~Copy these disciplines exactly as they are listed above.~~~

\*\*\* Consultants have the flexibility to determine what a project is though **still limited to one project per sheet**. For example, an IDIQ or other retainer-type contract can be considered a project for the purpose of this section.

## 18. Approach and Methodology:

### Description of How the Work Will Be Performed:

The Rawlins Team, a collaboration between Rawlins Infra Consult, Crown Innovations, Inc., and Thales USA, will provide sound, trusted advice and successfully deliver all required services through a phased, integrated, and stakeholder-driven approach tailored specifically for the Louisiana DOTD. Work under this contract will be executed by qualified task leads from the Rawlins Team, supported by experienced planners, engineers, regulatory advisors, economists, and designers. Each task order will begin with a kickoff meeting to align expectations, confirm milestones, and establish communication protocols. Progress will be tracked through recurring internal check-ins and formal DOTD coordination meetings, with overall contract management led by Rawlins Infra Consult.

All deliverables will be produced in accordance with DOTD QA/QC policies, cybersecurity training requirements, and CAD/electronic submission standards. Each team member brings experience working under IDIQ and task order-based contracts, ensuring seamless coordination, responsiveness, and accountability.

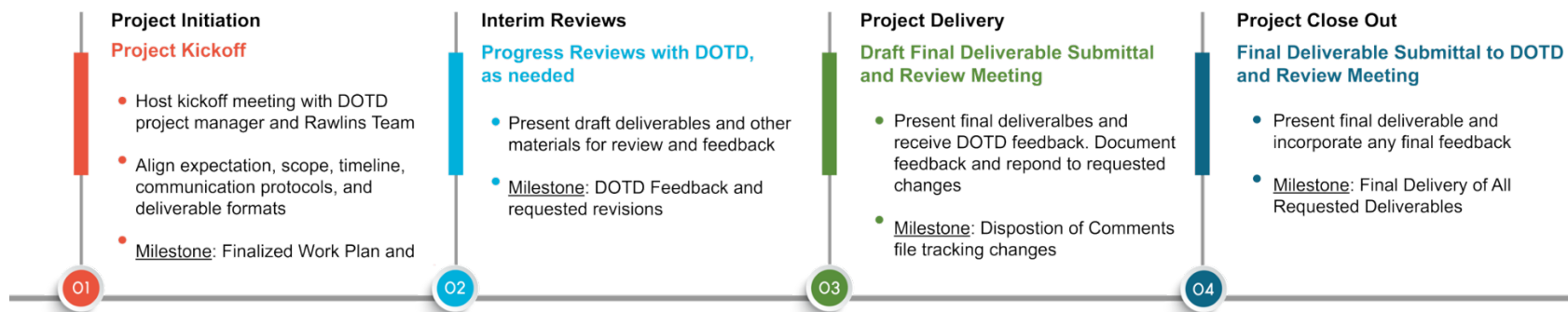
### Proposed Project Schedule:

*Table 1. Rawlins Infra Consult Louisiana DOTD Proposed Schedule*

| Project Schedule                   | 2025 |    |    |    | 2026 |    |    |    | 2027 |    |    |    | 2028 |    |    |    | 2029 |    |    |    | 2030 |    |    |    |
|------------------------------------|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
|                                    | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 |
| SWOT                               |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Strategic Plan                     |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Economic Impact                    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Web Design                         |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| AAM Webinar Series                 |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Professional Grant Writing for AAM |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |

### Sample Task Schedule:

We emphasize agile project management with feedback opportunities at each deliverable milestone.



*Figure 1. Agile Project Methodology*

### Approach and Methodology for SWOT

To guide the early stages of Louisiana’s Advanced Air Mobility (AAM) strategic planning, our team will conduct a comprehensive SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis that provides DOTD and stakeholders with a high-level, structured view of the current and potential landscape for AAM integration in the state. Paul Schneider will lead this effort with Clint Harper, who brings national experience in transportation infrastructure assessments, policy, and strategic aviation planning. The analysis will not only identify capabilities and limitations but also surface external risks and opportunities across regulatory, technological, operational, and economic dimensions. The methodology will follow a proven framework emphasizing expert engagement, comparative benchmarking, and current-state inventory. It will be informed by existing research, expert interviews, and a review of local infrastructure and planning data. As illustrated in Figure 2 our team will use a standardized definition of SWOT variables to ensure consistency and strategic insight, with support from the broader team to deliver the SWOT Matrix, Reports on Strengths, Weaknesses, Opportunities, and Threats, and high-level strategic recommendations.

|                                 |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                              |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                 | Positive Applications                                                                                                                                                                                                                | Negative Applications                                                                                                                                                                                                        |
| What Data is Available          | <b>Strengths</b><br><br>What resources can be deployed, and what advantages do these resources bring to a client?<br><br>Additionally, what is working well with the current program for future use to support a successful outcome? | <b>Weaknesses</b><br><br>What abilities are the current resources/team lacking?<br><br>Where could a team struggle, and how can we support overcoming these challenges?                                                      |
|                                 | <b>Opportunities</b><br><br>Who might benefit most from the program’s strengths?<br><br>What trends will work to support the program, and what goals are within reach?                                                               | <b>Threats</b><br><br>What challenges do we expect to arise as we move forward?<br><br>Who might challenge this work, and what could go wrong?<br><br><i>“Threats” is a word often misunderstood in the context of SWOT.</i> |
| What Data Needs to be Collected |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                              |

**Figure 2. SWOT Variable Definitions/Format**

### Approach and Methodology for AAM Strategic Plan

The Rawlins Team will deliver a comprehensive Strategic Plan for AAM through a phased, stakeholder-driven approach led by Paul Schneider with support from Tom Davis.

Our methodology begins with coordination meetings to refine priorities, identify data needs, and structure the delivery timeline. The team will review federal and state statutes, land use policies, and regulatory gaps to inform policy recommendations and required legislative updates. Parallel to this, we will perform an infrastructure assessment to evaluate aviation assets and identify optimal vertiports and UTM integration sites, focusing on low-altitude airspace management.

We will develop a forward-looking technology roadmap detailing communication, navigation, surveillance, and charging infrastructure needs. Our team will define an operational framework and model use cases, including cargo delivery, medical response, and regional mobility, with supporting corridor visualizations and investment considerations. A detailed analysis of energy alternatives, safety standards, and airport integration will inform strategic recommendations.

Deliverables will include the Strategic Plan, next steps, action items, and a pilot project proposal. Additionally, a communications strategy will ensure stakeholder engagement throughout the process, including workshops and focus groups. The project will culminate in an implementation roadmap with measurable milestones.

The Rawlins Team has expertise in using graphics to convey complex strategic planning processes and elements, which is critical to ensure effective stakeholder engagement. These graphic types are also crucial to be included in the Strategic Plan, so the reader easily understands the framework of the plan and processes. Example graphics from Nevada DOT’s Strategic Plan are included below.





Figure 3. Example Graphics of Nevada DOT's Strategic Plan

### Approach and Methodology for Economic Impact

Under the leadership of Dr. Daniel J. Findley, PhD, PE with support from Clint Harper, the Rawlins Team will deliver a detailed, forward-looking economic impact analysis. Our approach begins by engaging key stakeholders, including oil and gas operators, AAM innovators, and infrastructure partners, to identify and evaluate potential pilot projects such as eVTOL shuttles or drone-based methane detection. These use cases will serve as examples of economic and operational feasibility. Simultaneously, we will identify mechanisms, such as tax credits or grants, to support the growth of Louisiana-based AAM companies.

We will conduct near-, mid-, and long-term demand modeling across cargo logistics and passenger movement, paired with revenue analysis per operation type. The team will also assess research and development opportunities aligned with decarbonization. To support investment justification, we will prepare a comprehensive business case covering job creation, capital expenditures, manufacturing capacity, workforce needs, and supply chain integration.

The Rawlins Team will prepare a detailed Economic Impact Report, accompanied by a briefing and web-formatted materials. This analysis will provide DOTD with insights and justification needed to guide strategic investment and position Louisiana as a strong player in AAM innovation and economic development.

To support a robust economic impact assessment for UAS and AAM, we will conduct a mixed-methods analysis drawing from quantitative and qualitative data sources. In addition to workshop findings, we will engage key stakeholders, including OEMs, infrastructure and service providers, operators, and researchers from the FAA, NASA, and LADOTD. These activities will yield structured data and open-ended insights, enabling a holistic analysis. Quantitative results will be statistically analyzed to identify trends, priority areas, and stakeholder alignment. These findings will provide insights specific to Louisiana's independent communities and ecosystem; from there, the team will apply expert assessments of envisioned end states, evaluating feasibility from suppliers associated with ground and air mobility, infrastructure, and airspace considerations.

Working in tandem with input-output modeling, the team will use Data Axle to identify the businesses within Louisiana that are part of the AAM supply chain. The primary North American Industry Classification System (NAICS) codes for each business will be cross-walked with IMPLAN codes to determine the Louisiana firms that have the most to gain from the ripple effects of an AAM industry within the state (for example, the direct expenditures that support AAM supplier firms). This way Louisiana leadership will understand both the economic impact and the associated economic development potential for the AAM supply chain.

### **Approach and Methodology for Web Design**

To support the DOTD AAM Strategic Plan, Rawlins Infra Consult proposes a stakeholder-focused approach to design, develop, and maintain a modern, accessible website. Led by Nicole Arakorpi, our team will deliver a dynamic digital platform that reflects the vision, goals, and progress of the AAM initiative. The project will begin with a discovery and planning phase to confirm DOTD's goals, stakeholder needs, and branding parameters. We will then create an intuitive site architecture and design mockups that align with the AAM branding and user experience goals. Prototypes will be shared for stakeholder review before development. Front-end development will utilize HTML5, CSS3, and JavaScript to create a responsive, accessible interface. The backend will incorporate a user-friendly content management system (CMS) such as WordPress, allowing DOTD staff to easily manage site content. Engagement features will include embedded feedback forms, subscription options for updates, and social media integration. Search engine optimization (SEO) practices will be implemented to maximize visibility. The website will be hosted on a secure, scalable platform with 99.9% uptime, SSL encryption, daily backups, and performance monitoring. We will conduct comprehensive QA testing prior to launch.

Post-launch, we utilize analytics and form feedback tools and secure form plugins, to monitor engagement and enhance functionality. Rawlins will provide staff training on CMS usage, deliver user documentation, and provide 60 months of technical support, including maintenance, plugin updates, and troubleshooting. The Rawlins Team's experience supporting DOT programs, such as Tennessee's statewide drone and AAM web initiatives, ensures we are well-positioned to deliver a solution that is not only functional but future-ready.

### **Approach and Methodology for the AAM Webinar Series**

The AAM Webinar Series will be led by Clint Harper, a nationally recognized AAM policy and public engagement expert, with support from Fred Judson, a seasoned UAS and AAM program leader with extensive experience coordinating educational content for DOTs. We will deliver a turnkey, high-impact webinar series that informs, engages, and equips Louisiana stakeholders with critical knowledge on emerging AAM topics. The team will collaborate with DOTD Aviation to finalize themes and key messages for six 30-minute webinars, each focused on foundational topics such as AAM 101, infrastructure integration, electrification, land use, public engagement, and workforce development. The Rawlins Team will develop professionally scripted presentations and multimedia visuals, incorporating interactive elements such as polls and Q&A to maximize engagement. Leveraging our production experience and professional-grade in-house tools, we will record and edit each session to host live events every other month and deliver on-demand recordings post-event. Software licensing will be procured and transferred to DOTD at project closeout, along with setup assistance and user documentation. The team will manage all logistics and provide a final summary report detailing metrics, insights, and lessons learned.



### **Approach and Methodology for Professional Grant Writing**

This task will be led by Alice Griffith, a certified PMP with over 20 years of experience in business strategy, public-private partnerships, and aviation-related grant funding, and supported by Krista Wieland, an accomplished technical writer with expertise in infrastructure, UAS, and economic development programs. Our team will begin by identifying and prioritizing funding opportunities across federal, state, and private sources, including FAA, USDOT, DOE, and philanthropic foundations. Alice brings a proven track record of securing major grants for projects such as the DOE "EmPOWERing Future Leaders" program (~\$325M total award) and the DOT SMART Grant with MHA Nation (~\$2M), demonstrating her ability to navigate complex funding landscapes and craft persuasive, funder-aligned narratives. Working closely with DOTD, we will develop tailored grant packages, including executive summaries, needs statements, budgets, evaluation metrics, and letters of commitment. All applications will be reviewed and refined to ensure technical accuracy, funder compliance, and a compelling presentation. We will manage submissions across required platforms, track outcomes, and maintain organized records for all deliverables. Post-submission, our team will respond to funder inquiries, assist with negotiation and compliance steps, and support reporting requirements where needed.

**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)<br><b>ALL FIRMS</b> MUST BE<br>REPRESENTED IN THIS<br>TABLE | Discipline(s) *                                    | Contract Number<br>and State Project<br>Number                  | Project Name                                                              | Remaining<br>Unpaid<br>Balance** |
|---------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------|
| Rawlins Infra Consult                                               | Other<br>(Transportation<br>Program<br>Management) | Contract No:<br>4400031173,<br>State Project<br>Number: H.01234 | <b>LADOTD Transformation Initiative (LATI), Phase III –<br/>Statewide</b> | \$3,363,086                      |
| Crown Innovations, Inc.                                             | Choose an item.                                    |                                                                 |                                                                           | N/A                              |
| Thales USA, Inc. – ATC                                              | Choose an item.                                    |                                                                 |                                                                           | N/A                              |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |
|                                                                     | Choose an item.                                    |                                                                 |                                                                           |                                  |

(Add rows as needed)

DO NOT SUM

**\* 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.**



*As Secretary of State of the State of Louisiana, I do hereby Certify that*

the Application Form for Certificate of Authority of

**RAWLINS INFRA CONSULT, LLC**

Domiciled at LAS VEGAS, NEVADA,

Was filed and recorded in this Office on September 13, 2024.

Thus authorizing the limited liability company to exercise the same rights and privileges accorded similar domestic limited liability companies, subject to the provisions of R. S. Title 12, Chapter 22, Part VIII.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

September 13, 2024

*Nancy Landry*

*Secretary of State*

WEB 46111073Q



Certificate ID: 11932793#NVM73

To validate this certificate, visit the following web site, go to **Business Services, Search for Louisiana Business Filings, Validate a Certificate**, then follow the instructions displayed.  
**[www.sos.la.gov](http://www.sos.la.gov)**



*As Secretary of State of the State of Louisiana I do hereby Certify that*

the Application Form for Certificate of Authority of

**CROWN INNOVATIONS, INC.**

Domiciled at ASHTON, MARYLAND,

Was filed and recorded in this Office on June 11, 2025.

Thus authorizing the corporation to exercise the same powers, rights and privileges accorded similar domestic corporations, subject to the provisions of R. S. 1950, Title 12, Chapter 3, and other applicable laws.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

June 11, 2025

*Nancy Landry*

*Secretary of State*

WEB 46519214F



Certificate ID: 12047398#K7Q83

To validate this certificate, visit the following web site, go to **Business Services**, **Search for Louisiana Business Filings**, **Validate a Certificate**, then follow the instructions displayed.  
[www.sos.la.gov](http://www.sos.la.gov)



June 13, 2025

Louisiana Department of Transportation

Subject: Louisiana Secretary of State Certificate for IDIQ Contract for Strategic Plan for Louisiana Advanced Air Mobility Statewide (Contract No. 4400032348)

Dear Sir or Madam,

Thales has submitted an application for the Louisiana Secretary of State registration on June 2, 2025. The registration is currently in process, and the status is pending as of June 13, 2025. Thales will have the certification in place prior to contract award.

Sincerely,

LEWMSStephen  
Stephen Lewis, Contracts Manager  
Thales

Digitally signed by LEWMS  
Stephen  
Date: 2025.06.13 09:55:07 -0500

**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.

| <b>Firm Name</b><br>(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> ) | <b>Address</b>                                    | <b>Point of Contact and email address</b>                                                             | <b>Phone Number</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------|
| Crown Innovations, Inc.                                                                                                                                                                              | 1530 Wilson Blvd., Arlington VA 22209             | H. David Carmichael, CFO<br><a href="mailto:dcarmichael@crownci.com">dcarmichael@crownci.com</a>      | 703.650.9557        |
| Thales USA Inc. – ATC                                                                                                                                                                                | 500 Plum Street, Suite 100,<br>Syracuse, NY 13204 | Steve Willer,<br><a href="mailto:steve.willer.e@thalesdigital.io">steve.willer.e@thalesdigital.io</a> | 909.712.9998        |
|                                                                                                                                                                                                      |                                                   |                                                                                                       |                     |

(Add rows as needed)

**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.**