Mead & Hunt

IDIQ Contract for Strategic Plan for Louisiana Advanced Air Mobility – Statewide

Engineering and Related Services

Contract No. 4400032348 | June 13, 2025

June 13th, 2025

Heather Henson
Contract Manager
Louisiana Department of Transportation and Development (LaDOTD)
State of Louisiana

Subject: IDIQ Contract for Strategic Plan for Louisiana Advanced Air Mobility (AAM) Statewide. (Contract No. 4400032348)

Dear Ms. Henson and Members of the Selection Committee,

As Statewide projects continue to move forward with additional funding, the Louisiana Department of Transportation and Development (LaDOTD) has the opportunity to develop a comprehensive, holistic, and strategic plan to integrate and promote Advanced Air Mobility (AAM) within the state. Aircraft and ground vehicle electrification has gone from concept to reality in just a few short years. Aircraft and ground vehicle electrification quickly transitioned from concept to reality. The airport industry needs to adapt by preparing and building for an electric future. A strategic plan is crucial for integrating infrastructure to support these technologies. The LaDOTD requires a technical and experienced partner to support this plan. Our team is that partner, and we offer the following advantages to the LaDOTD:

International Best Practices – There are nearly 250 AAM programs in 60 countries around the world. Having an international perspective will benefit LaDOTD's strategic plan, which is why we have selected team members, Arcadis, Radial Vector, and Cignus Aero (Cignus) to join our team. Arcadis operates in over 30 countries and its international AAM experience includes work in Kirkwall Scotland and London, United Kingdom. Cignus has completed multiple airspace design projects internationally such as Istanbul, Turkey; United Arab Emirates, Dubai; UAE, and Moscow, Russia.

National and Federal Aviation Administration (FAA) Insights – Mead & Hunt is involved in research and presentations related to AAM and Urban Air Mobility (UAM), in collaboration with NASA. These efforts address emerging technologies like electric vertical takeoff and landing (eVTOL) aircraft, wildlife hazard management, infrastructure requirements, and strategic planning to integrate new aviation systems safely and sustainably. Additionally, Radial Vector is working with the FAA on the UAM Automation and Digital Twin (UADT) Initiative and Innovate 28 Working Group.

Louisiana-specific Knowledge – The LaDOTD can benefit from a team with the experience and understanding of LaDOTD's goals, processes and procedures. Infrastructure Consulting & Engineering (ICE), in collaboration with Mead & Hunt, conducted an update of the economic impact study for Louisiana's system of 68

airports. Since 2017, Arcadis has been providing planning services for Connected and Autonomous Vehicles (CAV) and their impact on highway infrastructure, and the Transportation Systems Management and Operations (TSMO) and its integration into the framework of Louisiana's transportation program. In addition, our partner ICE is completing the current AAM Study of Economic Impacts and Infrastructure Costs project for the LaDOTD which will significantly contribute to this initiative.

Statewide Planning Experience – Like many other statewide programs, this AAM strategic plan will research the many benefits of AAM for Economic, Societal and Environmental opportunities. Our team has experience on over 50 similar statewide programs benefiting the LaDOTD with understanding of the goals for Louisiana to take the necessary steps to implement the appropriate infrastructure and technology.

Aviation and Ground Transportation Planning and Engineering – With over 85 years of aviation experience, Mead & Hunt routinely assess airports' energy and facility needs to meet the demands of this new era of aviation infrastructure planning and development. Additionally, Arcadis has led numerous national and international projects aimed at ehnacing energy efficiency in buildings and facilities, while also advancing grid modernization initiatives to strengthen infrastructure resilience.

Application of Emerging Technologies – Mead & Hunt works with vertiport developers, eVTOL manufacturers, airports, and communities to integrate electric aircraft and AAM as a safe and sustainable component of the aviation system and multimodal urban transportation network. We monitor regulations and stay abreast of manufacturer improvements to help airports position themselves for opportunities in the world of electrification as they arise.

The Mead & Hunt team, consisting of highly technical experts in the field of AAM, are excited about the opportunity to continue working with the LaDOTD and bring the State of Louisiana to the forefront of AAM. Should you have any questions, please do not hesitate to reach out at anytime.

Sincerely,

Stephanie Ward, AICP
Principal-in-Charge
Email: stephanie.ward@meadhunt.com
Phone: 517-908-3121

Maranda Thompson, ENV SP
Project Manager
Email: maranda.thompson@meadhunt.com
Phone: 707-284-8690

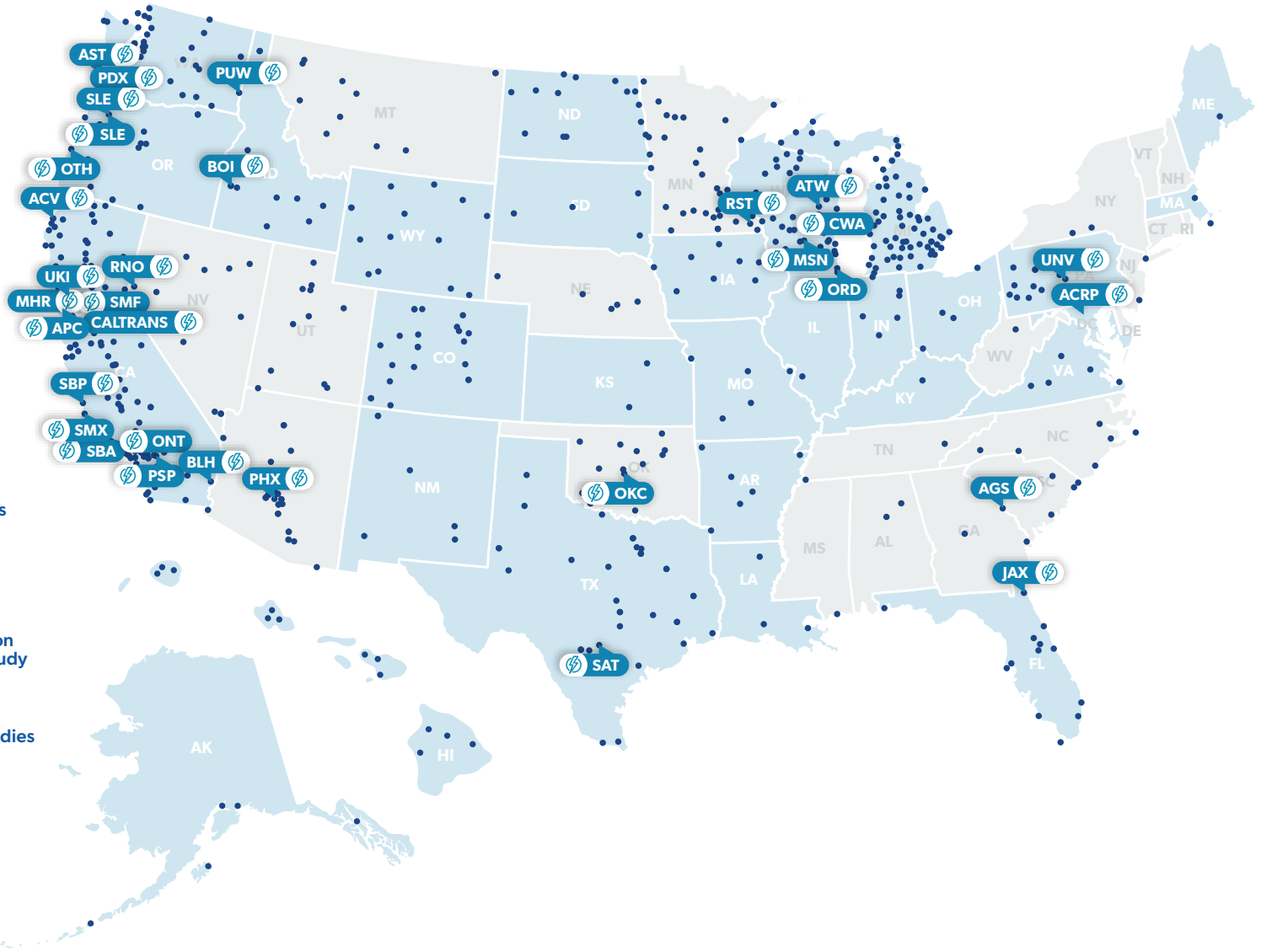
NATIONAL

Aviation Experience

- National Aviation Experience
- AAM Enabling Projects
- State System Plans

Mead & Hunt Relevant Experience

26	State Aviation System Plans
29	State Aviation Economic Impact Studies
7	State Land Use Guidebooks/Studies
5	State Air Service Studies
1	State Air Freight/Cargo Studies
2	Statewide Environmental On-Call Contracts
1	Statewide Climate Adaptation Action Plan & Sea Level Rise Adaptation Study
2	Statewide AA/UAS Studies
3	Regional System Plans
3	Pavement Condition Index (PCI) Studies
1	Extension of Contract
60+	ACRP Projects



EXPERTISE OF PRIME

DOTD FORM: 24-102

(Revised December 12, 2024)

PROPOSAL TO PROVIDE CONSULTANT SERVICES

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

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	4400032348
3. State Project Number(s), if shown in the advertisement	N/A
4. Prime consultant name (name must match exactly as registered with the Louisiana Secretary of State (SOS) where such registration is required by law; including punctuation; include screenshot from SOS at the end of Section 20)	Mead and Hunt, Inc.
5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law)	EF.0005040
6. Prime consultant mailing address	2605 Port Lansing Road, Lansing, MI 48906
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	2605 Port Lansing Road, Lansing, MI 48906
8. Name, title, phone number, and email address of prime consultant's contract point of contact	**Stephanie Ward** *Aviation Planning Manager* 517-908-3121 stephanie.ward@meadhunt.com
9. Name, title, phone number, and email address of the official with signing authority for this proposal	**Stephanie Ward** *Aviation Planning Manager* 517-908-3121 stephanie.ward@meadhunt.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. **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.**	 Signature above shall be the same person listed in Section 9: Date: **June 13, 2025**
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): None Required Firm(s)' %: While the project has no DBE goal, we plan to use Cignus, a certified DBE in Louisiana, which would yield 8% DBE participation based on current estimates..

"Vision is the art of seeing what is invisible to others" - Jonathan Swift

Project Elements	Mead & Hunt	Arcadis	Cignus Consulting	ICE	Radial Vector
Assessment of airport and electrical infrastructure	✓	✓	✓	✓	✓
Vertiport and multimodal integration	✓	✓	✓	✓	✓
Airspace modernization and air route development	✓		✓		✓
Cybersecurity enhancements to enable AAM safety	✓	✓			
Economic impact and market analysis	✓	✓		✓	✓
Develop a workforce AAM	✓		✓		✓
Regulatory framework and grant writing	✓	✓	✓	✓	✓
Strategy for integrating AAM in Louisiana	✓	✓	✓		
Developing a website and web series for public/stakeholder engagement	✓	✓			

VISIONARY TEAM

Collectively, **the Mead & Hunt Team has unparalleled experience and is uniquely qualified to assist the LADOTD** in preparing and delivering a statewide Strategic Plan to integrate emerging AAM technologies into Louisiana's transportation network. We have assembled a team of subject matter experts from four specialty firms. Our Team's qualifications and experience for each knowledge identified in the RFQ is summarized in the adjacent table and described in this proposal.

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	Mead & Hunt	ARCADIS	CIGNUS	INFRASTRUCTURE CONSULTING & ENGINEERING	RADIAL VECTOR CONSULTING	Each Discipline must total to 100%
Data Collection	3%	20%	15%	20%	40%	5%	100%
Planning	65%	49%	10%	20%	15%	6%	100%
Other (Economic Impact)	8%	54%	16%	1%	13%	16%	100%
Other (Public Engagement)	13%	72%	9%	5%	9%	5%	100%
Other (Web Design)	4%	10%	90%	0%	0%	0%	100%
Other (Webinar Series)	4%	50%	20%	10%	10%	10%	100%
Other (Grant Writing)	3%	70%	25%	0%	5%	0%	100%
Identify the percentage of work for the **overall contract** to be performed by the prime consultant and each sub-consultant.							
Percent of Contract	100%	51%	15%	15%	14%	5%	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.

Firm Name	DOTD Job Classification	Number of personnel committed to this contract	Total number of personnel available in this DOTD Job Classification (if needed)
Mead & Hunt	Principal	5	5
	Economist	1	2
	Supervisor-Eng	2	5
	Supervisor-Other	4	8
	Environmental Mgr	1	3
	Planner	4	8
	Senior-Technician	3	5
ARCADIS	Principal	2	3
	Planner	1	4
	Computer Analyst	2	4
	Economist	1	3
	Engineer - Other	1	3
	Professional	2	3
CIGNUS	Principal	3	3
	Planner	3	2
JE INFRASTRUCTURE CONSULTING & ENGINEERING	Principal	3	3
	Planner	3	3
RADIAL VECTOR CONSULTING	Principal	2	2
	Planner	2	2
	Other (Regulatory Expert)	1	1

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.

PROJECT TEAM

MH	Mead & Hunt
AR	Arcadis
CC	Cignus Consulting
ICE	Infrastructure Consulting & Engineering
RV	Radial Vector Consulting

Louisiana Department of Transportation and Development

PRINCIPAL-IN-CHARGE
MH | Stephanie Ward, AICP

PROJECT MANAGER
MH | Maranda Thompson, ENV SP

QUALITY ASSURANCE/QUALITY CONTROL
MH | Kate Andrus, AICP, LEED GA

DEPUTY PROJECT MANAGER
MH | Kevin Nuechterlein, MPA, CM

Infrastructure Assessment

TASK LEADER
MH | Kevin Nuechterlein, MPA, CM

AIRPORT INFRASTRUCTURE
ICE | Alex Vacha
MH | Kevin Smith, AAE

ELECTRICAL INFRASTRUCTURE
MH | Joakim Osthus, PE, LEED AP
AR | Garrett Stockton

VERTIPORT SPECIFICATIONS
RV | Chris Fernando, SME
ICE | Alex Vacha

MULTI-MODAL INTEGRATION
MH | Joakim Osthus, PE, LEED AP
AR | Akhil Chauhan, PE, PTOE, PTP, PMP

Airspace Modernization

TASK LEADER
MH | Kevin Smith, AAE

UTM/NAVAID INFRASTRUCTURE
CC | Florian Hafner, PE, PMP
RV | Amit Choudri, SE, SME

CYBERSECURITY
MH | Stephanie Lane, CBCP, CRCP
AR | Lovington Dela Cruz, PE, PMP, GICSP, GMON

AIR ROUTES/USE CASES
CC | Michael Yablonski, SME
MH | Lisa Harmon

Economic Impact

TASK LEADER
MH | Eric Laing

MARKET ANALYSIS
ICE | Richard Osborn
RV | Chris Fernando

WORKFORCE DEVELOPMENT
MH | Anita Cobb, MBA
RV | Chris Fernando

GRANT WRITING
MH | Stephanie Green, CM
AR | Tamae Partain, PMP, ENV SP

AAM Vision & Mission

TASK LEADER
MH | Lisa Harmon

REGULATORY FRAMEWORK
RV | Jacqueline Serrao, JD LLM
CC | Paul Lunsford

INTEGRATION/STRATEGIC PLAN
MH | Kevin Nuechterlein, MPA, CM
AR | Cristina Martinez, AICP

IMPLEMENTATION DASHBOARD
MH | Ryan Meyer, GISP
AR | Dibya Maheshwari

Public/Stakeholder Engagement & Education

TASK LEADER
MH | Colleen Bosold

WEB DESIGN
AR | Vincent Huang

AAM WEBINAR SERIES
MH | Stephanie Ward, AICP
AR | Shane Blatt, MBA

PROJECT ADVISORY GROUP
MH | Maranda Thompson, ENV SP
MH | Stephanie Ward, AICP

SECTIONS 15-16

The best engagement tools are context-specific and adapted to the stakeholders/ audience. **Mead & Hunt has designed AAM-specific engagement tools that can be edited and adapted to support local agency outreach** to various stakeholders. Mead & Hunt will build off this prior experience to develop tailored engagement tools for this project.

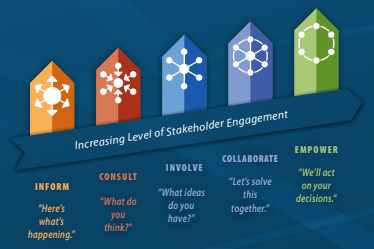
AAM ENGAGEMENT ROADMAP

A Stakeholder Engagement Communications Plan sets out a process to connect with your stakeholders and assess their response and feedback. This checklist can be used to create and execute a communications plan. It is supported by the materials in the accompanying Primer.

AAM Stakeholder Engagement Communications Plan Tips for an Effective Stakeholder Engagement Communications Plan:

- ☐ Assign a primary communication leader who will lead and be responsible for the communications process.
- ☐ Consider your audience when you plan the methods and timing of information releases (steps 2 through 6).
- ☐ Ensure that information is clear, easy to understand, and complete.
- ☐ Listen to the responses and reactions that you receive from your stakeholders. The goal is to involve them in the process, not just relay information.
- ☐ Track communications, responses and results to ensure that stakeholders are heard and their feedback is considered as the project moves forward.
- ☐ Follow up with your stakeholders to keep them informed and to allow them to see how their participation has helped shape the project.

Remember the Public Engagement Spectrum and use it to more meaningfully engage with your stakeholders.



IMAGES AND GRAPHICS
AAM City (Bottom of page) : Mead & Hunt, Inc. 2022
Stakeholder Engagement : Mead & Hunt, Inc. 2022. Based on : IAP2, Spectrum of Public Participation.
Other Icons and Graphics : Mead & Hunt, Inc. 2023

1 Identify a Leader/Champion

WHO will lead these efforts?

Identify who will lead communication efforts. Potential leaders include professional public outreach firms, representatives from project proponents, and local community representatives.

2 Establish Core Goals/Objectives

WHAT do you want to accomplish?

During this step, your agency or organization will identify and articulate the goals and objectives of the project, issue, or proposal in a manner that is meaningful to your agency or organization and the stakeholders you hope to reach.

3 Identify Stakeholders

WHO do you want to reach?

Based on the goals and objectives identified, your communications plan can be tailored to its intended audience. While all stakeholder groups are equally important, the design of the communications plan will vary depending on the intended audience.

For example, do you hope to reach:

- Other agencies?
- Elected officials?
- Local businesses?
- Underserved communities/groups?
- The general public?

4 Develop Key Messages

WHY are you reaching out?

The next step is to develop the key messages that you want to share using the previously determined goals and objectives and keeping in mind the stakeholders you want to reach. During this step, think about why you are reaching out to these stakeholders.

Are you:

- Informing?
- Looking for feedback?
- Setting up meetings or focus groups?
- Establishing a collaborative process?

5 Create Communication Materials

HOW and WHERE will you communicate?

It is time to create the communication materials. Remember to think about your intended audience and what types of communications will be best to reach them. Do you need to accommodate different abilities and languages to ensure you reach everyone in the stakeholder group?

Should you use:

- Social media?
- Printed materials?
- Telephone calls?
- Face-to-face meetings?

6 Develop Outreach Plan/Timeline

WHEN will you reach out?

It is important to think about sequencing – when to reach out to specific stakeholders. Are there certain stakeholders who should be contacted first, or before other stakeholders?

For example, reaching out to the general public about a proposed infrastructure project without communicating with local officials and planners first may cause decision makers and agencies to be caught off guard when community members contact them.

Consider the cadence of communications. Do you plan to have a single set of communications or regularly timed updates?

Ensure that various types of communications are timed to provide necessary background and education in advance of project-related schedules and decision making.

7 Perform and Document Outreach

WHAT did you do?

Conduct and document all outreach activities through recordings, notes, etc. Be sure to document who was involved in each outreach activity and the response provided.

Tracking communications, responses, and results helps ensure that stakeholders are heard and that their feedback is considered as the project moves forward. It is important to let people know what they and their comments can effect. Framing the conversation is critical at this stage.

8 Monitor, Assess, and Follow Up

WHAT did you accomplish?

Once you have launched your outreach plan, be prepared to monitor and follow up with stakeholders. Follow-up techniques may include providing opportunities for passive response, such as web-based comment sections or simply providing contact information, or for developing a more active response format that allows your agency or organization to solicit specific types of responses, such as a survey, a request for specific feedback, or focus groups/town halls.

Finally, maintain regular communications with your stakeholders to keep them up to date and maintain a collaborative approach to outreach.

ANTICIPATED STAKEHOLDER ENGAGEMENT TOOLS

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.	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	State of license	License / certification expiration date
1	Stephanie Ward	Mead & Hunt	AICP #072723	National	03/31/2026
2	Lisa Harmon	Mead & Hunt	N/A	N/A	N/A
3	Florian Hafner	Cignus Consulting	N/A	N/A	N/A
4	Chris Fernando	Radial Vector Consulting	N/A	N/A	N/A
5	Richard Osborne	Infrastructure Consulting & Engineering	AAAE CM	National	N/A
6	Eric Laing	Mead & Hunt	N/A	N/A	N/A
7	Vincent Huang	Arcadis	N/A	N/A	N/A
8	Akhil Chauhan	Arcadis	PE. 0033703 PTOE 2544 PTP 246 PMP 1444676	Louisiana National National National	09/2026 11/2026 12/2027 08/2026
9	Kate Andrus	Mead & Hunt	AICP #027556 LEED	National National	N/A

16. STAFF EXPERIENCE

Firm	Mead & Hunt		Meets MPR No. 1, 9
Stephanie Ward, AICP Department Manager & Senior Aviation Planner		Years of relevant experience with this employer	26
		Years of relevant experience with other employer(s)	8
Degree(s) / Years / Specialization	BS / 1991 / Urban Planning MS / 1993 / Parks & Recreation Resources Privot Pilot's License (PPL), Single-Engine Land (ASEL)		
Active registration number / state / expiration date	American Institute of Certified Planners (AICP) / National / 03-31-2026		
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities	*Principal-In-Charge & Public Engagement*. Stephanie will be responsible for supporting the Mead & Hunt Project Manager (PM) and the sub-consultants to make sure they have the resources they need to deliver a quality project, on time and on budget. They will use her 30+ years of project management experience to fulfill this role.		

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Stephanie has been providing **aviation planning services** across the country for over **30 years**. This includes clients ranging from general aviation and commercial services, as well as state and national aviation agencies. She routinely works with clients on traditional **master planning and airport layout plans, land acquisition, airport zoning and compatible land use issues, and environmental projects**. She is also heavily involved in national research with the Airport Cooperative Research Program (ACRP), having been personally involved in more than 30 projects as a **principal investigator, panel member, and subject matter expert**.
09/15 - Ongoing	**Michigan Association of Airport Executives (MAAE) Michigan Airport Professionals Training Courses (MAPTC) .** *Lead Coordinator & Instructor*. Stephanie coordinates and is the lead instructor for the MAAE MAPTC, which include Airports 101 and a Maintenance Workshop. Airports 101 is held twice annually while the Maintenance Workshop is held once a year. Stephanie develops **training materials** as well as **coordinates other speakers on specialty topics**.
01/20 - Ongoing	**American Association of Airport Executives (AAAE) – Planning and Environmental Airport Certified Employee (ACE) Program.** *Lead Instructor.* Stephanie led the **development of the Planning and Environmental ACE program for AAAE**, developing the four-module study program, as well as the test questions and training modules. She also teaches the multi-day training sessions, held both in-person and virtually, to prepare airport professionals for certification.

09/24 - Ongoing	**2025 Louisiana Aviation & Aerospace Economic Impact Study.** *Principal-In-Charge*. Stephanie is serving as the Principal-in-Charge (PIC) for Mead & Hunt, as a sub-consultant to ICE, for the development of a **robust update of the 2022 economic impact study**. As the PIC, Stephanie is responsible for ensuring that the Mead & Hunt team has the resources necessary to execute the work associated with the project, **on time and on budget**.
03/21 - 03/23	**Virginia Air Transportation System Plan (VATSP), Virginia Department of Transportation Division of Aeronautics (DOAV).** *Project Manager*. Stephanie was responsible for the development of the project, coordinating with the Mead & Hunt team as well as four sub-consultants. This update of the VATSP focused on **realigning the airport classifications** to better **support the distribution of state funds** and tie to FAA NPIAS classifications, especially for general aviation airports. Unique evaluations looked at the need for new airports as well as access for medical flights.
06/22 - 07/23	**State Aviation System Plan & Economic Impact Study, Louisiana Department of Transportation and Development (LaDOTD).** *Project Manager*. Stephanie served as the Project Manager for Mead & Hunt, as a sub-consultant to ICE, for the development of the airport system plan performance measures and an update of the economic impact study. Stephanie oversaw the development and execution of **airport surveys, LaDOTD employee surveys, and facilitated stakeholder meetings**. Stephanie managed the team members as well as provided the day-to-day contact with LaDOTD staff and the advisory committee.
03/22 - 04/23	**Florida Aviation System Plan – 2043, Florida Department of Transportation (FDOT).** *Project Manager.* For this multi-phase project, Mead & Hunt was a sub-consultant to Avcon Industries (AVCON). Stephanie served as the Mead & Hunt project manager, working directly with AVCON and the FDOT project managers, to execute the update of the Florida Aviation System Plan (FASP) 2043. Overall, the project took a very pointed look at streamlining the **goals, objectives, and performance measures** to address those issues that FDOT has an ability to assist airports with implementation with funding or support. Effort was also placed on **evaluating emerging trends in the industry** and how those may influence development in Florida.
03/18 - 12/20	**Report 223 - Performance Measures for State Aviation Agencies, Airport Cooperative Research Program (ACRP).** *Project Manager.* Stephanie was the principal investigator (project manager) for this project that included two sub-consultants, which focused on cataloging the various performance measure that **state aeronautics/aviation agencies utilize to manage both their agency/staff and their airport infrastructure.** The study indicated that many states focus heavily on airport performance measures with minimal measures for their own staff/agency development.
12/07 - 03/10	**Report 27 – Enhancing Airport Land Use Compatibility, Airport Cooperative Research Program (ACRP).** *Project Manager.* Stephanie was the principal investigator (project manager) for this project that included five sub-consultants, that **evaluated land use compatibility issues** around airports of all sizes, across the United States. This included **analysis of the costs, legislative basis, and case studies**. The results of this work were used by the FAA as the foundation for the recent update of FAA AC 150/5190-4B.

Firm	Mead & Hunt		Meets MPR No. 2
Maranda Thompson, ENV SP Aviation Planning Manager and Project Manager		Years of relevant experience with this employer	25
		Years of relevant experience with other employer(s)	2
Degree(s) / Years / Specialization	BA, Double Major / 2000 / Urban Planning and Economics		
Active registration number / state / expiration date	N/A		
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities	*Project Manager*. Maranda's role will be to lead this team of highly skilled aviation professionals to exceed the LaDOTD staff expectations by providing a quality set of deliverables focused on the integration of AAM in Louisiana. She will be responsible for managing the entire team and be the primary point of contact with LaDOTD staff.		

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Maranda Thompson **manages Mead & Hunt's Southwest Aviation Planning practice** and is a skilled senior planner and project manager with over two decades in the aviation industry. She excels in managing large teams and complex projects with aggressive and firm timeframes. Maranda **co-leads Mead & Hunt's Advanced Air Mobility (AAM) & Airport Electrification Initiative** and is actively involved in raising awareness of emerging technologies to airport executives, and advising airports on policy, airspace, infrastructure, and stakeholder engagement considerations of integrating AAM technologies into airport systems. Maranda also **has extensive experience in developing comprehensive and transparent stakeholder engagement programs.** She is skilled at identifying common goals and building consensus among a variety of interests. She understands that successful planning efforts require early agency and stakeholder involvement, and she brings effective and creative stakeholder input opportunities into communication plans.
12/23 - ongoing	**Statewide Airport Climate Adaptation Action Plan, Hawaii Department of Transportation (HDOT).** *Project Manager.* Developed a statewide strategic plan to enhance infrastructure resilience of Hawaii's 15 public-use airports against climate hazards and natural disasters (e.g., hurricane inundation). The Plan identifies vulnerabilities, assesses risks, and proposes adaptation strategies tailored to each airport's role and exposure. The Project includes an interactive **dashboard prototype to dynamically filter critical airport infrastructure** impacted by flooding hazards. A **video tutorial** was developed to provide navigation tips to first-time users.
06/23 - ongoing	**Airport Cooperative Research Program (ACRP) 03-71, Planning for Future Electric Vehicle Growth at Airports.** *Project Manager.* As a sub-consultant to the Cadmus Group, Mead & Hunt is **developing a comprehensive primer designed to guide airports in creating an Electrification Master Plan (EMP)** – either as a standalone initiative or as part of a broader Airport Master Plan. Currently, airport planners have limited resources to effectively prepare for the anticipated rise in electric vehicles, ground support equipment, and aircraft. As airports navigate the transition toward greater electrification of both airside and landside operations, they must evaluate a range of complex factors and engage multidisciplinary technical expertise.

07/24 - ongoing	**Advanced Air Mobility (AAM) Aircraft System Plan – Washington State Department of Transportation**. *Principal-In-Charge*. Provide high-level strategic direction, foster cross-sector stakeholder alignment, and lead implementation efforts to advance WSDOT's visionary integration of AAM into Washington State's multimodal transportation network. This plan articulates WSDOT's comprehensive **vision, infrastructure strategy, policy framework, and phased roadmap** to deploy AAM technologies that enhance statewide connectivity, reduce emissions, and drive economic growth.
04/22 - 01/24	**ACRP Report 261, Advanced Air Mobility (AAM) and Successful Stakeholder Engagement.** *Principal Investigator*. Developed a practical primer that advances emerging best practices for stakeholder engagement in AAM planning and decision-making. The primer features a **suite of adaptable tools, checklists, and educational materials** designed to support airport operators, AAM service providers, and local agencies in conducting effective outreach. The resource equips stakeholders to proactively engage communities and partners ahead of infrastructure planning, policy development, and implementation within the evolving AAM ecosystem.
06/23 - 12/24	**Caltrans Advanced Air Mobility (AAM) Infrastructure Readiness Study and Workplan.** *Deputy Project Manager*. Contributed to the formulation of a **Three-Year Implementation Roadmap** that includes **legislative modernization, permitting protocols, funding strategies, energy and infrastructure readiness, and environmental guidance**. The plan – developed by California Department of Transportation (Caltrans) and California State Transportation Agency (CalSTA) in response to SB 800 – establishes a strategic framework to evaluate infrastructure readiness, regulatory alignment, and equity considerations to enable the safe, sustainable, and inclusive integration of AAM into California's multimodal transportation system by 2028.
01/23 - 12/24	**Napa Countywide Airport Land Use Compatibility Plan (ALUCP), County of Napa, California.** *Project Manager.* Lead a comprehensive update of the ALUCP aimed at clarifying compatibility policies and streamlining implementation for local jurisdictions. The plan **introduces new compatibility policies and standards for electric vertical takeoff and landing (eVTOL) operations**, preparing the ALUC and communities of Napa County for the integration of AAM technologies.
12/21 - 02/23	**Airport Electrification, Mead & Hunt – Nationwide.** *Technical Lead.* Supported BETA Technologies, a private eVTOL original equipment manufacturer (OEM), in developing a nationwide charging infrastructure network to enable the deployment and operation of eVTOL and electrical conventional takeoff and landing (eCTOL) aircraft. This work involved **identifying optimal locations, designing, and overseeing the installation of electric charging systems** for both aircraft and ground vehicles at airports across the U.S. Maranda supported **coordination efforts with the OEM, airport personnel, utility partners, and local permitting agencies** to address site selection criteria, grid integration challenges, and opportunities to align with regional green funding programs.
10/19 - 03/20	**Urban Air Mobility Vertiport Feasibility Framework, Private Developer, California.** *Technical Lead.* Developed a **site feasibility assessment framework** for a private developer aiming to establish vertiport operations in Southern California. The framework evaluated each site's compatibility with existing land use, electrical infrastructure requirements, multimodal transportation access, and structural building considerations. A customized **prioritization tool was also created to rank sites based on their overall suitability for vertiport development**.
07/17 - 03/19	**ACRP Report 206, Guidebook on Effective Land Use Compatibility Planning Strategies for General Aviation Airports.** *Principal Investigator.* Assessed the **effectiveness of local zoning and regulatory frameworks in supporting airport land use compatibility**. The effort included a comparative analysis of U.S. airports, a review of state and local laws, and detailed case studies. The resulting Guidebook offers **best practices, visual tools, and strategies** to help airport operators evaluate and enhance compatibility regulations, develop airport overlay zoning ordinances, and engage stakeholders and decision-makers in the planning process.

Firm	Mead & Hunt		Meets MPR No. 9
Kate Andrus, AICP, LEED GA National Environmental/Sustainability Leader		Years of relevant experience with this employer	13
		Years of relevant experience with other employer(s)	7
Degree(s) / Years / Specialization	MA / 2006/ Journalism and Mass Communication with a focus in science writing; BA / 2004/ Environmental, Population, and Organismic Biology		
Active registration number / state / expiration date	AICP #027556 / National; Leadership in Energy and Environmental Design (LEED) / National		
Year registered	2014	Discipline	Planning
Contract role(s) / brief description of responsibilities	*Quality Assurance/Quality Control (QA/QC)*. Kate will bring her expertise in GIS tools, aviation system planning, airport master plans, environmental planning, and sustainability to ensure the quality and comprehensive analysis and delivery of project deliverables for the LA DOTD Advanced Air Mobility Strategic Plan.		

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Kate Andrus has over **20 years leading environmental and sustainability planning** at complex airports and airport systems across the country. She specializes in creating **collaborative and integrated plans that bring operational, social, environmental and financial topics together in a comprehensive way**. She participates in leading organizations such as the Transportation Research Board (TRB) and Airports Council International in leadership roles, to advance the state of the industry. This expertise allows her to provide quality assurance from overall process, as well as the quality control from the technical detail in the final products.
08/18 - 05/20	**Part 150 Noise Compatibility Study, San Diego International Airport (SAN), San Diego, California**. *Practice Lead*. Kate led the Noise Study at the **busiest single runway airport in the United States**. In addition to analyzing airspace and changes in aircraft procedures, the plan included **extensive public involvement** and preliminary discussions on AAM in the region.
06/17 - 06/24	**Sustainability and Environmental On-Call, Denver International Airport (DEN), Denver, Colorado.** *Practice Lead & Project Manager.* Kate led aspects of DEN's environmental and sustainability program through NEPA, **greenhouse gas strategies, noise, water quality, wetlands**, among others.
09/24 - Ongoing	**Hawaii Department of Transportation (HDOT) State Climate Action Plan.** *Sustainability Practice Lead*. Kate is helping deliver a **climate action plan** for the entire system of airports on the Hawaiian Islands. This includes examining system wide considerations within the context of risks of climate and geologic hazards. This experience shows applicable system experience and the interplay of **planning for new challenges**, and **integration of innovation**.

01/18 - Ongoing	**On Call Environmental and Sustainability, Jackson Hole Airport (JAC), Jackson, Wyoming.** *Project Manager & Principal-In-Charge.* Kate helps Jackson Hole Airport deliver a **multifaceted program involving environmental and sustainability factors**. This included a noise study, comprehensive land use considerations, sensitivities within the national park system, airspace and procedure changes, and the interplay of commercial, general aviation, helicopter tourism, among others.
05/24 - 05/25	**ACRP Energy Preparedness Insight Event.** *Principal-In-Charge/QA/QC.* As Principal-In-Charge, Kate led the QA/QC program for the Airport Cooperative Research Insight Event on Energy Preparedness. Topics included **energy forecasting**, including consideration of **AAM, stakeholder and utility engagement**, and **system safety and operational topics**. This resulted in a collaborative program that **brought leaders together from across aviation to further the industry on these topics.**

Firm	Mead & Hunt			Meets MPR No. 1
Kevin Nuechterlein, MPA, CM Senior Planning Project Manager			Years of relevant experience with this employer	1.5
			Years of relevant experience with other employer(s)	12.5
Degree(s) / Years / Specialization	MPA / 2017 / Public Sector Governance BS / 2011 / Psychology and Neuroscience			
Active registration number / state / expiration date	American Association of Airport Executives (AAAE), Certified Member (CM) / National			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Deputy Project Manager and Infrastructure Assessment Lead*. Kevin will support Maranda with the day to day management of this project with his close attention to detail and focus on scope, schedule and budget. He will also lead the infrastructure assessment portion of this project.			

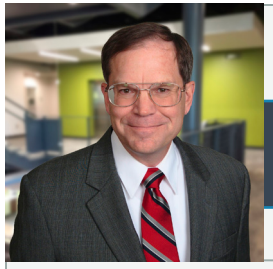
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Kevin Nuechterlein is a **Senior Planning Project Manager specializing in Advanced Air Mobility** planning, electrification and integration at general aviation and commercial service airports. Kevin is Mead & Hunt's Planning Department Manager in the Northwest and can direct the necessary resources to this project as required. He also has extensive airport operator experience. He understands the needs and demands of airport management and **will provide a critical airport and local government perspective** to ensure recommendations are realistic and implementable at the local level.
07/24 - 08/25	**Advanced Air Mobility (AAM) Aircraft System Plan – Washington State Department of Transportation, Washington.** *Deputy Project Manager*. Responsible for managing the **scope, schedule and budget** as well as **stakeholder engagement** for this project. He filled in as the Project Manager as necessary and provided quality control reviews to all deliverables. This WSDOT study is developing a statewide plan to integrate AAM into the State's multimodal transportation system. The plan includes developing near-, medium-, and long-term recommendations for land use planning for AAM and urban air mobility (UAM). It proposes state governance structures, policies and regulatory mechanisms to adequately compliment FAA oversight and funding mechanisms at the state level and **provides recommendations on advanced air mobility aircraft integration into statewide transportation plans** in consultation with local jurisdictions, planning organizations, and other modal managers.
06/23 - 12/24	**Caltrans Advanced Air Mobility (AAM) Infrastructure Readiness Study and Workplan, Caltrans, California.** *Project Planner*. Responsible for reviewing and executing key aspects of the project. The project developed a three-year Urban UAM/AAM Work Plan that will enable the State to **coordinate, collaborate**, and, where necessary, **establish rules for AAM implementation** that will **benefit the residents** of California. The plan will identify and formulate conceptual strategies for addressing AAM modal integration, considering the use of existing transportation corridors for specific use case scenarios, developing work plans for public agencies, and facilitating community stakeholder engagement activities.

10/24 - Ongoing	**Workforce Development Guide for Small Non-Hub General Aviation (GA) Airports: American Association of Airport Executives (AAAE) Airport Consortium on Transformation Program (ACT).** *Strategic Advisor*. ACT is AAAE's innovation program that unites airports and corporate partners to address key aviation challenges through innovation and collaboration. The purpose of this study is to **evaluate workforce development strategies and KPIs across small non-hub general aviation airports** by studying 15 airports in the USA and using the data to develop a first of its kind workforce development guideline for this category of airport. This will ensure continued access to a pool of talent in the future instead of falling victim to the looming industry skills shortage.
09/23 - 10/24	**Airport Strategic Plan, Roswell Air Center (ROW), City of Roswell, New Mexico.** *Project Manager*. Responsible for all aspects of the project including the airport market assessment, AAM and emerging technologies road map, stakeholder engagement and client relationships. This study developed the 5-year road map for ROW to achieve its strategic goals including **workforce development, economic development** and to become a **regional hub for emerging technologies**.
06/23 - Ongoing	**Master Plan, Portland International Airport (PDX), Port of Portland, Oregon.** *Project Manager.* As Sub to Ricondo and Associates, Mead & Hunt was responsible for developing a **Shared Prosperity/workforce development action plan** for the airport working with key stakeholders, analyzing the potential climate threats to the airport and how to mitigate those risks and identifying the **electrical capacity for the airport** into the future with the entrant of AAM, and other electrified aspects of operations.
09/24 - 02/26	**Master Plan, Pullman-Moscow Regional Airport (PMRA), Pullman, Washington.** *Deputy Project Manager.* Responsible for overseeing quality control of all deliverables including the AAM and Innovation Plan as part of this master plan. A key component of this Master Plan is to **develop the strategy and framework** for the airport to have the infrastructure and power ready **integrate AAM and other emerging technologies** into its system.
04/25 - 06/27	**Airport Layout Plan Update and Narrative Report, Bremerton National Airport (PWT), Port of Bremerton, Washington.** *Project Manager*. Responsible for all aspects of this project. A key focus of this report is a market assessment of the **viability for new air service entrants and the infrastructure required** for this General Aviation airport to accommodate new entrants.

Firm	Mead & Hunt			Meets MPR No. 1
Kevin Smith, AAE Aviation Planning Market Leader			Years of relevant experience with this employer	3
			Years of relevant experience with other employer(s)	27
Degree(s) / Years / Specialization	MS / 1997 / Urban Planning and Resource Management (Geography), BS / 1995 / Planning and Resource Management, AA / 1993 / Spanish, Accredited Airport Executive (A.A.E.) – American Association of Airport Executives, Instrument Rated Private Pilot License			
Active registration number / state / expiration date	Accredited Airport Executive (AAE), Certified Member (CM) #212605 / National / 06/30/2027			
Year registered	2014	Discipline	Airport Administration	
Contract role(s) / brief description of responsibilities	*Airspace Modernization Lead*. Kevin will lead the effort to inventory, analyze, and provide strategic direction for assessing assets and conditions of airport infrastructure, NAVAIDs, and air traffic control (ATC) systems to enable AAM investment and operation. Responsibilities include charting a course for integrating AAM into existing transportation systems, corridor planning, technology requirements, and ensuring readiness for operations.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Kevin Smith has **30 years of comprehensive experience in aviation industry and local government**. Kevin serves as a Senior Planner and Aviation Market Leader assisting airports across the US with airport planning, airspace, flight procedure, administration, funding, strategy, and efficiency projects and programs. He served as the General Manager of the Truckee Tahoe Airport District from 2010 to 2022. Kevin's experience managing and directing airport and municipal public agencies will provide **strong local government perspective to AAM Strategic Plan project**, as well collaboration with local, state, and Federal Agencies. He regularly counsels' airports on master planning, capital improvement programming, strategic planning, noise and annoyance mitigation, and public outreach strategies. Kevin's technical skills include ATC Tower siting and construction as well as working with NAVAIDs, ADS-B, flight procedure development, and coordination with the FAA Air Traffic Organization (ATO). As General Manager of the Truckee Tahoe Airport District, Kevin lead the design, construction, and operation of the ATC Tower at the Airport including managing Tower staffing contracts with service providers. Kevin's experience also includes **airport operations, and emerging technologies including airport electrification, advanced air mobility, and spaceports**.
04/25 - Ongoing	**2025 Louisiana Aviation & Aerospace Economic Impact Study.** *Technical Advisor & Airport Systems Analyst*. Kevin Served as a **technical advisor** and **Airport systems analyst** participating in data collection, airport infrastructure analysis, and airport surveys. Kevin personally traveled through southern Lousiana interviewing airport operators and tenants on **economic output and aviation system benefits** of Louisiana's airport system. He identified future opportunities and industry trends across various sectors. This data was used to assess the **economic impact and future potential of Louisiana airports**.

06/23 - Ongoing	**Airport Cooperative Research Program (ACRP) 03-71, Planning for Future Electric Vehicle Growth at Airports.** *Researcher & QA/QC Lead*. As a sub-consultant to the Cadmus Group, Mead & Hunt is **developing a comprehensive primer designed to guide airports in creating an Electrification Master Plan** – either as a standalone initiative or as part of a broader Airport Master Plan. Currently, airport planners have limited resources to effectively prepare for the anticipated rise in electric vehicles, ground support equipment, and aircraft. As airports navigate the transition toward greater electrification of both airside and landside operations, they must evaluate a range of complex factors and engage multidisciplinary technical expertise.
07/24 - Ongoing	**Washington State AAM Aircraft Plan, WSDOT, Washington.** *Researcher and Airspace Analysis*. Provide high-level strategic direction, foster cross-sector stakeholder alignment, and lead implementation efforts to advance WSDOT's visionary integration of AAM into Washington State's multimodal transportation network. This plan articulates WSDOT's comprehensive **vision, infrastructure strategy, policy framework, and phased roadmap** to deploy AAM technologies that enhance statewide connectivity, reduce emissions, and drive economic growth.
10/24 - Ongoing	**ACRP Report 261, Advanced Air Mobility (AAM) and Successful Stakeholder Engagement.** *QA/QC Review*. Developed a practical primer that advances emerging **best practices for stakeholder engagement in AAM planning and decision-making**. The primer features a suite of adaptable tools, checklists, and educational materials designed to support airport operators, AAM service providers, and local agencies in conducting effective outreach. The resource equips stakeholders to proactively engage communities and partners ahead of infrastructure planning, policy development, and implementation within the evolving AAM ecosystem.
08/24 - Ongoing	**Mojave Air & Space Port (MHV), Mojave, California.** *Planning Program Lead*. Kevin currently serves as the airport planning and development lead for MHV. This spaceport and general aviation facility is at the forefront of emerging technologies. As Planning Lead, Kevin assists MHV in planning for and **integrating current aerospace activities** and emerging technologies, including **horizontal launch vehicles, point-to-point travel, hypersonic aircraft, advanced air mobility (AAM), major maintenance**, repair, and overhaul (MRO) facilities, and rocket engine testing.
01/23 - 04/24	**Strategic Plan, Roswell Air Center (ROW), City of Roswell, New Mexico.** *Deputy Project Manager*. Assisted in leading a comprehensive effort to create a forward thinking, goal centered plan helping to chart the **future development and growth of this legacy facility,** containing a 13,000-foot runway and 4,300 acres within the airport fence. Significant attention was given to attracting emerging technologies to the facility including AAM, aerospace, point to point, electrification, and others.
12/22 - Ongoing	**Airport Electrification, Mead & Hunt – Nationwide.** *Technical Analyst*. Supported clients and AAM eVTOL original equipment manufacturer (OEM) in **developing a charging infrastructure and vertiport design for the deployment and operation of eVTOL and eCTOL aircraft**. This ongoing work with various OEMs involves identifying optimal electric charging systems, vertiport design, landside and airside customer vertiport access. Work also included coordination efforts with the OEM, airport personnel, utility partners, and local permitting agencies to address electrification needs, ATC protocols, site selection criteria, grid integration challenges, and opportunities to integrate AAM into existing airport infrastructure and airspace.
10/19 - 03/20	**Master Plan, Astoria Regional Airport (AST), Astoria, Oregon.** *QA/QC Lead*. Mead & Hunt was selected to complete the new Master Plan for the Port of Astoria. This project considered all airside and landside planning considerations, as well as future aviation and non-aviation development potential. Kevin was the QA/QC Lead for this ongoing project, as well as Lead Planner on Airspace, ATC, and hangar development elements. Kevin was **instrumental in assisting to craft the inventory and develop alternatives and financial elements of the Master Plan**.



Firm	Mead & Hunt			Meets MPR No. 6
Eric Laing Senior Aviation Planner			Years of relevant experience with this employer	5
			Years of relevant experience with other employer(s)	21
Degree(s) / Years / Specialization	BS / 1988 / Chemistry; MS / 1995 / Journalism; MS / 2009 / Aeronautical Science			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Economic Impact Task Lead*. Eric will assess the economic implications, including job creation, economic development opportunities, and potential impacts on existing transport sectors.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Eric Laing has been an **economic analyst, lead analyst, and project manager for over 20 years** for various individual and statewide airport economic studies while working for different aviation consulting firms. He is responsible for more than 3,500 economic impact analyses of airports.
09/24 - Ongoing	**2025 Louisiana Aviation & Aerospace Economic Impact Study.** *Project Manager*. This study updated the **economic impacts of Louisiana's 68 system airports**, and added analyses of additional aviation sectors in Louisiana. One of the additional sectors consisted of an analysis of **unmanned aerial systems (UAS)**, which is a subcomponent of AAM. The UAS analysis leveraged our relationship with Association for Uncrewed Vehicle Systems International (AUVSI) to obtain the most accurate and current data related to UAS operations in Louisiana.
11/24 - 05/25	**The Economic Impact of U.S. Commercial Service Airports in 2024.** *Project Manager*. This study was commissioned by Airports Council International – North America (ACI-NA) to **quantify the employment, payroll, and output of aviation activities tied to the 487 commercial service airports in the U.S**. This was the fourth iteration of this study that ACI-NA relied on Eric to produce results. Several additional analyses demonstrated the power of incremental increases in aviation activity. For example, the **study showed how every 1,000 enplanements supported 5.8 jobs, and every $1 million invested in airport infrastructure created 3.4 jobs**.
01/24 - 07/24	**Airport System Economic Impacts, San Antonio International Airport (SAT) & Stinson Municipal Airport (SAT), San Antonio, Texas.** *Lead Analyst*. Economic impact study of San Antonio International Airport (SAT) and Stinson Municipal Airport (SSF). Eric oversaw the data gathering effort and **analysis of the economic impacts** of both airports in San Antonio. Data gathering consisted of passenger surveys and interviews of on-airport businesses. The study produced a technical report, presentation, and a one-page executive summary in both English and Spanish.

09/23 - 06/24	**Economic Impact Study, Blue Grass Airport (LEX), Lexington, Kentucky.** *Project Manager.* Economic impact study that **quantified the benefits from airline service, general aviation, and the capital improvements at the airport**. The study also included three case studies that explained some of the qualitative benefits that the people and businesses of the Bluegrass region derive from the airport.
04/23 - 10/24	**Florida Aviation System Plan (FASP) – Phase II, Florida Department of Transportation (FDOT)**. *Aviation Planner*. Eric's primary role in FASP Phase II was coordinating the **airport system data gathering** effort, and analyzing the results based on the performance measures and benchmarks established in Phase I. Eric also oversaw the drafting of white papers that addressed electrification of airports, power alternatives, resource management, sustainable fuels, unleaded aviation gas (avgas), and weather reporting.
03/21 - 04/24	**Virginia Air Transportation System Plan (VATSP), Virginia Department of Transportation Division of Aeronautics (DOAV)**. *Deputy Project Manager*. Eric served as the Deputy Project Manager for the development of the project, working closely with the sub-consultants to gather the necessary data and develop the **forecasts and performance measure analyses** used to develop recommendations for the system. This update of the VATSP focused on realigning the airport classifications to better support the distribution of state funds, especially for general aviation airports. Unique evaluations looked at the need for new airports as well as access for medical flights.
05/22 - 03/23	**2022 Louisiana Airports Economic Impact Study Update.** *Project Manager*. An update to the statewide economic impact study of Louisiana's 68 system airports. Because the base year for this study fell in the midst of the pandemic, the results did not reflect the actual potential of the airport system. To address this, the project manager developed a **conservative methodology for forecasting the economic impact** of the airport system in 2026 to demonstrate the airport system's actual potential.
01/22 - 05/22	**Economic Contribution Assessment, Redding Municipal Airport (RDD), Redding, California.** *Project Manager*. An economic impact study of Redding Municipal Airport and its associated airline service. The study demonstrated that **every one dollar that the City of Redding invested in capital improvements at the airport returned $325 in total output**.
01/20 - 12/20	**Wyoming Air Service Enhancement Program Return on Investment Analysis, Wyoming Department of Transportation (WYDOT).** *Lead Analyst.* Eric led the effort to update the financial returns generated by the WYDOT Air Service Enhancement Program (ASEP) in 2020. The update **evaluated the economic impact of each airline route** supported by revenue guarantees from the Wyoming ASEP from 2004 to the first quarter of 2020. The study calculated the **return on investment (ROI)** for each dollar the state of Wyoming invested in the ASEP. All dollar figures were adjusted for inflation to allow for comparisons with previous ROI studies. Through Eric's analysis, WYDOT could show that the ASEP continues to generate significant economic benefits for the State of Wyoming by increasing airport activity and the volume of commercial passengers carried by improving air service connectivity.
06/19 - 10/19	**2019 Louisiana Airports Economic Impact Study Update.** *Project Manager*. An update to the **statewide economic impact study** of Louisiana's 68 system airports.

Firm	Mead & Hunt			Meets MPR No. 2, 5
Lisa Harmon Aviation Project Manager			Years of relevant experience with this employer	1
			Years of relevant experience with other employer(s)	16
Degree(s) / Years / Specialization	MS / 2013 / Transportation Management; BA / 1985 / English Literature			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*AAM Vision & Mission Task Lead*. Lisa will assess how the State's multimodal transportation, energy infrastructure, system needs, can converge to create a robust AAM system that addresses identified use cases to optimize the transport of people and cargo throughout the State of Louisiana region, the multi-state region, and the nation.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Lisa Harmon is a **Senior Aviation/Environmental Project Manager** who has co-led the firm's Advanced Air Mobility Planning efforts since 2019. With 25 years of aviation-related experience, Lisa is skilled in developing and implementing communications for the public and conducting public outreach activities for aviation projects. **Lisa embraces new technologies and industry growth**. For the past five years, she has worked to better understand emerging technologies such as AAM and UAM. Lisa has successfully completed AAM plans for the states of Washington and California, and has spoken at national and international conferences about the confluence of AAM planning, local land use, zoning, and AAM-related wildlife hazard management issues. Lisa's expertise in aviation system planning, land use compatibility planning, and environmental planning help to alert airports and communities about the opportunities, challenges, and potential solutions associated with AAM planning and implementation.
07/24 - Ongoing	**Advanced Air Mobility (AAM) Aircraft System Plan – Washington State Department of Transportation.** *Project Manager.* This project required leading a multi-firm, interdisciplinary research team for the **collaborative development of a statewide AAM plan** addressing potential use cases and system-wide **AAM integration to optimize the transport of people and goods**. The plan considered the State's long history of aviation research, manufacturing and associated **economic opportunities; statewide transportation planning goals; and the role of existing and proposed transportation infrastructure**. Unique opportunities were identified in relation to the state's extensive ferry system and marine ports, some of which already include aviation infrastructure. Project-related research was reviewed and vetted through the cooperative effort of a 30-member Technical Assistance Committee that included representatives of various **state agencies, industry groups, and OEMs**. The plan, which considered **phased legislative, regulatory, and policy recommendations** for successful AAM implementation, was presented for legislative review in May 2025.

06/23 - 12/24	**Caltrans Advanced Air Mobility (AAM) Infrastructure Readiness Study and Workplan**. *Project Manager*. Led a multi-firm interdisciplinary research team to consider the implementation of AAM throughout the State of California in accordance with the State's multimodal **transportation plan and land use policy**. Project related research included the development of **notional routes** that could be evaluated using of an **AAM siting scorecard**, the use of **available and proposed infrastructure**, and a **three-year legislative, regulatory, and policy implementation roadmap**. The plan was submitted in 2024 for review by the legislature.
04/22 - 01/24	**ACRP Report 261, Advanced Air Mobility (AAM) and Successful Stakeholder Engagement.** *Task Leader*. For this research project undertaken by Mead & Hunt and The Community Air Mobility Initiative, Lisa served as **the QA/QC reviewer** for the development of a **community outreach primer** for communities, airports, and applicable agencies relative to **AAM implementation** and to recommend steps to successfully **integrate AAM into local communities**. Lisa also conducted **airport interviews** and contributed **case studies**.
08/19 - 01/22	**California Aviation System Plan (2022), California Department of Transportation, Division of Aeronautics. Sacramento, California.** *Project Manager & Primary Document Author*. Development of the California Aviation System Plan (CASP), which is one of six modal plans within the overall California Transportation Plan. Lisa managed the **project schedule**, budget, and all deliverables and worked with the Contract Manager **on time and within budget**. The plan was presented to a Focused Working Group composed of airport managers and agency representatives. The CASP system plan considers **aviation policy and recommendations** into the broader scope of California land use and transportation planning.
08/18 - 03/23	**Environmental Assessment for Microgrid Development at the Redwood Coast – Humboldt County Airport, Humboldt County, California.** *Project Manager & Primary Author.* Environmental Assessment to support airport electrification and **emergency response** in a remote area of Northern California. The **collaborative project** included team members from the Schatz Energy Center at Cal Poly Humboldt, Pacific Gas and Electric, the Redwood Coast Energy Authority, and the Humboldt County Airport Division. Completed in 2023, the microgrid provides an **ongoing, independent source of power** for airport operations that is ongoing during emergencies an.d power outages.
Applicable Presentation/ Publications	■ *Flying in the Strike Zone: Urban Air Mobility and Wildlife Strike Prevention*. Journal of the American Helicopter Flight Society. Vol. 69, No. 3, July 2024. Co-author with I. Metz and C. Henshaw ■ *Advanced Air Mobility, Electrification, Airport Planning Considerations*. Presentation at the AAAE Airport Operations and Technology Symposium, San Antonio, Texas. July 2022 ■ *Flying in the Strike Zone: Urban Air Mobility, Wildlife Hazards, and New Approaches to Strike Prevention*. Co-presenter with Isabel Metz. Delft International University Conference on Urban Air Mobility (DICUAM), March 2022 ■ *Advanced Air Mobility and Wildlife Hazards – New Technology Meets a Persistent Challenge*. Co presenter, American Association of Airport Executives (AAAE), joint committee meeting, January 2022 ■ *Airport Land Use Compatibility Planning*. Instructor, U.C. Berkeley Aviation Short Course, Berkeley, California (2018-2024)

Firm	Mead & Hunt		Meets MPR No.
Colleen Bosold Aviation Planner/Stakeholder Outreach Coordinator		Years of relevant experience with this employer	18
		Years of relevant experience with other employer(s)	5
Degree(s) / Years / Specialization	BBA / 2004 / Marketing – Supply Chain Management		
Active registration number / state / expiration date	N/A		
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities	*Public/Stakeholder Engagement & Education*. As task lead, Colleen will use her over 20 years of public engagement and education experience to provide the public, and interested stakeholders, information about all aspects of this project.		

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Colleen Bosold has 15 years of experience in the aviation consulting industry, focusing on community engagement, planning, NEPA documentation, communications, and project deliverables. Colleen is experienced in **designing and coordinating both stakeholder outreach and public involvement programs**. Her background in business and marketing, combined with her knowledge of the aviation industry, lends a unique perspective to her work and results in **communication materials that are both effective and understandable to the general public**. Colleen is skilled at anticipating the public's questions and concerns and identifying ways to proactively address them to build consensus among a variety of interests. Her creative community outreach initiatives have engaged the public through focus groups, websites, newsletters, email communications, community engagement panels, public hearings, and other in-person and virtual public events. Her talent crosses both the in-person coordination as well as developing print and electronic media that communicates important messages to a wide audience.
10/16 - 10/18	**Federal Environmental Assessment (EA) / State Environmental Assessment Worksheet (EAW), Lake Elmo Airport (21D), Lake Elmo, Minnesota**. *Stakeholder Outreach Coordinator.* Colleen was responsible for coordinating the stakeholder engagement program for the contentious environmental review of a new runway project at this general aviation reliever to Minneapolis-St. Paul International Airport. She helped plan and **prepare for 10 public meetings and events**, which were used to **raise public awareness and increase public participation**. Colleen also helped the Metropolitan Airports Commission (MAC) develop a project website, project newsletters, and e-mail updates. The stakeholder engagement process and outreach materials that Colleen helped design and implement are being used by MAC as a **template for formalizing future similar processes throughout their system of airport**.
09/18 - 07/19	**Federal Environmental Assessment (EA) / State Environmental Assessment Worksheet (EAW), Crystal Airport (MIC), Crystal, Minnesota.** *Stakeholder Outreach Coordinator.* Colleen was responsible for coordinating the stakeholder engagement program for the environmental review project at another MAC system reliever airport. She assisted the MAC's Strategy & Community/Stakeholder Engagement Division in

	applying lessons learned from the Lake Elmo project to target specific audiences, **identify the appropriate engagement tools, and enhance the overall effectiveness of their stakeholder engagement programs**.
02/18 - 06/23	**Master Plan Update, Rochester International Airport (RST), Rochester, Minnesota.** *Stakeholder Outreach Coordinator*. Colleen was responsible for coordinating the stakeholder engagement program for this master plan update. In this role, she **developed the public and stakeholder engagement strategy, planned public events, coordinated a community stakeholder group, and developed project communication**s. Her preparation for meetings involved developing public notices, organizing events, and coordinating stakeholder engagement efforts.
11/23 - Ongoing	**Part 150 Noise Compatibility Study (ongoing), Centennial Airport (APA), Englewood, Colorado.** *Public Engagement Coordinator.* Colleen is currently serving as the outreach and engagement coordinator for this 14 CFR Part 150 Noise Study. With its proximity to downtown Denver and the south Denver metro area, Centennial Airport (APA) is a preferred destination for business aviation, private jet traffic, and flight training, making it one of the busiest GA airports in the country. APA is updating its Part 150 Study in conjunction with ongoing efforts by the Centennial Airport Community Noise Roundtable (CACNR) and in collaboration with a wide variety of stakeholders to assess noise from APA aircraft operations and land use compatibility with those operations. Colleen's role includes **keeping stakeholders and members of the public engaged and informed throughout an approximately two-year project**. In this role, she collaborated with the project team on the Community Engagement Plan and leads ongoing collaboration on outreach strategies, engagement planning, and implementation. She develops **project website content and social media posts, coordinates public and stakeholder meetings, catalogs and manages public comments, recommends strategie**s for addressing comments, and helps maintain consistent messaging throughout the Study.
07/21 - 05/24	**Airport Master Plan & Airport Layout Plan, Sioux Falls Regional Airport (FSD), Sioux Falls, South Dakota**. *Stakeholder Outreach Coordinator*. A primary focus of FSD's recently completed Master Plan Update was **maximizing the use of available developable space and balancing facility needs** for different airport users and tenants. To achieve this, Colleen led an **extensive engagement effort** that included focus groups with over a dozen distinct user and stakeholder groups to gather input early in the process. The focus groups identified areas of interest, opportunities, and challenges concerning FSD in order for the planning team to better understand anticipated future demands on the Airport. Throughout the project, the planning team also engaged with a Master Plan Input Committee, made up of a subset of focus group stakeholders and regulatory agencies, to evaluate and refine alternatives.

Firm	Mead & Hunt			Meets MPR No.
Joakim Osthus, PE, LEED AP Senior Civil Engineer			Years of relevant experience with this employer	22
			Years of relevant experience with other employer(s)	0
Degree(s) / Years / Specialization	BS / 2002 / Civil Engineering			
Active registration number / state / expiration date	71752 / California / 12-31-2025 47356 / Arizona / 03-31-2026 1686 / Guam / 04-30-2026 PE-15435 / Hawaii / 04-30-2026 81235 / Oregon / 12-31-2026			
Year registered	California 2007 Arizona 2008 Oregon 2008 Guam 2011 Hawaii 2013	Discipline	Civil Engineering	
Contract role(s) / brief description of responsibilities	*Economic Analyst*. Assess the economic implications, including job creation, economic development opportunities, and potential impacts on existing transport sectors.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Joakim Östhus has **22 years of experience as an engineer** in a wide variety of transportation and aviation improvement projects. His work in aviation includes services to air carrier, general aviation, and military airports. Past projects include the design and construction of runways, taxiways, concourse aprons, hangar developments, and service roadways. Joakim's project experience includes **electric vehicle and charging station planning**, signing and marking, bicycle facility design, streetscape planning and design, wayfinding, parking studies, **cost estimates**, preparation of construction documents and construction support services. He is familiar with CADD, GIS, Synchro as well as MUTCD, NACTO, ITE, AASHTO standards and guidelines. Joakim's **combination of aviation and ground transportation experience** provides him with a good understanding of all the interrelated facets of a multimodal transportation hub that would **link AAM with other transportation systems**. Joakim is proficient with project coordination between stakeholders, the FAA, and the public, and coordinating projects with firm timelines.
06/23 - ongoing	**Airport Cooperative Research Program (ACRP) 03-71, Planning for Future Electric Vehicle Growth at Airports.** *Subject Matter Expert/ Advisor.* As a sub-consultant to the Cadmus Group, Mead & Hunt is **developing a comprehensive primer designed to guide airports in creating an Electrification Master Plan**—either as a standalone initiative or as part of a broader Airport Master Plan. Currently, airport planners

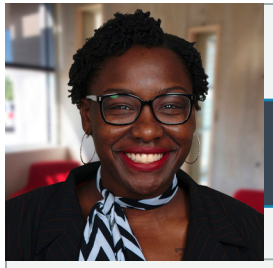
	have limited resources to effectively prepare for the anticipated rise in electric vehicles, ground support equipment, and aircraft. As airports navigate the transition toward greater electrification of both airside and landside operations, they must evaluate a range of complex factors and engage multidisciplinary technical expertise.
08/23 - 06/24	**Zero Emission Vehicle Infrastructure Implementation Strategy, Ontario International Airport (ONT), Ontario, California.** *Senior Civil Engineer.* Mead & Hunt developed an electrification implementation strategy for both airside and landside medium- and heavy-duty equipment/ vehicles throughout the airport. The strategy included: fleet inventory, roadmap for conforming with CARB Advanced Clean Fleet regulations, **developing demand estimates**, location/siting of charging stations, utility service review, **emission savings estimates**, technology recommendation, and operations and maintenance plans.
04/24 - Ongoing	**Sustainability Management Plan, Birmingham-Shuttlesworth International Airport, Birmingham, Alabama.** *Senior Civil Engineer.* Joakim is leading the development of an electrification roadmap of both airside and landside airport-owned vehicles. The work includes inventory and analysis of existing vehicle fleet, identification of suitable replacement vehicles, developing vehicle replacement schedules, and **assisting in preparation of grant funding applications**.
06/24 - Ongoing	**Master Plan Update, Portland International Airport (PDX), Portland, Oregon.** *Senior Civil Engineer.* Joakim is **leading the projections for future electrical demand** generated by electrification of vehicles and mobile equipment at the Portland International Airport. Categories considered include airport fleet equipment & vehicles, tenant and employee vehicles, tenant aircraft, and ground transportation service providers.
04/24 - 05/25	**Vehicle-Focused Electrification Implementation Program, City of Phoenix, Phoenix, Arizona.** *Senior Civil Engineer.* Mead & Hunt led stakeholder engagement, benchmarking and threats/opportunities/weaknesses/strengths (TOWS) analysis, and **developing an electrification policy and roadmap**.

Firm	Mead & Hunt		Meets MPR No.
Stephanie Lane, MPA, GRCP, CBCP, CM Senior Cybersecurity & GRC Project Manager		Years of relevant experience with this employer	1
		Years of relevant experience with other employer(s)	16

Degree(s) / Years / Specialization	MPA / 2022 / Public Administration		
Active registration number / state / expiration date	N/A		
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities	*Cybersecurity*. Stephanie will be an essential team member responsible for establishing cybersecurity standards and protocols for future AAM and UAM operations, including beyond visual line of sight operations.		

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Stephanie Lane is a **Senior Cybersecurity GRC Project Manager** with over 16 years of experience in cybersecurity, governance, risk, and compliance (GRC), disaster recovery, and airport security systems. She has led initiatives involving TSA-regulated cybersecurity implementation plans, vulnerability assessments, and policy development for critical infrastructure, including airports. Stephanie has authored and contributed to strategic security plans and has overseen cybersecurity tabletop exercises simulating threat scenarios to test and enhance incident response capabilities. She **unifies business continuity, emergency management, and cybersecurity consulting to provide robust organizational resilience, minimize disruptions, and maintain seamless operations**.
07/23 - 07/24	**GPS Spoofing Jamming Pilot Program**. *Project Manager.* Led in collaboration with MITRE/ FAA (during her tenure at DFW International Airport) this program focused on **evaluating vulnerabilities in airport navigation and timing systems due to intentional signal interference**. Played a key role in coordinating technical and regulatory aspects of the initiative. The program aimed to assess operational impacts, **develop detection protocols, and recommend mitigation strategies** for spoofing and jamming threats affecting aviation infrastructure. Contributed to the integration of cybersecurity controls into airport operations, aligning the pilot with TSA and DHS guidelines. Involvement included authoring policy updates, facilitating inter-agency coordination, and supporting the development of a system integrity verification process post-incident. *This project was completed while employed with another firm.
09/24 - 09/24	**National Safe Skies Alliance Program for Applied Research in Airport Security: PARAS 0064 Artificial Intelligence in Airport Security.** *Senior Project Manager.* Close collaboration with a team of subject matter experts to oversee the **comprehensive research project** and ensure the timely delivery of its objectives. A significant deliverable of this project is the creation of a **Generative Pretrained Transformer (GPT) model,**

	which will be made available for open use, providing a robust **AI solution that can be adapted and applied across various airport security** scenarios. Her contributions are pivotal to the project's success. Responsible for creating and maintaining all project schedules, ensuring that each phase of the project progresses smoothly and stays on track.
01/24 - 10/25	**Governance, Risk, and Compliance (GRC).** *Senior Project Manager*. This role involves developing and implementing a **comprehensive business continuity program** for the non-profit organization. Her responsibilities encompass **enhancing the organization's resilience by identifying critical business functions, conducting business impact analyses, and developing recovery strategies**. She updates and creates policies and procedures to ensure the continuity of operations during disruptions. Stephanie also provides strategic advisory services to mitigate risks associated with potential business interruptions and oversees all procedural aspects of the program's scope.
10/24 - 05/25	**Business Continuity/ Disaster Recovery and Cybersecurity Framework Development San Luis Obispo County Regional Airport (SLO), San Luis Obispo, California.** *Senior Project Manager.* This role includes developing a comprehensive business continuity/**disaster recovery framework**, encompassing detailed policies, procedures, and both **strategic and tactical documentation**. The framework is inclusive to enhancing the organization's security posture through the **development of a Cybersecurity Implementation Plan (CIP) and a Cybersecurity Assessment Program (CAP)** so the organization well-prepared to handle disruptions, maintaining operational resilience and compliance with industry standards.
08/24 - 12/24	**Program Development and Cybersecurity Consulting Services at John F. Kennedy International Airport (JFK), Queens, New York.** *Senior Project Manager*. The primary role is to execute the procedural expectations within the scope to **create the organization's technology and cybersecurity policies**, confirming they are in alignment with national frameworks and industry best practices. Designed and delivered cybersecurity **training and a tabletop** for the organization's executives.
08/24 - 05/25	**Governance, Risk, and Compliance Consulting Services, Los Angeles World Airports (LAWA), Los Angeles, California.** *Senior Project Manager.* **Mitigate vendor-related risks and executing tasks that aim to enhance the client's vulnerability management**, updating policies, reviewing **risk assessments**, and overseeing third-party assessments. Task also includes **creating policies and procedures to improve current cybersecurity framework**. Developed **cybersecurity Incident Response Plan** (IRP) for organization.
10/18 - 03/21	**Business Continuity, and Disaster Recovery (BCDR) Policies And Procedures, Dallas Fort Worth International Airport (DFW), Dallas, Texas.** *Senior Project Manager.* Partnered with **cybersecurity stakeholders to design and implement policies and procedures to confirm that critical systems, processes, personnel, and infrastructure had well-defined and understood business recovery plans**. Integrated BCDR into the airport's emergency management program and established key relationships with public and private sectors, airport stakeholders, and airlines for coordinated response during operational disruptions and maintained continuous collaboration and training efforts. The BCDR implementation included a program maintenance schedule that promoted annual testing, evaluation, and modifications for every plan. *This project was completed while employed with another firm.



Firm	Mead & Hunt			Meets MPR No.
Anita Cobb, MBA Market Leader – Aviation Civic Strategies			Years of relevant experience with this employer	8
			Years of relevant experience with other employer(s)	18
Degree(s) / Years / Specialization	BS and AS / 2009 / Biology and Chemistry; MBA / 2012 / Organizational Leadership			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Workforce Development*. Develop comprehensive strategic plan to position Louisiana as a leader in AAM by leveraging existing infrastructure, assessing opportunities and challenges, and developing policy recommendations and implementation roadmap.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Anita Cobb is Mead & Hunt's **Market Leader for Aviation Civic Strategies**. Anita's responsibilities include developing people-centered programming and training for Mead & Hunt's multimodal, multifaceted catalog of projects. She has a passion for and specializes in matters related to **workforce development, DBE and small business empowerment, accessible transportation, and community collaboration**. Anita oversees project outcomes for aviation and aerospace projects by focusing on impacts to airport communities, stakeholders, strategic partners, and users.
01/25 - Ongoing	**WCAA Wayne County Airport Authority Workforce Development Strategic Plan.** *Project Manager.* Development of the airport system plan performance measures. Conducted **airport surveys, LaDOTD employee surveys, and facilitated stakeholder meetings**. An economic impact analysis was also conducted as part of the LaDOTD system plan task. Stephanie collected and analyzed economic data that was gathered as part of an airport survey.
06/24 - Ongoing	**AAAE Airport Consortium on Transformation (ACT) Program Workforce Development Working Group.** *Task Force Leader*. Led by the American Association of Airport Executives (AAAE) in collaboration with Mead & Hunt, this a national initiative focuses on identifying and addressing **workforce development challenges at small, non-hub, and general aviation airports**. Task Force leader coordinates stakeholder engagement, oversees survey and interview logistics, and ensures that deliverables – such as case studies, metrics, and strategic recommendations – are developed on schedule and aligned with ACT's broader goals. **Task force is building a replicable framework to help airports implement inclusive, sustainable workforce strategies that respond to evolving industry needs**.

10/24 - Ongoing	**NASA Identify and Evaluate National Aviation System Vulnerabilities Prescriptions for Improved Resilience Mechanism Design for Continued Monitoring.** *Director - Education and Workforce*. Collaborate with the US university community to engage in large-scale research projects with the support of NASA funding. Develop strategies for **aviation and aerospace education through community-based programs** focused on **career exposure, mentorship, internships, and strategic industry alliances with academic institutions**. Compile best practices for exposing and supporting individuals from grade school through professionals to the range of aviation and aerospace careers available.
07/23 - Ongoing	**Sustainability Management Plan, Gerald R. Ford International Airport (GRR), Grand Rapids, Michigan.** *Social and Engagement Lead*. Coordinated with community and stakeholders to address **civic impact, community synergy, and accessibility options**. Created a phased and **comprehensive strategic plan** for enhancing user experience, opportunities for DBEs and small businesses, and engagement with community members. Utilized community data to assess opportunities for synergy with and support from the airport.
01/23 - 11/23	**San Luis Obispo County Department of Airports Equity Learning Series.** *Project Manager*. Created and facilitated webinar trainings related to universally designed airport spaces, user-friendly technology, and children, families, and caregivers. Aligned understanding of how to **create an accessible environment for airport stakeholders, passengers, and the community**. Planned and delivered a community event for individuals from the Central Coast Autism Society to tour the airport from curb to gate and board a plane.
12/21 - 08/22	**Strategic Plan 2022, Redding Municipal Airport (RDD), Redding, California.** *Social Planner*. Focused on near-, medium-, and long-term to position RDD for **economic development, revenue generation, and financial sustainability.** Supported an economic contribution assessment to demonstrate the economic contribution and impact of RDD to the greater community. Provided a roadmap that positions RDD to be an **economic engine within the community**. **Supported stakeholder involvement** to collect input from multiple stakeholder groups, including the city, airport tenants, the Chamber of Commerce, and the county.

Firm	Mead & Hunt			Meets MPR No. 8
Stephanie Green, CM Senior Aviation Planner			Years of relevant experience with this employer	3.5
			Years of relevant experience with other employer(s)	21.5
Degree(s) / Years / Specialization	BS / 2000 / Aviation Business Administration - Airport Management Private Pilots License (PPL), Single-Engine Land (ASEL)			
Active registration number / state / expiration date	AAAE CM #221343 / National			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Grant Writing*. Stephanie brings over 20 years of state and federal grant writing and documentation experience to support all aspects of this LaDOTD project.			

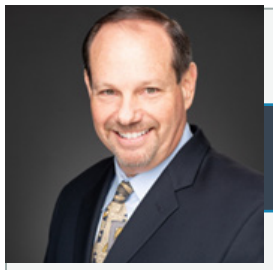
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Stephanie Green is an **experienced aviation planner** and has provided services to more than 30 airports. Stephanie worked as an airport planning consultant in the private sector and as an airport planner and analyst at Dallas/ Fort Worth International Airport. Her assignments have touched all aspects of airport management and planning, including **master plans, environmental assessments, terminal demand/capacity analysis, forecasts, ALP updates, strategic plans, geographic information system (GIS) implementation, and land acquisition**.
06/22 - 07/23	**2022 Economic Impact Study, Louisiana Department of Transportation and Development (LaDOTD).** *Lead Planner.* Development of the airport system plan performance measures. Conducted **airport surveys, LaDOTD employee surveys, and facilitated stakeholder meetings**. An economic impact analysis was also conducted as part of the LaDOTD system plan task. Stephanie collected and analyzed economic data that was gathered as part of an airport survey.
04/22 - 04/24	**Florida Aviation System Plan (FASP) – Phase I & II, Florida Department of Transportation (FDOT).** *Lead Planner.* For Phase I, Stephanie worked with FDOT through the FASP update to study and plan existing and future state aviation needs to promote the further development and **improvement of air routes, airport facilities and landing fields, protect airport approaches, and to stimulate the development of aviation commerce and air facilities**. Stephanie's primary role in FASP Phase II was the development of a **statewide forecast approach** and development of the system plan forecast. The FASP study team researched and provided white papers for the airport surveys, emerging trends, and performance measures, and peer reviewed our teaming partners' white papers for data integration and digital tools for use in implementing the initiatives that will result from this effort. The analyzed trends included **electrification of airports, power alternatives, resource management, sustainable fuels, unleaded aviation gas (avgas), and weather reporting**.

01/10 - Ongoing	Stephanie has prepared federal and state grant documents (pre-application, application, quarterly reports, close-out documentation, grant risk assessments) for the following airports: ■ Cherry Capital Airport (TVC), Traverse City, Michigan ■ Delta County Airport (ESC), Escanaba, Michigan ■ Ford Airport (IMT), Dickinson County, Michigan ■ Gerald R. Ford International Airport (GRR), Grand Rapids, Michigan ■ Kalamazoo/Battle Creek International Airport (AZO), Kalamazoo, Michigan ■ Manistee County-Blacker Airport (MBL), Manistee, Michigan ■ Muskegon County Airport (MKG), Muskegon, Michigan

Firm	Mead & Hunt			Meets MPR No.
Ryan Meyer, GISP Aviation Planning Manager & Project Manager			Years of relevant experience with this employer	16
			Years of relevant experience with other employer(s)	11
Degree(s) / Years / Specialization	BS / 1998 / Cartography and Geographic Information Systems			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Implementation Dashboard*. Ryan will use his extensive industry knowledge and expertise to develop a GIS dashboard to the specifications of the LaDOTD.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Ryan Meyer is the **National Practice Leader for GIS at Mead & Hunt** with over two decades performing technical consulting in the transportation and aviation industries. Ryan performs needs assessments and logical and physical data modeling to define client data creation, migration, and updating standards. He has created project exhibits, map series, and custom web applications with ArcGIS Server, managed deployment and modification to customizable off-the-shelf Web mapping applications, and created custom database applications. He has led FAA Airports GIS projects at more than 100 airports across the country for projects include master plans, runway construction, eALP, obstruction survey, and approach modifications.
01/25 - 05/25	**Louisiana DOTD Airport System Economic Impact Study 2025.** *Technical Analyst*. The study involves updating and forecasting the economic impacts of Louisiana's system of 68 airports. Additionally, the study includes analysis of the Louisiana aviation budget and how inflation has affected purchasing power. Designed an **interactive GIS dashboard** to present the data from the plan. User interaction allows for interactive filtering of airports, visitors, and the distance from the airport to show visitors from a nationwide dataset of aviation activity. Assisted with GIS analysis converting data from tabular format to display on a map.
10/22 - Ongoing	**Chicago Department of Aviation, On-Call Airport Planning.** *Technical Lead*. Ryan is the technical lead for **facility condition assessments** for multiple buildings at Chicago Midway International Airport and Chicago O'Hare International Airport. Multiple tasks for building assessment ranged from FBO facilities up to the One Million Square Foot Midway Terminal Complex. using customized GIS tools on tablets. The assessment data was used for life cycle cost analysis and proposed Capital Investment Plan. ArcGIS Enterprise Dashboard for airport staff and commissioners to review asset inventory was **deployed on the airport's enterprise GIS portal**.
01/20 - Ongoing	**Dane County Regional Airport, Enterprise GIS and Asset Management.** *Technical Lead*. Ryan is the technical lead working with the airport and the County GIS to include airport operations in the County ArcGIS Online deployment. Tools included height limitation zoning ordinance

	mapping allowing airport staff to evaluate current and potential development around the airport being done in compliance with existing ordinance. **GIS integration with asset management** was done connecting ArcGIS Field Maps in Airport Operations vehicles to the airport's custom asset management system. The integration allowed creation of work orders in the field during daily inspections and closing work orders in the field as work was completed.
10/24 - Ongoing	**Airport Board Communication Tools, St. Cloud Regional Airport (STC), St. Cloud, Minnesota**. *Technical Lead*. Ryan is the technical lead for the creation of an **ArcGIS StoryMap** and **PowerBI Dashboard** for monthly airport board communication and presentation to participating agencies. The combined platform presents monthly accounting and passenger counts in a dashboard along with links to dynamic maps showing the CIP projects and action on the airport's strategic goals.
09/18 - 10/19	**Master Plan AGIS and PaveView Mapping, Phoenix-Mesa Gateway Airport (AZA), Mesa, Arizona.** *Technical Lead*. Ryan was the technical lead for AGIS, working with the airport and the FAA ADO scoping the AGIS to meet both the FAA requirements and the needs of the Airport. He coordinated with field surveyors, photogrammetrists, and the airport to create the data needed for the AGIS Airspace Analysis and ALP. Ryan collected photosphere imagery from the ground on the airfield pavements. The imagery is used in a viewer similar to Google Street View to view pavements, markings, and signs in the airport environment to ensure quality of final AGIS and ALP products
10/17 - 12/19	**Master Plan AGIS and Zoning GIS, Bismarck Municipal Airport (BIS), Bismarck, North Dakota.** *Technical Lead*. Ryan was the technical lead for AGIS. He coordinated with field surveyors, photogrammetrists, and the airport to create the data needed for the AGIS Airspace Analysis and ALP. Using ArcGIS Online Crowdsource Reporter, he **created a public comment application** for the Bismarck Municipal Airport Master Plan that allowed visitors to public meetings and the airport's website, as well as members of the planning process to submit comments, view, respond to, or "like" other comments, and display the airport's response to every comment. Ryan designed the ArcGIS Online Height Limitation Zoning website for the airport.
09/12 - 06/13	**ACRP Report 04-11 Integrating GIS in Emergency Management at Airports.** *Contributing Author*. Ryan was the GIS expert and contributing author on the team that completed a national study providing guidance on implementation and use of GIS to support emergency management at airports. The resulting guidebook is a national reference for airports and emergency management personnel.



Firm	INFRASTRUCTURE CONSULTING & ENGINEERING		Meets MPR No. 3, 4
Richard Osborne Vice President - Planning		Years of relevant experience with this employer	3
		Years of relevant experience with other employer(s)	28
Degree(s) / Years / Specialization	BS / 2002 / Professional Aeronautics / Embry Riddle Aeronautical University AS / 1995 / Architechtural Design & Cons Technology / Hillsborough Community Coll		
Active registration number / state / expiration date	AAAE CM; Agile Combat Employment (ACE) Part 139 Operations; Federal Aviation Administration (FAA) Private Pilot Certificate; FAA Small UAS Certificate		
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities	*Market Analysis*. Richard is part of the Market Analysis team, contributing to the development of market strategies and use cases for AAM and UAM operational feasibility.		

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Richard Osborne serves as a **Vice President of Aviation Planning** for ICE supporting aviation projects throughout the Southeast. He is responsible for the oversight and production of various aviation planning projects including master plans, airport layout plans, statewide system plans, benefit-cost analyses, Part 77 surface evaluation, runway length analyses, conceptual airport development plans, and various specialty studies. He assists with the project review process to ensure that the product delivered to clients is **consistent, correct, and continuously improving**. Richard manages the planning staff in concert with the client and sub-consultants to coordinate planning efforts; FAA Advisory Circular compliance; and design of airport facilities, projects, and programs. He provides oversight and assists in the **preparation of plans, reports, proposal preparation, and business development**.
04/22 - 06/25	**Louisiana Department of Transportation and Development (LADOTD), Indefinite Delivery and Indefinite Quantity (IDIQ) Project, Baton Rouge, Louisiana.** *Project Manager*. Richard served as Project Manager on a multi-year contract to provide a variety of planning services for the State of Louisiana's Aviation Division. The contract focused on **developing statewide programs and parameters, requirements for program accountability, and implementation and oversight of various IDIQ elements**. These elements included obstruction evaluation, the creation of statewide airport directories, obstruction mitigation documents, updated aeronautical charts and airport directories, development of a **Louisiana Airport Manager's Handbook**, Targets of Opportunities for Airport Development, and Return on Investment and Benefit Cost Analyses for general aviation airports. In addition, UAS (Unmanned Aircraft System) video was collected for 61 general aviation airports and inspections were performed at 40 airports located throughout the state of Louisiana. Finally, a detailed study was developed on AAM and eVTOL which included the identification of various infrastructure requirements as well as programming costs for the future implementation of an electric aircraft system.

04/24 - 11/24	**Planning Project Manager for Runway Extension Project, Leesville Airport (L39), Leesville, Louisiana.** *Project Manager.* The Leesville Airport was awarded a grant from the Defense Community Infrastructure Program (DCIP) to extend Runway 18/36 to the north by 1,800 feet. The extension to Runway 18 will increase its overall length from 3,807 feet to 5,607 feet and is primarily being extended to accommodate military transport aircraft such as the C-21 (Learjet 35) and the C-12 (Super King Air 200). ICE Planning performed a preliminary evaluation of runway extension alternatives and evaluated each for FAR Part 77 impacts, Runway Protection Zone (RPZ) compatibility, and compliance with Runway Safety Area (RSA) requirements. After a preferred alternative was identified, **planning performed a 3-dimensional runway line of sight analysis in accordance with FAA criteria**. This analysis revealed that the proposed extension would need to be elevated to account for undulations that would negatively impact the FAA's line of sight standards.
06/24 - 12/24	**Corporate and Box Hangar Construction, New Iberia Airport (ARA), New Iberia, Louisiana.** *Project Manager*. This project consisted of adding three hangars to their existing tri-box facility, as well as a 12,000-square-foot corporate hangar for the potential storage of a Gulfstream IV aircraft. ICE's aviation planning department was tasked with **evaluating the proposed site location** and simultaneously performing an **aircraft movement analysis** to illustrate any ramp or striping improvements required to move the aircraft to and from the proposed hangar safely. As a result, some re-striping was recommended, including an increased radius to a nearby intersection. Staff then reviewed the proposed location versus FAR Part 77 and submitted the required 7460-1 to the FAA for each facility. Both submittals were reviewed by the FAA, who responded with no objection to the proposed developments. ICE is currently in the process of filling out and submitting the required NEPA documentation (Categorical Exclusion) to move forward with bidding and construction.
10/22 - 11/24	**Master Plan Update, Allen Parish Airport (ACP), Oakdale, Louisiana.** *Project Manager*. The FAA requested the preparation of a Master Plan Update for the Allen Parish Airport, consisting of a planning effort for the 20-year development of the airport's landside, airside, and approach obstructions. The project included inventory, forecasts, facility requirements, alternatives, financial feasibility analyses, public involvement, and the **creation of a 20-year Capital Improvement Program (CIP**). The resulting ALP drawing conformed to FAA Standard Operating Procedure (SOP) 2.00, for FAA Review and Approval of ALPs. The ALP effort also included a land use analysis to determine what types of aviation and non-aviation development may be appropriate for ACP while considering the forecasts of aviation demand. ICE performed a critical Obstruction Removal project for ACP and the design that the airport is currently in the process of implementing. The Obstruction Removal project included **environmental planning, design phase services, bidding phase services**, and **construction administration** for removing the trees within the limits of the RPZ. This element was performed in conjunction with the master plan update in order to provide an enhanced level of safety for aircraft operations into and out of ACP. The Master Plan Update evaluated all pertinent approach and departure surfaces to determine additional short-term and long-term needs for obstruction removal at and around the airport.
08/22 - 10/23	**Exhibit 'A' Property Map and ALP Update, Pollock Municipal Airport (L66), Pollock, Louisiana.** *Project Manager.* As part of the initial planning efforts for the Pollock Municipal Airport, ICE determined that the status of the existing airport property boundary and surrounding parcels needed to be further investigated. Many of those properties were once considered federally obligated and were later released to the Town of Pollock for airport use or other potential uses. The status of those releases needed to be updated and documented as part of an Exhibit 'A' **Airport Property Inventory Map** that **complies with FAA Standard Operating Procedure** (SOP) 3.00, SOP for FAA Review of Exhibit 'A' Airport Property Inventory Maps. In conjunction with the Exhibit 'A' update, an ALP update was performed. ICE is in the process of preparing the final narrative report that documents the study findings, along with finalizing the detailed ALP drawing set that illustrates the technical details of the existing and ultimate airport development and property. ICE is waiting for FAA approval of the Exhibit 'A' property map before submitting the plan set and narrative report for further FAA review and approval.

Firm	INFRASTRUCTURE CONSULTING & ENGINEERING		Meets MPR No. 8
Alex Vacha Senior Planner		Years of relevant experience with this employer	2
		Years of relevant experience with other employer(s)	7
Degree(s) / Years / Specialization	MS / 2017 / Aviation Management; BS / 2011 / Professional Aeronautics		
Active registration number / state / expiration date	AAAE CM / National FAA Commercial Pilot Certificate FAA Small UAS Certificate		
Year registered	N/A	Discipline	
Contract role(s) / brief description of responsibilities	*Airport Infrastructure; Vertiport Specifications*. Alex will lead initiatives to inventory and evaluate both current and future airport infrastructure requirements, aiming to determine the feasibility of AAM and identify opportunities for its implementation.		

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Alex Vacha serves as a **Senior Aviation Planner** for ICE and has completed an extensive variety of aviation planning projects. He works alongside engineering to lead airport planning projects and technical planning studies for Part 139 and general aviation airports. His technical planning responsibilities include inventorying existing conditions, forecasting growth, conducting capacity analyses, evaluating facility requirements, providing alternatives development, and prioritizing CIP planning for master plan projects and other planning studies. Alex also has six years of experience serving as an adjunct professor providing college-level instruction and academic-related activities designed to encourage, support and enable student success. **He currently instructs several advanced courses including Aviation Planning and Design, Environmental Issues in Aerospace Management, Aviation Strategies, and more**.
04/22 - 06/25	**Louisiana Department of Transportation and Development (LADOTD), Indefinite Delivery and Indefinite Quantity (IDIQ) Project, Baton Rouge, Louisiana.** *Senior Planner/Deputy Project Manager*. Alex oversaw the **development of various statewide programs** and parameters, **establishing requirements for program accountability**, and implementing and overseeing the program with respect to the Louisiana Aviation System Plan. Alex serves as the Deputy Project Manager and is responsible for developing and reviewing all aspects of this multi-year statewide contract. The project team developed several documents for the State Aviation System. Some of the deliverables included a Louisiana Airport Directory, an Obstruction Removal Best Practices Guide, and a comprehensive review and update of the Louisiana Aviation Program Policy Manual.
11/24 - 06/25	**Citrus County Airports, Airport Rules and Regulations and Minimum Operating Standards, Citrus County, Florida.** *Deputy Project Manager.* Alex served as the Deputy Project Manager on this airport administrative documents development project. Citrus County owns and operates both the Crystal River and Inverness Airports. This project involves the development of a new set of rules and regulations and minimum standards that apply to both airports. Alex's responsibilities include **developing the documents, gathering public/stakeholder comments**, providing

	red-line revisions, and presenting information to the Airport Advisory Board and the Citrus County Board of County Commissioners
03/24 - 02/25	**DeQuincy Industrial Airpark (5R8), Airport Operations and Emergency Program Planning, DeQuincy, Louisiana.** *Senior Planner.* ICE was contracted by the City of DeQuincy to **develop four airport administrative documents: an Airport Operations Plan, an Airport Emergency Plan, an Airport Resiliency and Sustainability Plan, and an Airport Communications Program**. Alex served as a Planner and helped develop the end product which consisted of a FAR Part 139 style of manual that was customized specifically towards the needs of their general aviation airport. Subsequently, templates of each document were developed which allowed for dissemination to all general aviation airports across the state.
06/24 - 02/25	**Daytona Beach International Airport (DAB), Runway 7L FAA Modification of Standards Evaluation, Daytona Beach, Florida.** *Project Manager*. This project consisted of a marking and lighting reconfiguration analysis for the Daytona Beach International Airport. Alex served as a planner and project manager for this effort. He provided a **detailed review of FAA standards,** compared these standards to the airport's existing conditions, and **provided the client with two remediation options with cost estimates**. Background: Runway 7L, associated markings, visual aids, and visual guidance system was designed and constructed in 1993 per the provisions of the canceled FAA AC 150-5340-1F - Marking of Paved Areas on Airports. The airport now operates with a modification of FAA standard (MOS) for the non-standard configuration.
01/24 - 06/24	**New Orleans Lakefront Airport (NEW) FAR Part 139 Assessment, New Orleans, Louisiana.** *Deputy Project Manager.* Alex oversaw development of the FAR Part 139 Assessment documentation. As the on-call architectural and engineering service provider for the New Orleans Lakefront Airport, ICE was asked to identify the necessary actions and costs that would be required for NEW to reinstate its Part 139 Certification. Alex served as the Deputy Project Manager for this **gap analysis assessment** which evaluated the Airport's current equipment, infrastructure, procedures, and personnel and compared them to the standards required within 14 CFR Part 139. **The final assessment report provided recommendations and cost estimates needed to obtain a Part 139 operating certificate**.
04/23 - 06/24	**Kelly-Dumas Airport (9M6), ALP Update & Exhibit 'A' Property Map Update, Oak Grove.** *Deputy Project Manager.* Alex served as the Deputy Project Manager responsible for the **production and quality control of the Airport Layout Plan** effort for the Kelly Dumas Airport. The 20-year ALP Update plan included the extension of the main runway, additional hangar facilities, installation of an AWOS, and a ramp expansion for larger aircraft parking. In addition, provisions were made for the construction of additional hangar facilities and improved airfield circulation for increased safety. The project also included an Exhibit 'A' Property Map Update, which required an **abstract, surveyor, and title opinion** from an attorney who specializes in property transfers.
08/24 - 02/25	**Titusville-Cocoa Airport Authority, Airport Policies and Procedures Update, Titusville, Florida**. *Senior Planner*. Alex served as a Planner on this airport administrative update project. The Airport's Policies and Procedures document had not been updated since 2002 and therefore required **comprehensive revisions**. He thoroughly reviewed the document in order to acquire a detailed understanding of the requirements of all three airports under the authority's management - Space Coast Regional Airport (TIX), Merritt Island Airport (COI), and Arthur Dunn Airpark (X21). **Alex provided a detailed set of revisions which updated the airport's standards to current laws and regulations**.

Firm	ARCADIS			Meets MPR No. 8
Akhil Chauhan, PE, PTOE, PTP, PMP Principal Transportation Engineer			Years of relevant experience with this employer	17
			Years of relevant experience with other employer(s)	5
Degree(s) / Years / Specialization	MS / 2003 / Transportation; BS / 2001 / Civil Engineering			
Active registration number / state / expiration date	PE. 0033703 / LA / Exp. 09/2026; PTOE 2544 / USA / Exp. 11/2026; PTP 246 / USA / Exp. 12/2027; PMP 1444676 / USA / Exp. 08/2026			
Year registered	2008	Discipline	Civil Engineering	
Contract role(s) / brief description of responsibilities	*Multi-Modal Integration*. Akhil will ensure the multi-modal integration of AAMs mobility potential with other air and surface transportation services and options. As a resident of Louisiana with experience working with LADOTD, Akhil will ensure that study findings and recommendations are relevant and applicable to the vision and goals of LA DOTD.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Akhil Chauhan has more than 22 years of experience in **all phases of multi-modal project life-cycle** delivery (planning/policy, design, implementation, operations & maintenance) working with many State DOTs and is the National Director for **New Mobility Solutions** for Arcadis US. In this role, he leads multi-discipline project teams, connecting deep technology specialists and engages required resources nationally and globally, with the goal of developing strategically creative solutions for clients' challenges in **advanced air mobility (AAM)**, connected and autonomous vehicle (CAV), electric vehicle (EV), and other emerging mobility technologies. Mr. Chauhan brings a unique and comprehensive experience of closely working with different DOTD sections and stakeholders - such as ITS, Traffic Engineering, Safety, Planning, Data/GIS, and Districts – to deliver positive outcomes on projects such as this one.
07/19 – 12/20	**CAV Strategic Plan, LADOTD, Statewide, Louisiana.** *Project Manager.* Development of **Louisiana's first** CAV Strategic Plan. Scope of services include comprehensive review of State's ITS infrastructure and architecture, federal CAV initiatives, CAV strategic plans in other states, international CV and co-operative ITS (C-ITS) initiatives, state of CAV research, state of CAV in private sector; workshop to develop CAV strategic vision and goals, identify current mobility, safety, multi-modal and infrastructure issues; perform CAV **Readiness Analysis** to assess maturity level of CAV applications; identify and prioritize CAV pilots and deployments with greatest benefits; identify potential partnerships, data requirements and sharing needs, infrastructure and resource implications; and develop CAV **Action Plan** that includes timeline for CAV application deployments in next 5 years.
04/22 – 08/22	**EV Charging Infrastructure Deployment Plan & Alternative Fuel Corridor Nominations, MDOT, Jackson, Mississippi**. *Principal/Technical Advisor.* Development of an Electric Vehicle Charging Infrastructure (EVCI) Deployment Plan to **take advantage of federal funds** available through the National Electric Vehicle Infrastructure (NEVI) Formula Program. Scope included review of the existing data and information, state agency coordination, public engagement, development of the plan vision, goals, and contracting strategies to deploy EVCI with private entities.

	Additionally, scope included the study of geography, terrain, climate, EV ownership/ availability, grid capacity, electric utilities, cybersecurity, labor and workforce, land use patterns, public transportation, freight, and other supply chain needs that could have an impact on EVCI deployment. Finally, scope included deployment analysis and implementation, program evaluation and a development of final EVCI plan to ensure a **convenient, reliable, affordable, and equitable charging experience**.
10/22 – 11/22	**Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Application Support, LADOTD, Baton Rouge, Louisiana**. *Project Manager*. Scope includes development of **grant application to deploy advanced technology** such as Adaptive Signal Control Technologies (ASCT) at 39 signalized intersections along primary alternative route to provide a sustainable solution for efficient mobility across the region. Implementation of ASCT includes hardware upgrades, detection upgrades, communication upgrades, and traffic signal operations software upgrade to adaptive control system to counter the unpredictable fluctuations of traffic flow due to construction, incidents and special events.
06/24 - Ongoing	**Transportation Systems Management and Operations (TSMO) Strategic Plan, LADOTD, Statewide, Louisiana**. *Project Manager*. Development of **Louisiana's firs**t TSMO Strategic Plan. Scope of services include a comprehensive review of the department's policies, needs and priorities, ITS infrastructure and architecture, federal TSMO initiatives, TSMO strategic plans in other states, industry best practices, state of TSMO research, state of TSMO in private sector; workshop to develop TSMO strategic vision and goals, identify current mobility, safety, multi-modal and infrastructure issues; perform Capability Maturity Analysis to assess maturity level of dimensions related to TSMO strategies; identify and prioritize TSMO pilots and deployments with greatest benefits; identify potential partnerships, data governance requirements and needs, infrastructure and resource implications; and develop TSMO Strategic Initiatives that include Priority Actions and Activities for TSMO implementation and strategy deployments.
05/17 – 06/21	**CAV Technology Team Support, LADOTD, Statewide, Louisiana**. *Project Manager*. Led and facilitated workshop and web-based discussion for a multi-disciplinary 30-member DOTD CAV Technology Team that consisted of 4 working groups: Highway Infrastructure Technology, **Multi-Modal Infrastructure Technology**, Departmental Applications, and Policy & Agency Role. The main goal was to keep pace with current technological developments. Conducted several 4-hour long workshops and 1-hour long **webinars** on topics such as Key CAV Impacts & Considerations, CAV Applications, AV Mapping Technologies, CAV Legislation and Policy Updates, Digital Infrastructure & Data for CAV, and Security in CV Deployments.
06/20 – 05/21	**Policy Formulation for LA AV Laws, LADOTD, Statewide, Louisiana**. *Project Manager*. Development of a policy and necessary permits to implement Louisiana's AV law (Act 232) that provided DOTD the sole jurisdiction over the operations of "Autonomous Commercial Motor Vehicles" (ACMV). The proposed policy document outlines **requirements and operating constraints for safe operations of ACMVs** in the state. The policy covers individual ACMVs as well as ACMVs in platooning.
05/18 – 12/18	**511 Advanced Traveler Information System (ATIS) Integration Support Services TO, LADOTD, Baton Rouge, Louisiana**. *Principal/ Technical Advisor*. Provided project management, **system integration, and independent verification & validation services** which assisted LADOTD migrate from an existing 511 ATIS system that was launched in 2005 to a brand-new system with a significant number of upgrades. Responsibilities included contractor submittal reviews, requests for information tracking and support, **scope/design/configuration changes technical support, software deployment support, and system acceptance** test support for every 511 ATIS component. Attention to detail and disciplined approach that provided technical expertise related to system requirements and project submittals allowed LADOTD to successfully complete the project on-time and within budget.

Firm	ARCADIS			Meets MPR No.
Garrett Stockton Design Manager			Years of relevant experience with this employer	2
			Years of relevant experience with other employer(s)	12
Degree(s) / Years / Specialization	BS / 2016 / Construction Management with a minor in Business Administration			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Electrical Infrastructure*. Garrett will apply his industry knowledge and previous experience to evaluate the existing electrical infrastructure and provide suggestions for future policies and enhancements to facilitate upcoming AAM operations.			

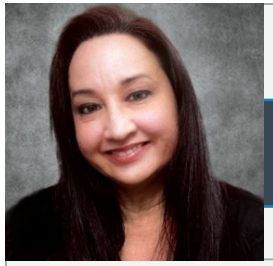
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Garrett Stockton is a results-oriented leader with extensive **experience in the electric vehicle (EV) charging infrastructure (EVCI) sector**. He has successfully **managed numerous large-scale EV charging projects for prominent clients**, including BP Pulse, Los Angeles DOT, Republic Services, Union Pacific, and Siemens. His expertise spans all phases of project development, including bid package preparation, cost estimation, and managing multi-disciplinary teams across **public and private EV charging sites**, manufacturing facilities, transload facilities, and building design. Garrett's skill set includes overseeing the **design, installation, and operation of EV Supply Equipment (EVSE) and Direct Current Fast Chargers (DCFC), ensuring compliance with federal requirements such as the Buy America Act, ADA requirements, and Title VI of the Civil Rights Act of 1964**. His proficiency in EV charging station planning and design includes **data collection and reporting**, three-phase utility upgrades, and **adherence to EVCI specifications and standards**. Garrett's comprehensive understanding of **EV charging analytics and reporting tools (e.g., EV-Chart), coupled with his ability to manage traffic control devices and ensure compliance with 23 USC 655 (MUTCD)**, positions him as a leader in driving the successful implementation of alternative fuel corridor (AFC) projects and **next-generation EV charging infrastructure**.
08/24 – Ongoing	**Los Angeles DOT Bus Fleet Electrification Program, BP/LADOT, Sylmar, California.** *Program Manager.* Responsible for the comprehensive design and transition of a 120-bus fleet to full electric operation, ensuring **compliance with EV Charging Infrastructure (EVCI) specifications and standards**. Key responsibilities included site layout optimization, power capacity verification, three-phase utility upgrades, scheduling, and cost estimation. Oversaw **EV Supply Equipment (EVSE) planning and design, including integration of Direct Current Fast Chargers (DCFC) capable of delivering 250–920 volts DC and at least 150 kW per charging port**. Ensured alignment with federal requirements, including Buy America Act, and Americans with Disabilities Act **(ADA)** compliance.

11/22 – Ongoing	**BP Charging Hub Design-Build Program Management, BP Pulse, Various Cities, Various States.** *Program Manager*. Responsible for oversight of program design, scheduling, and cost estimations across multiple sites throughout the United States. **Managed the development of EV Charging Infrastructure (EVCI) and EV Supply Equipment (EVSE) installations for BP's high-speed electric vehicle charging program**, spanning **41 projects across 14 states**, including Maryland, New York, Georgia, Texas, Arizona, Florida, Colorado, California, Utah, Missouri, Nevada, Minnesota, Massachusetts, and the District of Columbia. Responsibilities included diligence-level screening of sites for suitability (e.g., power availability, wayfinding, signage studies) and initial layouts. Directed detailed design efforts, including three-phase utility upgrades, electrical system upgrades, and wiring, as well as site civil design for parking layouts and traffic flow improvements. Oversaw the preparation of permit packages in compliance with federal and state regulations. Delivered **EV Charging Station planning and design to align with DC Fast Charger (DCFC) specifications and ensured compliance with federal requirements, ADA requirements, and Title VI of the Civil Rights Act of 1964**. To date, achievements include: ■ Completion of 41 feasibility studies and 7 detailed charging hub designs. ■ Successful construction of 1 charging hub and 6 additional hubs scheduled for completion by end of 2025. ■ Integration of charging network connectivity, communications, and system integration, as well as traffic control devices in compliance with 23 USC 655 (MUTCD). This dynamic program demonstrates continuous growth and progress, with Arcadis supporting BP Pulse's ongoing EV Charging Station design, diligence, and construction efforts.
03/23 – 11/24	**BP Pulse Fleet Transition, BP/RSG, Various Cities, Various States.** *Program Manager.* Responsible for leading the program and providing comprehensive oversight of EV Charging Infrastructure (EVCI) design, scheduling, and cost estimation across multiple sites in the eastern United States. Successfully delivered 15 feasibility studies, 12 site designs, and 3 completed construction projects, showcasing expertise in program management and driving continued growth. Oversaw the **development of EV Supply Equipment (EVSE) and Direct Current Fast Charger (DCFC) installations**, ensuring compliance with federal requirements such as the Buy America Act, and ADA requirements. Responsibilities included three-phase utility upgrades, and site layout optimization, as well as **integration of charging network connectivity, communications, and system integration**. Managed planning and design processes to meet **EVCI specifications and standards, including DCFC primarily consisting of voltage of 180 volts DC per charging port**.
11/23 - 03/24	**BP Pulse Westlake EV Hub, BP, Houston, Texas.** *Design Manager*. Responsible for providing design management and project management services for a new **EV Charging Infrastructure (EVCI) hub** on BP's Westlake campus. The project included the installation of 24 EV charging stalls, a parking canopy, and the design of a lounge building. Led the planning and design of **EV Supply Equipment (EVSE) to meet Direct Current Fast Charger (DCFC)**. Ensured compliance with EVCI standards, ADA requirements. Managed site civil design, including parking layout optimization, and traffic flow improvements. Coordinated charging network connectivity, communications, and system integration, as well as the preparation of permit packages.

Firm	ARCADIS			Meets MPR No.
Lovington Dela Cruz, PE, PMP, GICSP, GMON Global InfoSec Director			Years of relevant experience with this employer	3
			Years of relevant experience with other employer(s)	23
Degree(s) / Years / Specialization	Post Graduate Program / 2021 / Cybersecurity; BS / 1997 / Electrical Engineering			
Active registration number / state / expiration date	P.Eng.93333 / AB / Exp. 11/2025; PMP 1406848 / USA / Exp. 04/2026; GICSP 3567 / USA / 05/2025; GMON 3941 / USA / 03/2027; F.S. Eng 11616/ 15 / Germany / Exp. 12/2025			
Year registered	2019	Discipline	Professional Engineer	
Contract role(s) / brief description of responsibilities	*Cybersecurity*. Lovington will work with our Cyber Security Team to help LA DOTD prepare for future threats to technology and Airspace systems, ensuring safe operations of AAM technology.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Lovington Dela Cruz is a highly accomplished Professional Engineer with over 26 years of combined expertise in **ICS/OT cybersecurity**, safety instrumented systems, and instrumentation and control systems engineering has dedicated his career to safeguarding critical infrastructure. His extensive experience spans multiple sectors, where he has consistently delivered innovative solutions to **complex cybersecurity challenges**. As a strategic leader at Arcadis, he leverages his deep industry insights to drive the development and implementation of cutting-edge security practices. His proven track record includes successfully managing high-stakes projects, mitigating risks in ICS/OT environments, and enhancing the overall security posture of critical systems. He is committed to staying at the forefront of **cybersecurity advancements**, ensuring his expertise continually evolves to address emerging threats. His ability to navigate the intricate ICS/OT security landscape, coupled with his leadership skills, enables him to guide teams towards exceptional project outcomes, ultimately advancing Arcadis' and their clients' security objectives in an ever-changing digital landscape.
06/22 – 06/22	**National Electric Vehicle Infrastructure Plan Development, MDOT, MS.** *Cybersecurity Lead*. Responsible for **developing cybersecurity Plan document according to the NIST CSF**. The plan describes security requirements for **EV charging systems infrastructure**. This includes the requirements to make sure that the infrastructure's cybersecurity is properly **managed and implemented throughout the lifecycle of all the cyber assets**.
04/23 – 10/23	**National Cybersecurity Center of Excellence (NCCoE), NIST.** *Contributor*. Collaborated with the NCCoE to develop the NIST **IR 8473 Cybersecurity Framework Profile for Electric Vehicle/Extreme Fast Charging (EV/XFC) Infrastructure**. This profile is a guidance tool for stakeholders in the **EV/XFC** ecosystem in managing threats to systems, networks, and assets. Providing insights to comprehend, evaluate, and communicate their **cybersecurity** posture within the context of risk management. The profile complements existing risk management programs and industry standards instead of replacing them, emphasizing its seamless integration with the established **cybersecurity** EV/XFC industry.

	The involvement in this initiative demonstrated expertise in navigating cybersecurity challenges within the dynamic context of emerging technologies, specifically in critical infrastructure cybersecurity endeavors.
06/22 – 03/23	**Home Office UK EV Charging Infrastructure, MOJ, UK.** *Cybersecurity Subject Matter Expert (SME)*. Responsible for **developing cybersecurity programs aligned to International Organization for Standardization (ISO) 27001 and 27002 standards.** Reviewed client specifications for the design, procurement, installation, testing, commissioning, operation, and maintenance of the **EV charging infrastructure and provided recommendations for meeting the requirements**
03/23 – 11/24	**Water Facilities Cybersecurity Evaluation/Assessment, Arlington, TX.** *OT/ICS Cybersecurity Subject Matter Expert*. Responsible for a water facility evaluation/assessment project. **Evaluate and mitigate cybersecurity risk within the facility's OT/ICS in alignment with IEC 62443 standard and the client's tolerable risk parameters**. This involves conducting thorough vulnerability assessments of the facility's **cybersecurity management system and security measures** using a risk-based approach. Compiles assessment findings into a comprehensive report detailing identified vulnerabilities in the OT/ICS environment, potential impacts on the cyber-physical system, and actionable.
03/22 – Ongoing	**Global Oil and Gas Operator, USA.** *Subject Matter Expert*. Responsible in the complete **cybersecurity lifecycle management of remote environmental remediation systems for multiple Oil and Gas Operators**. The process operations comprise ICS/OT systems in the **remote access and data analytics performed in the cloud platform**. Cybersecurity lifecycle management framework leveraging the IEC 62443 international standard, NIST CSF, and **ISO 27001**.
04/22 – 12/24	**Tunnel Infrastructures, Netherlands.** *OT/ICS Cybersecurity Subject Matter Expert*. Participated in **evaluating the infrastructure's security program and control measures aligned with the IEC 62443 standard and the client's tolerable risk parameters**. This entails conducting thorough security assessments of the facility's cybersecurity management system and security measures using a risk-based approach. The findings from these assessments are compiled into a comprehensive report that details identified vulnerabilities in the OT/ICS environment and potential impacts on the cyber-physical system and provides actionable recommendations for risk mitigation aimed at achieving a 97% tunnel availability.
12/23 – Ongoing	**ISA Security Compliance Institute (ISCI), USA.** *Contributor*. As a member of the Technical Steering Committee, **participates in shaping the implementation of global industrial cybersecurity standards**. Engages in developing ISA/IEC 62443 certification schemes and collaborates with industry leaders to ensure the security lifecycle conformity of Industrial Automation and Control Systems (IACS). The certification schemes developed by the committee directly impact the security posture of IACS worldwide, **ensuring the highest level of assurance through rigorous testing and certification procedures**.
04/24 – Ongoing	**ISA/IEC 62443 Joint Team, USA. Contributor.** *Member of the ISA/IEC 62443 Joint Team*, participates in **developing and improving the ISA/IEC 62443 series of standards**. This role involves shaping global cybersecurity practices for Industrial Automation and Control Systems (IACS). Influences the protection of critical infrastructure worldwide by collaborating with international experts to address complex security challenges across multiple sectors. Through participation in this globally recognized standard, drives the evolution of cybersecurity measures that safeguard essential critical infrastructure. This work enhances the safety, reliability, and resilience of IACS against emerging cyber threats.
09/24 – 12/24	**Internal security assessment of Arcadis OT Projects, Global.** *Subject Matter Expert*. Performed a security gap assessment for OT systems for Arcadis projects. **Evaluated current security practices to ensure compliance with security requirements throughout both the implementation and operational phases of the security program life cycle**. Identified and addressed implementation gaps, developed cybersecurity strategy, and supported remediation planning and implementation efforts.



Firm	ARCADIS			Meets MPR No. 8
Tamae Partain, PMP, ENV SP Global Business Area Program Manager - Mobility			Years of relevant experience with this employer	4
			Years of relevant experience with other employer(s)	25
Degree(s) / Years / Specialization	BS / 1996 / Civil Engineering			
Active registration number / state / expiration date	Project Management Professional (PMP) #2693651 / National / 11/26/2025 Envision Sustainability Professional (ENV SP) #54786 / National / 6/30 /2026			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Grant Writing*. Tamae will help prepare identification and apply grant funding strategies, including current and future potential grant opportunities to implement the LA DOTD AAM Strategic Plan.			

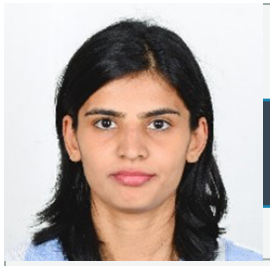
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Tamae Partain brings extensive senior leadership experience in both the public and private sectors, with a proven track record of driving transformational change within municipal governments at federal, state, and local levels. She has managed infrastructure programs across various sectors, including transportation, parks and recreation, water systems, and public safety, and has been instrumental in establishing and enhancing municipal programs, such as forming new departments, creating frameworks, and developing processes to ensure efficient project delivery. Her expertise includes financial strategies, securing funding through grants, bonds, and loans, stakeholder engagement, utility coordination, permitting, procurement, and regulatory compliance. She has more than **five years of experience specific to aviation grants**, contributing to her total of 29 years of professional work experience. Tamae has also played a key role in helping municipal governments transition to zero-emission vehicle fleets and implement EV infrastructure to support sustainability goals. Excelling at consensus-building and collaboration with consultants, contractors, and government agencies, she combines a deep understanding of municipal operations with hands-on experience in program setup, organizational development, and financial management to implement meaningful change both strategically and operationally.
06/23 - ongoing	**USDOT Thriving Communities, USDOT, 15 communities across the United States.** *Program Manager / Technical Advisor.* Leading a program dedicated to empowering disadvantaged and underserved communities impacted by environmental, climate, and public health policies. Tamae has been instrumental in **securing over $194 million in grant funding for community projects and initiatives to date**. Focused on equipping these communities with the necessary technical knowledge, resources, strategies, and capabilities to compete for federal funding and execute vital infrastructure projects for community well-being. Provide technical advisory and capacity building to actively collaborate with 15 diverse communities nationwide, facilitating the creation of sustainable infrastructure across different sectors such as transportation (Highways, Rail,

	Airports, Transit, Freight), water management, housing, EV, alternative fuels, and renewable energy. Work with communities on job creation, wealth creation, youth development, job training, and economic development. Spearheaded programming to create opportunities for partnerships, P3, and non-profits. Assist communities to identify funding sources, created strategic plans for funding, developed grant applications, schedules, budgets, Benefit Cost Analysis, and developed support letters. Arcadis also developed an app for grant administration based upon 2 CFR 200 requirements to assist communities with checklists and compliance.
08/21 – 08/22	**NDOT Assessment and Setup for Metropolitan Government of Nashville and Davidson County, Metropolitan Government of Nashville and Davidson County, Nashville, Tennessee.** *Project Manager/Lead Assessor*. Assessing the current processes and procedures in place within the Metropolitan Government of Nashville and Davidson County regarding the newly formed NDOT. Areas included **program/project cost estimating, program/project scheduling, program/project vendor management; contract administration; procurement procedures; finances and grants; documentation and communication of program/project-related activities; organizational structure; workflows; specifications, details, and standards; pre-construction and construction manuals**, examined and evaluated the establishment of the Traffic Management Center and coordination with WeGo Transit.
09/16 – 06/20	**Renew Atlanta and TSPLOST Program and Construction Management, Atlanta Department of Transportation, Atlanta, Georgia.** *Program Manager/Construction Director*. The Renew Atlanta Bond Program and TSPLOST program. Projects included all Transportation modes and types, Parks and Recreation, Public Safety, and others. **Created manuals, procedures and processes, templates, and forms, and training** for all aspects of the full life cycle of the program. This included but is not limited to concept, design, environmental, land acquisition, utility coordination, funding/ finances, permitting, stakeholder coordination, public relations, procurement of goods and services, contract administration, scheduling, construction, submittals, testing, QA/QC, and audits until completion. Set up program and project controls. Programmed and implemented the E-builder system. In charge of day-to-day operations and construction of all capital improvement projects. Applied for and managed multiple grants and funding. Established the framework necessary to form the Atlanta Department of Transportation. Coordination with Hartsfield Jackson International Airport including grants, stakeholder engagement, as well as policy analysis and regulatory reviews.
01/04 – 04/16	**Transportation SPLOST Program and Construction Management Gwinnett County DOT, Gwinnett County, Georgia.** *Program Manager.* Managed the delivery of a multi-billion-dollar capital improvement program encompassing ATMS/ITS fiber and communications, bridges, roadway improvements, resurfacing, school safety, pedestrian enhancements, scenic projects, and coordination with airports and transit. Responsibilities included overseeing pre-construction activities such as design, plan reviews, procurement, and utility coordination, as well as managing daily construction activities, compliance, and schedules. The role involved **contract administration, legal counsel coordination, right-of-way acquisition, financial oversight (pay applications, billing, projections), and application / adherence to federal aid, grants, DBE, and payroll reporting requirements**. Public relations tasks included stakeholder communication, property owner complaints, and presentations. Managed a staff of over 70, including training, audits, and QA/QC, while coordinating road closures, emergency responses, and environmental compliance. Regular reporting and conflict resolution ensured successful execution and stakeholder satisfaction.

Firm	ARCADIS			Meets MPR No.
Cristina Martinez, AICP Associate – Manager, Transportation Planning			Years of relevant experience with this employer	10
			Years of relevant experience with other employer(s)	10
Degree(s) / Years / Specialization	MURP / 2016 / Urban and Regional Planning; BS / 2013 / Environmental Science and Policy			
Active registration number / state / expiration date	Certified Planner, America Institute of Certified Planners # 31139			
Year registered	2018	Discipline	Transportation Planning	
Contract role(s) / brief description of responsibilities	*Integration/Strategic Plan*. Cristina will oversee the execution of Strategic Planning, encompassing an AAM policy, infrastructure development, land use planning, airspace management, and the formulation of a Technology Roadmap.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Cristina Martinez is a Transportation Planner and Project Manager with 10 years of experience at Arcadis, including managing and leading technical work on a diverse array of **multimodal infrastructure planning projects, particularly focused on access and sustainable connectivity between modes**. Her AAM experience includes project management, use case analysis, stakeholder coordination, and strategic plan development. She has effectively managed teams of planners, designers, and outreach specialists to deliver collaboratively built work products for regional and local communities. She is also experienced in **utilizing GIS** for both technical analysis and as a communication tool, developing web maps and visualizations for stakeholders and decisionmakers.
07/23 – 03/25	**Advanced Air Mobility in the San Diego Region, San Diego Association of Governments (SCAG), San Diego County, California.** *Project Manager*. Arcadis is developing a regional implementation strategy to prepare for advanced air mobility (AAM) in the San Diego region. The project consists of a two-phased approach to **transform mobility and integrate AAM services** as regulations evolved in a rapidly progressing sector. Led a team of experts across aviation, mobility, stakeholder engagement, and environmental advisory to conduct a comprehensive assessment of evolving research, policies, market analyses, and outreach strategies. The team is delivering a final report that SANDAG will use to inform AAM policy development for the region in the coming years.
06/21 – 02/23	**Comprehensive Transportation Plan, Ventura County Transportation Commission (VCTC), Ventura County, California.** *Planning Lead*. Arcadis developed an update to VCTC's 2013 Comprehensive Transportation Plan. Led the technical effort to develop a plan outlining the long-range vision and objectives for **mobility and sustainability** in Ventura County over the next 20-30 years. It identifies a range of mobility improvements and strategies to serve future travel demand throughout the region, placing a special emphasis on the inclusion of disadvantaged

	and underserved communities, and equitable, resilient mobility options. Stakeholder advisory groups were formed that included major institutions and employers in Ventura County, such as local universities, Naval Base Ventura County, the Port of Hueneme, as well as educational, business, and environmental representatives. The project also included an **extensive community and stakeholder engagement process** conducted through a mix of online and in-person events and meetings.
07/19 – 04/25	**Santa Clara Valley Transportation Authority (VTA) Transit-Oriented Development (TOD) Station Access Studies, San Jose and Campbell, California.** *Deputy Project Manager*. Arcadis has conducted Station Access Studies for several VTA and BART stations in San Jose and Campbell, including Tamien, Blossom Hill, Capitol, Branham, Winchester, North San Jose/Berryessa, and Downtown San Jose Stations. Led the technical team in **identifying infrastructure improvements and mobility hub element**s for safer multimodal station access considering proposed transit-oriented developments at the stations and ongoing multimodal plans. This involved collaboration with VTA, Caltrain, BART, City agencies, TOD developers, community-based organizations, and the public.
02/21 – 08/22	**East San Gabriel Valley Mobility Action Plan SCAG, Los Angeles, California.** *Planning Lead*. Arcadis conducted a **multi-modal planning study** to identify near-term and long-term sustainable mobility solutions for unincorporated portions of the East San Gabriel Valley. The project included a robust and creative community engagement process. Conducted an existing conditions analysis, prepared a web map for public use, and conducted a suitability analysis to identify geographic areas of high need. Led development of the final plan.
08/22 – 02/24	**Curb Space Data Collection and Inventory Study (CSDI) Southern California Association of Governments (SCAG), Los Angeles, California.** *Mobility Specialist*. The SCAG CSDI is the second project where Arcadis is taking a comprehensive and multimodal review of curb space in the six-county, nearly 200-city SCAG region, resulting in the **largest curbside management strategy in North America**. The first study, the Curb Space Management Study (CSMS) was the first step in the Region's curb space journey, developing blueprints and tools for the SCAG cities to transform their ROW and curb space. The CSDI builds upon the tools developed as part of the CSMS to take a deeper dive into how curb space can be managed in the three cities of Los Angeles, Long Beach, and Stanton. Worked with data from various municipalities, agencies, and vendors, to analyze and ingest demand data into Arcadis' Curb IQ analytics dashboard. Developed curb side management strategies for each street typology and developed the final plan.
02/17 – 09/19	**Active Transportation Plan, Orange County Transportation Authority (OCTA), Orange County, California.** *Planning Lead*. Arcadis developed the **first countywide Active Transportation Plan** for Orange County with the OCTA. Led the technical tasks of this effort to develop a regional plan and implementation strategies for bikeway and pedestrian improvements countywide to enhance the regional active transportation network. This also included **coordinating a regional advisory committe**e comprised of the 35 jurisdictions (34 cities and the County) in the county, **community-based organizations, and key stakeholders**.
10/19 – 09/21	**Purple Line & First-Last Mile Guidelines, Los Angeles County Metropolitan Transportation Authority (LA Metro), Los Angeles County, California.** *Planning Lead*. Arcadis developed a **First-Last Mile Plan** for the four transit stations comprising Sections 2 and 3 of the LA Metro Purple Line Extension, identifying station access and connectivity improvements. Led First-Last Mile analysis and planning for each of the stations. Assisted in developing systemwide First-Last Mile Guidelines, which established Metro's role in integrating First-Last Mile improvement projects into the capital transit delivery process, from **planning to environmental review, design, and implementation**.



Firm	ARCADIS			Meets MPR No.
Dibya Maheswari Senior Management Consultant			Years of relevant experience with this employer	16
			Years of relevant experience with other employer(s)	5
Degree(s) / Years / Specialization	BE/ 2013 / Civil Engineering			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Implementation Dashboard*. Dibya will be responsible for the creation and implementation of an AAM strategic digital dashboard. This dashboard will be a tool to maximize the utility and usability of study data and deliverables.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Dibya Maheswari is a Senior Digital Consultant with experience in Data Engineering, Data Visualization, Data Management, Product Development, Product Consulting, Project Management, and Digital Consulting. As a Digital Consultant, she helps clients solve project issues through **data analytics and data visualization with a focus on User Experience/User Interface**. **Using power apps, she builds interactive Power Business Intelligence dashboards, power apps, and power automate solutions** for a variety of client projects. Additionally, with the onset of COVID-19 in 2020, led the development and implementation as an owner and developer of Arcadis' Client Experience (CX) 360 product — an immersive experience where clients can hold virtual, public meetings, trainings, and seminars from anywhere. It is a safe and sustainable approach to connecting with everyone. She **developed various prototypes using CX Portal** to identify feasibility and viability in offering this interface. Ms. Maheswari also engaged in product research, product development, and implementation of key CX 360 capabilities.
04/23 - Ongoing	**Workload Portal, Georgia Department of Transportation, Atlanta, Georgia.** *Power Platform Developer*. The Ecology department were looking for a solution to optimize staff and resource allocation. The existing process was excel-based and phone-based and required time leading to a lot of manual errors in the process. **Developed an interactive Workload Dashboard and designed a robust data management system**. The developed dashboard empowered team leads to simplify the allocation of staff for new projects and provided insights into ongoing project workloads. As a result, decision-making became more informed and resource distribution more efficient. The integration of feedback and Frequently Asked Questions modules enhanced user engagement and support. These interactive elements made sure that user requirements and concerns were promptly addressed, contributed to an overall streamlined and effective system. The interactive Workload Dashboard provided a comprehensive tool not only meeting the Ecology Department's allocation needs but also enriched user experience and support.
07/23 – Ongoing	**Regional Traffic Operations Program, Alabama Department of Transportation, Statewide, Alabama.** *Power Platform Developer*. The client's objective was to gain valuable insights into **regional traffic performance measures, prompted the development of a tailored dashboard**

	and reporting tool. This solution provided a robust platform to access and analyze data, and provided the client with meaningful traffic insights. By generated detail reports on regional traffic performance measures, the solution aimed at empowering the client to extract actionable insights. The reported functionality further facilitated customized data retrieval, allowed different stakeholders to download reports specific to desired regions and timeframes.
06/20 – 06/20	**FM 1960 Access Study, Texas Department of Transportation, Houston, Texas.** *Product Developer*. The aim was to establish an innovative virtual immersive public platform for hosted public meetings, prompted the creation of an interactive portal. The platform developed introduced a dynamic way for public engagement, led to a significant increase in participation compared to traditional methods. The **developed virtual immersive public platform exceeded expectations** that provided an engaging and interactive experience. Through its graphical interfaces, it offered a unique and immersive environment for conducting public meetings. As a result, the portal witnessed a surge in public involvement, surpassed the level achieved through traditional approach in the past.
02/23 - Ongoing	**Program Portal, California High Speed Rail, Fresno, California.** *Power Platform Developer*. Engaged in the development of an integrated digital solution tailored to the client's construction management package. This multifaceted solution encompassed the **creation of more than nine applications, spanning departments such as utilities, quality, planning, construction, structures, and more**. Additionally, the deliverables encompassed two interactive dashboards and a suited of automated workflows strategically designed to streamline and automated critical processes. The accomplished outcome transcended expectations, offered a cohesive and **interconnected suite of tools**. The diverse applications addressed different operational aspects, while the dashboards provided real-time insights and visualizations for informed decision-making. Furthermore, the integration of automated workflows significantly optimized various processes, led to **increased efficiency and productivity**. Ultimately, this effort introduced a transformative paradigm shift, enriched the operational landscape across the client's construction management domains.
07/20 - 07/20	**Public Meeting Portal, Nassau County Department of Public Works, Nassau County, Florida.** *Product Developer*. Provided an innovative platform for public participation, leveraged the capabilities of **Arcadis's CX360 platform, developed a dynamic digital space** to host the public meeting. The outcome was a substantial sixfold surge in public meeting participation, indicative of the solution's success in addressing the initial challenge. Attendees were empowered to engage in real-time discussions and received prompt answers to their queries, thereby elevated the overall meeting experience by seamlessly integrated live interactive chat feature.
01/21 - Ongoing	**Educational and Community Engagement Portal Development, NYC's Financial District (FiDi), New York City, New York.** *Product Developer*. The Seaport FiDi wanted to **develop an interactive and educational online portal**, centered around climate change and resilience planning. With the adept utilization of Arcadis's CX 360 platform, **developed an interactive website** to cater precisely to the client's needs. This dynamic platform not only encapsulated vital climate change information but also featured engaging interactive components, fostered public involvement, and understood climate change matters. Additionally, the **portal served as a central repository** for public meeting updates and alerts that made sure timely communication. The success of this initiative remains evident as the client continued to rely on this platform, considered it a primary destination for their online presence. The developed portal's ability to seamlessly marry education, engagement, and real-time updates highlights its ongoing significance in supporting the client's objectives.

Firm	ARCADIS			Meets MPR No. 7
Vincent Huang Senior Software Developer			Years of relevant experience with this employer	19
			Years of relevant experience with other employer(s)	2
Degree(s) / Years / Specialization	Diploma / 2000 / 3D Animation; Diploma / 1997 / Computer Program & Network, CDI College			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Web Design*. Vincent will direct the web architecture, software development, quality assurance, and deployment phases of the project website. He will ensure its functionality and effectiveness for both DOTD personnel managing site, and public users engaging with the studies digital products and resources.			

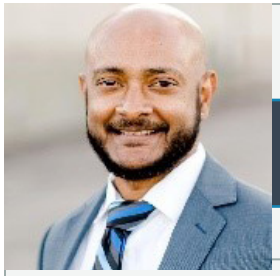
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Vincent Huang **designs consistent, evocative corporate brands** and accompanying standards-compliant websites. Adept at **analyzing web metrics, mapping trends, and fine-tuning web content and function**, he strives to mindfully engage with current markets. His strong understanding of interaction principles, web usability, responsive web as well as developing for accessibility screen readers or aural style sheets, keyboard accessibility or limited mobility, adequate color contrast make him a valuable design addition to any team. Vincent also offers experience in client/server technologies such as Net, MVC, C#, Bootstrap, CSS, HTML, jQuery, and JavaScript; UI/UX tools: Adobe XD, and Photoshop.
06/20 – Ongoing	**TraveliQ UI/UX.** *Lead*. Arcadis's software as a service (SaaS) solution. This includes **event reporting, public website with content management and mobile app**.
06/24 – Ongoing	**Pennsylvania 511, Pennsylvania Department of Transportation, Statewide, Pennsylvania.** *Front-End Team Lead.* Led the development of the public responsive website. Led the web design of the site by incorporating the **client's branding guidelines**. Arcadis is the Prime Contractor for the development, deployment, and operation of the Pennsylvania 511 traveler information system for the state of Pennsylvania. The system includes a **public responsive website, Interactive Voice Response (IVR), Mobile App, and Application Programming Interface (API)**.
10/21 – Ongoing	**Yukon 511/ERS Services, Yukon Department of Transportation, Yukon, Oklahoma.** Acted as the *Front-End Team Lead.* Led the development of the public responsive website and event reporting application. **We used mockups created in Adobe XD and Adobe Photoshop to show new features to the client before implementing them into the system**. Arcadis is the Prime Contractor for the development, deployment, and operation of the Yukon 511 traveler information system for the territory of Yukon. The system includes a public responsive website, Interactive Voice Response (IVR), Mobile App, ERS, WTA, and Application Programming Interface (API).

12/19 – Ongoing	**Alaska 511/ERS Services, Alaska Department of Transportation, Juneau, Alaska.** *Front-End Team Lead*. Led the development of the public **responsive website and the event reporting application**. Arcadis is the Prime Contractor for the development, deployment, and operation of the AK511 traveler information system for the state of Alaska. The system includes a public responsive website, IVR, Mobile App, ERS, WTA, and API.
06/18 – Ongoing	**Louisiana 511/ERS Services, Louisiana Department of Transportation, Baton Rouge, Louisiana.** *Front-End Team Lead*. Led the development for the public responsive website and event reporting application. Arcadis is the Prime Contractor for the development, deployment, and operation of the 511LA traveler information system for the state of Louisiana. The **system includes a public responsive website, ERS, IVR, Mobile App, and API**.
01/17 – Ongoing	**Florida's Statewide Traveler Information System/FL511, Statewide, Florida.** *Web designer/developer*. Developed and implemented the front-end responsive website as part of the software team. Arcadis completed the **detailed design and development of a statewide 511 website** for the state of Florida. Arcadis also designed and developed the database warehouse that drives the 511 IVR**.**
12/14 – Ongoing	**511NY Services, New York State Department of Transportation, Albany, New York.** *Web Design Lead*. Responsible for designing and developing the public responsive website. Arcadis is the prime contractor for the **development, deployment, and operation of the 511NY** traveler information system for the entire state of New York. The system includes a public responsive website, IVR, WTA, Mobile App, and API.
05/12 – Ongoing	**National Traffic Management System and Traveler Information System, South African National Roads Agency Limited, Pretoria, South Africa.** *Web Design Lead*. Developed and implemented the front end of the public website and mobile website. Arcadis designed, developed, and deployed a **national traffic management and traveler information system** linking three traffic management centers located in Gauteng, KwaZulu-Natal, and the Western Cape.

Firm	ARCADIS			Meets MPR No. 9
Michael 'Shane" Blatt, MBA Principal Communications Manager			Years of relevant experience with this employer	6
			Years of relevant experience with other employer(s)	20
Degree(s) / Years / Specialization	MBA / 2014 / Business Administration; BS / 1995 / Journalism			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Public Stakeholder Engagement & Education*. Shane will use his expertise in communications and public engagement to educate stakeholders, and the public, on various aspects of this project.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Shane Blatt is a seasoned **communications leader and strategist** with significant experience in stakeholder and public engagement, targeted messaging, and information-sharing through digital and print communication channels, including pre-recorded webinars and Microsoft Teams live events. He has worked for large transportation agencies, including the Georgia Department of Transportation (GDOT), Florida Department of Transportation (FDOT), and Metropolitan Atlanta Rapid Transit Authority (MARTA). Previously, he served as executive speechwriter and directed all internal communications as senior public relations manager at Hartsfield-Jackson Atlanta International Airport (ATL).
05/24 – Ongoing	**Georgia Commute Options, Atlanta Regional Commission, Atlanta, Georgia**. *Project Manager*. Led the consulting team, consisting of Arcadis and seven sub-consultants, for the Georgia Commute Options (GCO) outreach, marketing, and communications program. The GCO program aims to change travel behavior by reducing the number of single-occupant vehicles on metro Atlanta's roadways while promoting clean commute alternatives as part of a multi-layered effort to ease traffic congestion and lower vehicle emissions across the region. As PM, Shane would monitor tasks and timelines, oversee invoicing and budgeting, and provide regular status updates to the client. Based on lessons learned from year one of the three-year contract, he executed an outcomes-centered approach that focused on SMART goals to grow the program and make GCO a household name. Additionally, he **improved operational efficiencies, quality of deliverables, internal and client communications, and task oversight and documentation**.
06/22 – 08/24	**GDOT: SR 316 Webinar Apr 2024SR 316 Planning Study, Georgia Department of Transportation, Atlanta, Georgia**. *Communications and Public Engagement Lead*. Responsible for **leading all communications efforts and stakeholder and public outreach to educate, build awareness for, and solicit feedback** on the study's findings and recommendations to improve a 40-mile section of SR 316. Narrated a 20-minute, pre-recorded webinar that consisted of developing talking points, slide decks, supporting visuals, and animations. Then coordinated with an internal production team to edit and refine the webinar to ensure high-quality messaging, audio, and video and to incorporate closed captioning.

02/24 - 05/24	**Nutrien: Nutrien Video 2024 on Vimeo, Nutrien Remediation Contractor Orientation, Nutrien**. *Video Production Lead*. Responsible for organizing, managing, and narration of a training video focused on the culture of safety at Nutrien, a global leader in the agriculture industry. Video targeted Nutrien's contractors and subcontractors, and it incorporated multiple static images, video clips, and animated graphics and text to amplify important information, including known and unexpected worksite hazards, personal protective equipment requirements, emergency response procedures, and stop work authority protocols. **A quiz followed the video**.
06/22 – 06/23	**FDOT: 209658-6 Presentation on Vimeo, I-295 PD&E Study, Florida Department of Transportation, Jacksonville, Florida**. *Communications and Public Engagement Lead*. Responsible for creating all promotional and informational materials, including a six-page brochure and pre-recorded webinar, ahead of a hybrid public hearing. Crafted messaging, designed and animated the PowerPoint presentation, built icons and graphics, and **narrated a 17-minute informational webinar that ran on continuous loop during FDOT's public hearing**.
11/19 – 07/23	**I-285 Westside Express Lanes, Georgia Department of Transportation, Atlanta, Georgia.** *Communications Lead***.** Responsible for developing communications strategies and messaging, building PowerPoints, leading internal meetings, coordinating and conducting stakeholder outreach, and responding to public inquiries. Led all efforts – including social media campaigns, print advertising, press releases, video testimonials, and stakeholder toolkits – ahead of the project's virtual Public Information Open House (PIOH) in early 2021**. Organized and moderated a live, virtual chat session with the public that became the eventual blueprint for two other GDOT virtual public meetings.**
01/21-2/23	**Savannah River Crossing Improvement Study, GDOT, Atlanta, Georgia**. *Communications Lead*. Responsible developing media relations strategies, press releases, talking points, and FAQs and authoring the executive summary and significant portions of GDOT's Savannah River Crossing Feasibility Study. Served as the **communications liaison** between GDOT and the Georgia Ports Authority for alignment between the agencies on when – and how – to respond to the news media and public inquiries.
04/21 – 07/21	**MARTA HOPE Program, Georgia Department of Transportation, Atlanta, Georgia**. *Communications Lead/Project Manager.* Responsible for developing messaging that highlighted the human interactions, impacts, and benefits of the MARTA HOPE Program, which aims to address homelessness throughout the transit system. **Messaging targeted internal and external stakeholders** and including a full page of content for www.itsmarta.com. Organized and designed a print tri-fold brochure and PowerPoint presentation, incorporating MARTA images, fonts, colors, and other branding elements.
11/19 – 0w8/20	**Dekalb Avenue Complete Street, Georgia Department of Transportation, Atlanta, Georgia**. *Communications Coordinator*. Responsible for **coordinating and attending public outreach** meetings as well as developing public boards, facts sheets, and FAQs. Served as a liaison between the project team and Renew Atlanta as well as provided **strategic insight on media coverage** before and after public meetings.
05/19 – 07/19	**Better Utilizing Investments to Leverage Development (BUILD) Grants, Georgia Department of Transportation, Atlanta, Georgia**. *Project Manager/Grant Writer*. Responsible for leading the development of two U.S. Department of Transportation Better Utilizing Investments to Leverage Development (BUILD) grants researched and written on behalf of GDOT. **Wrote one of the two grants and submitted both on-time and under-budget**.



Firm	RADIAL VECTOR CONSULTING		Meets MPR No. 4, 5, 6, 9
Chris Fernando Vice President, AAM SME		Years of relevant experience with this employer	<1
		Years of relevant experience with other employer(s)	22
Degree(s) / Years / Specialization	BSc / 2002 / Aviation Management		
Active registration number / state / expiration date	N/A		
Year registered	N/A	Discipline	N/A
Contract role(s) / brief description of responsibilities	*Vertiport Specifications; Market Analysis; Workforce Development*. Providing subject matter expertise to infrastructure assessment, and econominc impact analysis. Support other tasks in a review and advisory capacity.		

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Chris Fernando leverages over 20 years of experience in aviation-focused consulting and research, specializing in strategy, planning, and policy development for Urban and Advanced Air Mobility (UAM/AAM) and Uncrewed Aircraft Systems (UAS). Chris is recognized for effectively guiding **federal, state, and local agencies**, including the FAA, DOT, and multiple state DOTs, through **airspace modernization, infrastructure expansion, and integration of UAS operations for retail and healthcare deliveries, and planning for the integration of AAM aircraft into airports and multimodal transportation networks**. He leads the development of statewide mobility frameworks, regional AAM/UAS strategies, and provides his expertise to innovative research initiatives, such as digital twin and autonomy programs and Innovate 28 for the FAA. Chris has also been **deeply involved in municipal planning projects in Ohio, Florida, San Diego, Washington, Michigan, and New York**. He excels in driving cross-sector collaboration, aligning complex regulatory environments, and delivering realistic recommendations and guidance that addresses the evolving aviation landscape. Understanding the critical importance of **workforce readiness in shaping the future of mobility, Chris co-developed one of the nation's pioneering graduate-level AAM programs** and frequently speaks on workforce development and emerging aviation technologies.
05/23 - Ongoing	**Federal Aviation Administration (FAA) – UAM Automation and Digital Twin (UADT) Initiative and Innovate 28**. *Subject Matter Expert*. Supporting the FAA UADT and Autonomy Working Group to enable safe integration of autonomous technologies in AAM operations. Provided input on **use cases, operational workflows, and system performance measures for autonomy-enabled UAM demonstration projects** that will enable fully autonomous operations in the NAS. Currently supporting AAM projects related to the **Innovate 28 program that will validate initial AAM operations and enable near-term AAM operations in IFR/IMC conditions**.
03/23 - 01/25	**San Diego Association of Governments (SANDAG) – Regional AAM Implementation Strategy.** *Project Lead*. Leading the development of a **regional Advanced Air Mobility (AAM) strategy for the San Diego** metropolitan area. The **strategy identifies infrastructure needs, policy**

	considerations, and regulatory frameworks aligned with FAA UAM ConOps 2.0 and Innovate 28. Responsibilities include **infrastructure siting, land use compatibility, and outlining local agency readiness** actions for AAM operations.
06/23 - Ongoing	**Syracuse Regional Airport Authority (SRAA) – SYR Master Plan Update – AAM Facility Planning.** *Task Lead*. Led the development of a **UAS and AAM operations forecast and infrastructure siting alternatives** for the Master Plan at Syracuse Hancock International Airport. Work included coordination with OEMs, military stakeholders, and utility providers to define footprint, siting, and service requirements for future vertiports.
07/24 - Ongoing	**Washington State Department of Transportation (WSDOT) – State Aviation System Plan (SASP).** *AAM Specialist*. **Evaluated the impact of electric aircraft, STOL, hydrogen propulsion, and low-level airspace management** on Washington's aviation system. Delivered white papers and strategic recommendations to guide integration of AAM into airport master planning and state investment decisions.
12/20 - 06/21	**Ohio Department of Transportation (ODOT) – Economic Impact Report for Advanced Autonomous Aircraft Technologies**. *AAM/UAS Subject Matter Expert.* Supported Market Analysis, Use Case Development, and Stakeholder Engagement. Supported the **development of use cases, stakeholder engagement strategies, and economic impact modeling** to quantify the benefits of autonomous aircraft operations across Ohio's multimodal system.
09/17 - 10/18	**National Aeronautics and Space Administration (NASA) – UAM Market Study.** *Principal Investigator*. Led a **comprehensive market study to assess potential applications, barriers, and market entry timing** for urban air mobility. Study outcomes shaped NASA ARMD's research priorities and were widely used by investors, OEMs, and infrastructure developers.
06/20 - 01/21	**City of Winston-Salem – AeroX Strategic Plan Implementation.** *AAM/UAS Subject Matter Expert*. Supported the **development strategic implementation of Winston-Salem's UAM vision, including development of a UTM Concept of Operations**, FAA and NASA coordination, and site selection for supporting infrastructure. Advised on nonprofit establishment, public engagement, and funding alignment.
12/21 - 02/23	**WINGWAY – Zaragoza, Spain – AAM Logistics Network Design**. *International Project Advisor*. Supporting the **development of an urban and regional drone delivery network** in Zaragoza. Provided guidance on infrastructure requirements, operational feasibility, and strategic use case planning for last-mile and intermodal logistics.
03/23 - 11/23	**North Carolina Department of Transportation (NCDOT) and FAA – Part 135 UAS Operational Forecast.** *Forecasting Lead*. Developed a **comprehensive forecast of statewide drone delivery operations** to support the FAA Programmatic Environmental Assessment. Conducted stakeholder interviews with service providers (e.g., UPS Flight Forward, Wing), assessed infrastructure readiness, and estimated economic impacts of future Beyond Visual Line of Sight (BVLOS) operations.
04/23 - 08/24	**Michigan Department of Transportation (MDOT) – Multimodal Aircraft Charging Station Deployment Study.** *Technical Lead*. Conducted a **quantitative assessment of 95 public-use airports across Michigan to evaluate suitability for multimodal electrification and AAM integration**. Developed an **airport readiness index based on socioeconomic, operational, and infrastructure criteria**. Recommended **top** candidate airports and supported reporting for future investment planning.
03/17 - 01/19	**Transportation Research Board (TRB) – ACRP 03-42: Airports and Unmanned Aircraft System.** *Principal Investigator*. Led the **largest research project undertaken by the ACRP** to date, focused on understanding the integration of UAS into airport environments. The study produced a **multi-volume guidance series including stakeholder engagement strategies, infrastructure planning considerations, and operational integration frameworks**.

Firm	RADIAL VECTOR CONSULTING			Meets MPR No. 3, 5
Amit Choudhri President			Years of relevant experience with this employer	2
			Years of relevant experience with other employer(s)	13
Degree(s) / Years / Specialization	MS / 2003 / Computer Science; BE / 2001 / Computer Engineering			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*UTM/NAVAID Infrastructure*. Identify the digital and technology infrastructure gap for AAM implementation and provide input into the Airspace Modernization strategy for the safe integration of AAM technologies in Louisiana.			

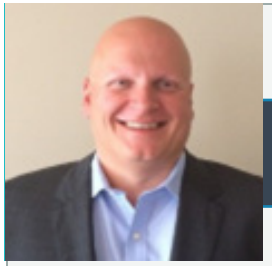
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Amit Choudhri is the **founder and President of Radial Vector Consulting** and is a seasoned Executive, Systems Engineer and Subject Matter Expert (SME) in Surveillance and Aviation Safety Technologies. He has worked as a consultant to the FAA; designing, testing and deploying safety systems throughout the US, and provides strategic and technical expertise to government and commercial clients to help them bridge the **safety, technology, and infrastructure void** that exists between "traditional" crewed aviation and the nascent, but rapidly evolving UAS/UTM/AAM industry. He utilizes his expertise and experience in **Surveillance Technologies, Safety Automation, and System-of-Systems Integration** and adapts them to the specific needs of clients in the UAS, UTM and AAM domains.
04/24 - Ongoing	**Federal Aviation Administration (FAA) Runway Incursion Reduction (RIR) Program.** *Consultant*. Provide technical expertise in the use of **surface surveillance and direct-to-pilot annunciation technologies** in the US National Airspace System (NAS) for the **Runway Incursion Prevention** through Situational Awareness (RIPSA) system installed at San Antonio International Airport (SAT).
04/22 - Ongoing	**AeroX, Winston-Salem, North Carolina.** *Consultant.* Provide Subject Matter Expertise to AeroX to aid in their identification, acquisition and deployment of surveillance solutions in the Winston-Salem area. The surveillance system, dubbed Project ATLAS, for **"Air Traffic Low-Altitude Surveillance,"** marks a major step forward in creating a **model ecosystem for enabling routine use of unmanned aircraft systems** (UAS, or drones) to deliver goods and provide services in urban population centers.
10/23 - 06/24	**San Diego Association of Governments (SANDAG) Regional AAM Implementation Strategy.** *Consultant*. Aided in the development of a regional Advanced Air Mobility (AAM) strategy for the San Diego metropolitan area. The strategy identifies **infrastructure needs**, policy considerations, and regulatory frameworks aligned with FAA UAM ConOps 2.0 and Innovate 28. Responsibilities included infrastructure siting, land use compatibility, and outlining local agency readiness actions for AAM operations.

10/23 - 06/24	**Washington State Department of Transportation (WSDOT) – Washington Aviation System Plan (WASP)**. *Consultant*. Evaluated the impact of electric aircraft, STOL, hydrogen propulsion, and **low-level airspace management** on Washington's aviation system. Delivered white papers and strategic recommendations on the **Airport of the Future** for the state.
01/20-03/23	**Global Engineering & Management Services (GEMS), Inc.** *Vice President/COO*. Oversaw the FAA contract delivery for the GEMS OIM project team working tasked with planning and logistics management for the installation, relocation, and in-service management of the FAA's VHF radios and ADS-B receiver assets located in the Gulf of Mexico. This effort entailed significant coordination and engagement by the team with **offshore oil platform owners/operators, energy companies, and helicopter operator**s located in Louisiana. The project provided recurrent annual cost savings to the FAA, while generating **significant economic benefit to the state of Louisiana** by engaging transportation and engineering companies based in **Lafayette and Houma**.
08/10 - 03/23	**FAA Office of NextGen.** *Consultant*. Provided systems engineering and project management expertise on multiple **technology-based Runway Safety initiatives** such as Runway Status Lights (RWSL), enhanced Final Approach Runway Occupancy Signal (eFAROS), Small Airport Surveillance Sensor (SASS), and others. Developed **Safety Management System (SMS) artifacts** such as Safety Risk Management Documents (SRMD) and Hazard Analysis Worksheets (HAW) for Runway Safety test systems at multiple airports in the NAS.

Firm	RADIAL VECTOR CONSULTING			Meets MPR No. 8
Jacqueline E. Serrao Aviation Lawyer			Years of relevant experience with this employer	1
			Years of relevant experience with other employer(s)	27
Degree(s) / Years / Specialization	LLM / 1999 / International Air and Space Law; JD / 1995 / Law; BA, Double Major / 1990 / English Literature and Psychology			
Active registration number / state / expiration date	#200096 / State Bar of California			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Regulatory Framework*. Conduct regulatory review and coordinate with federal, state, and local stakeholders to assess gaps and recommend policies, statutory amendments, and governance strategies to safely enable and integrate AAM into Louisiana's airspace and infrastructure systems			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Jacqueline Serrao is a seasoned legal and regulatory strategist with 28 years of experience shaping aviation law and policy across the globe. As a former **Deputy Assistant Chief Counsel at the FAA**, Ms. Serrao led legal development for emerging aviation technologies, including **Advanced Air Mobility (AAM), Urban Air Mobility (UAM), and Remotely Piloted Aircraft Systems (RPAS)**. She advised on eVTOL aircraft integration, supported ICAO working groups, and shaped international agreements addressing cross-border RPAS operations, cybersecurity, and infrastructure readiness. Ms. Serrao has managed interdisciplinary teams across U.S. government and global consulting engagements to develop legal frameworks that enable innovation while ensuring compliance with ICAO standards. She has also **guided airport authorities and governments in establishing regulatory mechanisms for UAS/UAM market entry and airspace integration**, making her a trusted expert in the evolving low-altitude aviation ecosystem.
06/24 - Ongoing	**Jacqueline E. Serrao, LLC.** *Principal*. Founded an independent legal consultancy firm providing **strategic counsel on aviation, airport law, UAS regulatory compliance, and public-private partnerships (PPPs).** Advises airports, aviation authorities, and government entities on legal frameworks for airport operations, infrastructure expansion, and regulatory compliance. Support international aviation law reform initiatives, ensuring alignment with ICAO standards. Provides legal review and recommendations for **integration of drones/UAS in Pacific Island States, identifying institutional, policy, regulatory, and airworthiness certification requirements**, through World Bank and Asian Development Bank projects.
02/19 - 06/24	**Federal Aviation Administration, Office of Chief Counsel, International Affairs & National Security Law.** *Deputy Assistant Chief Counsel*. **Legal Adviser** and technical resource to the FAA Administrator, Chief Counsel, and other top-level executives at FAA, DOT, DOS, and program offices on international operations of **RPAS, UAS cross-border/international operations, eVTOL aircraft, AAM, and powered-lift**. Guided

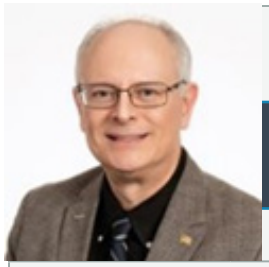
	FAA operational divisions to develop regulatory guidance for eVTOL operations, RPAS over the high seas, and led legal discussions with foreign governments addressing airspace safety, security, and infrastructure requirements. Represented the United States Government in ICAO legal subcommittee meetings and **led discussions, policy development, and decision-making processes to shape ICAO SARPs for RPAS and AAM in alignment with the Chicago Convention.**
01/15 - 01/19	**Booz, Allen, Hamilton.** *Lead Associate*. Led the legal analysis for studies such as the **NASA UAM Market Study** and **Airport Cooperative Research Program (ACRP) Unmanned Aircraft Systems (UAS) airport integration** project. Advised on regulatory frameworks for UAS and UAM market entry in domestic and international contexts.
01/03 - 12/18	**University of Mississippi School of Law/LL.M. Program in Air and Space Law/National Center for Remote Sensing, Air & Space Law. LL.M.** *Director and Research Professor of Law*. Created and led the only U.S.-based LL.M. program in Air and Space Law, **educating legal professionals on aviation, space, and emerging RPAS, AAM, UAM, and drone regulations.**
01/03 - 12/18	**International and Domestic Aviation Laws, Regulations, Policies and Guidelines.** *International Law /Global Consultant*. **Drafted the international and domestic civil aviation laws, regulations, policies, and guidelines** for over 20 governments (Armenia, Brazil, the 19 States of the COMESA Region, Ghana, India, Kenya, Kosovo, Malawi, Mongolia, Mozambique, Nicaragua, Nigeria, the Philippines, Saudi Arabia, Sierra Leone, Sri Lanka, Tanzania, the United Arab Emirates (Abu Dhabi and Dubai), the U.S., and Zanzibar). Trusted advisor to governments, operators, airports and maritime ports, consortiums, and oversight organizations, **providing comprehensive guidance on aviation safety, air transport policy, environmental considerations, business due diligence, public-private partnerships, and organizational structures**. Experienced in creating regulatory institutions to meet international standards.
03/01 - 01/03	**Chevalier, Allen, & Lichman, LLP.** *Associate Attorney*. Represented city governments on environmental and land use law in the aviation and transportation sectors, **litigating appellate-level cases that established precedents now shaping AAM sustainability policies and operations**. City of Olmsted Falls v. USEPA (Ohio): Facilitated stakeholder engagement and community workshops to address public concerns in airport expansion, demonstrating public buy-in strategies.
02/00 - 03/01	**Federal Aviation Administration, Office of International Aviation. International Aviation Operations Specialist – The Americas and Spain.** *Subject Matter Expert*. **Expert in aviation laws and policies, specializing in the FAA's international program**. Addressed regional issues within the ICAO, including the Caribbean and South American Regional Planning and Implementation Group (GREPECAS), IASA, fractional ownership of aircraft, codeshare safety guidelines, and overflight fees. Drafted and coordinated international agreements with foreign governments. Conducted **comprehensive reviews of foreign civil aviation laws and regulations during technical review visits**. Drafted strategic position papers and recommendations for aviation issues to foreign governments.
01/97 - 06/99	**University of North Dakota Center for Aerospace Sciences.** *Assistant Professor of Aerospace Law and Airline/Airport Economics and Management*. Expertise in teaching Aerospace Law, Airline/Airport Economics, and Management at the undergraduate level. Taught students on the **principles of law as they relate to air commerce and transportation, along with state and federal regulations**. Developed and taught the curriculum for the first virtual aerospace law course at UND to students in other states.



Firm	CIGNUS			Meets MPR No. 3
Florian Hafner, PE, PMP Executive Vice President & Chief Technical Officer			Years of relevant experience with this employer	17
			Years of relevant experience with other employer(s)	8
Degree(s) / Years / Specialization	PhD / 2008 / Industrial Engineering, MS / 2002 / Software Engineering, BS / 1999 / Civil Engineering			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*UTM/NAVAID Infrastructure*. Florian will lead the efforts in designing and facilitating feasible airspace and route options for the deployment and operation of AAM aircraft. His responsibilities will include airspace modeling, corridor planning, NAVAID inventory and design, and Unmanned Traffic Management (UTM) protocols.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Florian Hafner has spent more than **25 years as an engineer and manager in the aviation industry**. His background includes wide-ranging experience in airport and airspace planning, aviation data analysis, software/systems engineering, and operations analysis and planning. Florian is a **recognized expert** and consultant in **aviation operations planning and operations research**, particularly in the use of **simulation** and **modeling tools and techniques**. He also has an extensive background in applying systems and industrial engineering practices in leading research and development efforts for Aviation and Air Traffic Management tools and applications.
08/24 - 01/25	**NASA Airport Safety Digital Twin Platform Development, Leesburg, Virginia.** *Principal Investigator*. Development of concepts, use cases, and metrics for a NASA Small Business Innovation Research (SBIR) contract focused on the development of a **digital twin platform supporting airport operational safety performance enhancements across airport stakeholders**.
01/16 - Ongoing	**Port Authority of New York and New Jersey (PANYNJ) Airport, Airspace, and Landside Planning Support, New York, New York.** *Project Manager.* Providing on-going **master planning, airport layout planning, environmental planning, financial planning as well as technology evaluation** and ad-hoc planning related activities to the Port Authority of New York and New Jersey. Assisted PANYNJ in completing and submitting documentation including SF 424 to request AIP funding to support Capital Improvement Projects (CIP).
01/23 - 04/24	**Florida Aviation System Plan Update, Florida Department of Transportation (FDOT)**. *Project Manager.* Florian is responsible for **delivering airport inventory, data analytics, and emerging concepts tasks** for FDOT's most recent Aviation System Plan Update for the year 2043.

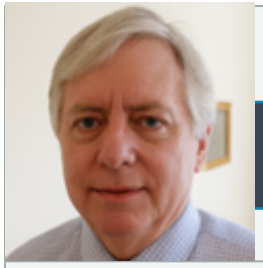
03/21 - 04/24	**Virginia Air Transportation System Plan Update, Virginia Department of Aviation (DOAV).** *Internal Project Manager.* Florian's role consisted of several tasks and final deliverables for Virginia's 2023 Virginia Air Transportation System Plan (VATSP) update. He managed airport inventory and survey/community outreach tasks and **led the definition of current airport issues and impacts from emerging technologies such as UAS, remote towers, and eVTOL aircraft**.
05/23 - Ongoing	**Mid/Long-Term Capital Planning for Port Authority of New York and New Jersey (PANYNJ), New York, New York.** *Project Manager.* Florian provided capital planning support for the Port Authority of New York and New Jersey responsible for **analyzing existing airport infrastructure and development project needs, costs, descriptions, and feasibility** along with alignment with the larger PANYNJ Capital Improvement Program (CIP).
10/19 - 10/20	**Spaceport Analysis Toolkit (SAT), FAA, Washington, D.C.** *Project Manager*. Florian and his Team developed a **cloud-based prototype GIS application** that can be used to analyze the **feasibility of proposed spaceport sites for various horizontal, vertical, and reentry operational scenarios and vehicles**. It is intended to provide advice to potential applicants and developers early in the FAA spaceport site licensing lifecycle.
01/17 - 10/17	**Airport Cooperative Research Program (ACRP) Synthesis Report on Simulation Options for Airport Planning.** *Lead Author*. Comprehensive Analysis of Current Industry Practices and Applications of **Simulation Tools for Airport Planning and Design**. The report presented a detailed database simulation tools for GIS planning and operational assessments which fed a decision framework for airport planners and designers to select the most appropriate tools
01/10 - 07/12	**New York Aviation System Capacity Study, Port Authority of New York and New Jersey (PANYNJ), New York, New York.** *Simulation Lead*. Florian led the assessment of airspace impacts and efficiency for a capacity study focused on **airport infrastructure expansions** in the New York region. The team used Total Airspace and Airspace Modeller (TAAM) to assess design and analysis of Area Navigation (RNAV/RNP) procedures within the New York N90 TRACON. Developed strategies and tools for the evaluation of departure and arrival route demand/capacity imbalances at the TRACON/En-Route boundaries for future demand levels and the newly proposed procedures
01/17 - 10/17	**Airfield/Airspace Analysis, Boeing Commercial Aviation Services (CAS), Moscow, Russia.** *Simulation Analyst*. Responsible for **Performance Based Navigation (PBN) procedure operational and safety assessments**. This project focused on the development and evaluation of RNAV/RNP PBN procedures for the three primary airports in the Moscow Terminal Movement Area (TMA). The project also included the evaluation of the newly designed procedures in terms of airspace efficiency, capacity, and **safety using the Total Airspace and Airport Modeler (TAAM) software**.
07/08 - 10/16	**Unmanned Aircraft Systems (UAS)/Trajectory Based Operations (TBO) NextGen Research and Development (R&D), Federal Aviation Administration, Washington, D.C.** *Operations Lead*. As part of Boeing's Florida NextGen Testbed (FTB) Task U team, Florian led the operations group in the definition of **operational concepts, use cases, test plans, and demonstration scripts/plans**. He developed numerous operational use cases in collaboration with the FAA and other stakeholders that focused on the use of TBO concepts for deconfliction and Time-Based Flow Management (TBFM). The program developed prototype functionality that negotiated Required Time of Arrival (RTA) constraints and trajectories across multiple FMS simulators in a real-time environment. Florian also led fast-time simulation-based assessments of UAS operations in Class A airspace using TBO, which was used as a platform for an investigation into trajectory synchronization capabilities and requirements between high fidelity FMS simulators and UAS air vehicles modeled in a medium-fidelity simulation tool called TAAM (Total Airspace and Airport Modeler).



Firm	CIGNUS			Meets MPR No. 3
Michael Yablonski Senior Aviation Planner & SME			Years of relevant experience with this employer	1
			Years of relevant experience with other employer(s)	36
Degree(s) / Years / Specialization	MS / 1996 / Information Systems; BS / 1985 / Aerospace Engineering			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Air Routes/Use Cases*. Michael will be primarily responsible for ensuring feasible and realistic air route corridors, including technical reviews of different use-case scenarios for various crewed and uncrewed AAM and UAM aircraft.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Michael Yablonski is a **highly experienced engineering professional** with successful track record in providing leadership, vision, and technical direction to diverse clients with focus on delivering timely analytical information to core decision makers for the advancement Airport Planning initiatives and FAA Next Generation Air Traffic Management System. With a wealth of experience spanning several prestigious organizations, including Kimley-Horn and Associates, The MITRE Corporation, and AvMet Applications Inc, he specializes in solving complexities related to new entrants into the National Airspace System. As an expert in planning, simulation, and modeling, Michael has played key roles in diverse projects, such as the Louisville Muhammad Ali International Airport Master Plan, Midland Development Corporation's high-speed airspace corridor analysis, and the Advanced Air Mobility (AAM) network model for the New York City Metropolitan area. His contributions extend to airport master planning, airspace analysis, and applied decision science, showcasing a profound impact on the aviation industry. Michael holds a Master of Science in Information Systems from Drexel University and a Bachelor of Science in Aerospace Engineering from the University of Maryland, reflecting a strong educational foundation complementing his extensive professional expertise.
2025 - Present	**Aviation Planning SME, Cignus Consulting, Leesburg, Virginia.** *Project Lead & Aviation Planning Subject Matter Expert*. Projects have included New York airport system planning support for the Port Authority of New York and New Jersey, Airport Safety Digital Twin Development for NASA, and airspace procedure design work including AAM concept development for a variety of government and commercial clients.
12/19 - 06/20	**Professional Airport Planning Services Airport Master Plan, Louisville Muhammad Ali International Airport (SDF), Louisville, Kentucky.** *Senior Consultant*. Team member contributing to comprehensive planning effort that assessed existing facilities, forecast demand, and development concepts for the entire Airport including airside, landside, and terminal facilities.

02/20 - 12/2022	**Midland Development Corporation.** *Project Lead.* Developed a comprehensive analysis/report for diverse set of stakeholders including MDC, Midland Air and Spaceport, FAA Air Traffic Organization, White Sands Missile Range (USAF) and High vehicle OEMs to determine feasibility of high-speed airspace corridor connecting Midland and White Sands Test Range.
12/20 - 12/23	**Minnesota State Aviation System Plan Phase II, Minnesota Department of Transportation (DOT).** *Managing Consultant.* Michael provided expertise in analyzing policy issues and developing official policy positions on topics such as through the fence operations, operations counting and forecasting, hangar development, airport closures, crosswind runway funding, and airport clear zone ownership
01/22 - 12/23	**Washington Department of Aviation (WashDOT), Washington Aviation System Plan (WASP) Commercial Aviation Coordinating Commission (CACC).** *Senior Consultant.* Michael provided airspace expertise in the effort to design airspace and conceptual procedures in coordination with FAA Air Traffic (SEA, S45, ZSE) per four proposed greenfield airport sites in the Seattle Region providing analysis and metrics for decision makers.
10/21 - 03/24	**Airfield Enhancement Program, San Antonio International Airport (SAT), San Antonio, Texas.** *Project Lead.* Responsible for coordinating multiple airspace management workshops with 12th OSS (Randolph AFB), 502nd OSS (Lackland-Kelly Field), and San Antonio Terminal Radar Approach Control Facilities (SAT TRACON) to recognize the complexity of airspace management and operations amongst the multiple airfields in greater San Antonio (Randolph AFB, Kelly Field, San Antonio International, Seguin Auxiliary). Provide planning, environmental and airspace analysis, preliminary engineering, design, bid, and construction phase services for the reconstruction and rehabilitation of several areas of pavement
07/21 - 03/24	**Advanced Air Mobility (AAM) Operations for the New York Metropolitan Area.** *Principal Researcher/Project Manager*. In partnership with AvMet Applications, Inc. developed a network model of AAM operations for the New York City Metropolitan area using state-of-the-art airspace design, simulation, and modeling tools.
2015 - 2019	**The MITRE Corporation- Transportation Technical Center, McLean, Virginia.** *Principal Aviation Systems Engineer.* Michael served as the Principal Aviation Systems Engineer at the Transportation Technical Center. In this role, he functioned as a seasoned Technical Leader and Analyst, providing crucial systems operation information to FAA decision makers in various domains, including Airspace Design, Traffic Forecasting, Airport Capacity, Transportation Research, and Data Analytics. He took the lead as a Project Leader in enhancing the En Route and TRACON traffic forecasting process for the FAA Office of Policy and Planning.
2013 - 2015	**AvMet Applications Inc- Research and Development, Reston, Virginia.** *Senior Principal Engineer.* Michael directed and supported Research and Development Programs in AvMet's R&D Division. As a highly trained technical analyst, engineer, and manager, responsible for developing and executing air traffic models for targeted analyses of airspace sector utilization and workload, traffic flow evaluations, and airspace resource capacity utilization and congestion examination.

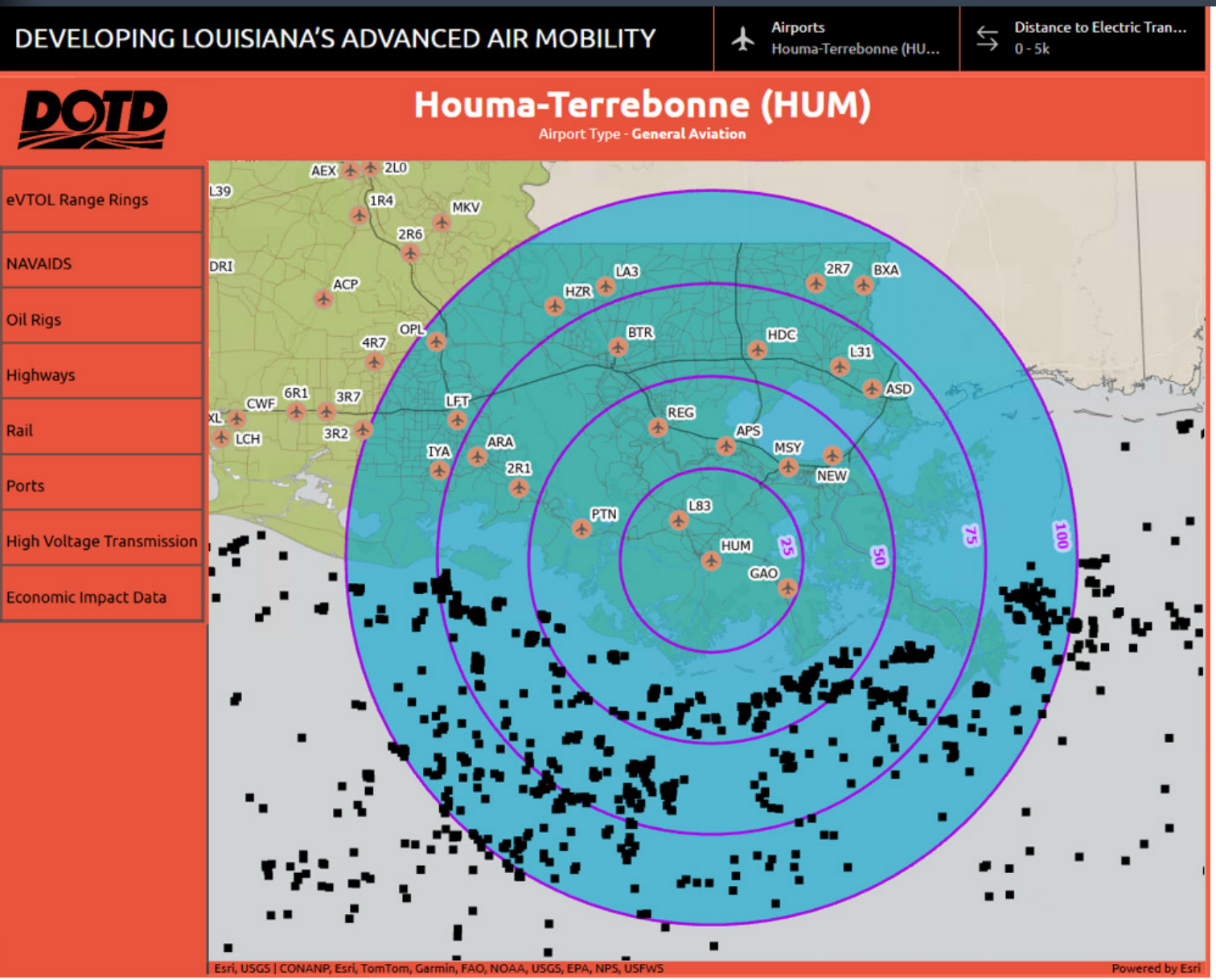


Firm	CIGNUS			Meets MPR No.
Paul Lunsford UAS/AAM Policy SME			Years of relevant experience with this employer	5
			Years of relevant experience with other employer(s)	40
Degree(s) / Years / Specialization	BS / 1988 / Professional Aeronautics; Certified Professional Air Traffic Controller			
Active registration number / state / expiration date	N/A			
Year registered	N/A	Discipline	N/A	
Contract role(s) / brief description of responsibilities	*Regulatory Framework*. Paul will leverage his expertise in ATC operations and UAS systems to ensure relevant policy recommendations are considered for implementing AAM Strategic plan recommendations.			

Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
	Paul Lunsford has over **40 years of experience in providing air traffic control services, program management support, and human factors (HF) expertise** in the terminal and en route environment. Paul has been working with the UAS Integration Team (FAA AJV & Volpe Center) for over six years to develop strategies in support of UAS roll-out into the National Airspace System (NAS). This includes working with various Steering Committee's (RTCA Detect, Sense and Avoid) and Workgroups (UAS Vision 2030+). He has also worked for over three years on the Unmanned Aircraft 2209 Rule Making Team developing governmental operating restriction language to be included within the FAA Federal Register. Prior to this, Paul spent 10 years supporting the implementation of FAA Terminal (AJT) programs including the development of Automated Terminal Proximity Alert (ATPA), an enhancement to the current Terminal Proximity Alert (TPA), Automatic Electronic Flight Strip (AEFS), Automatic Dependent Surveillance – Broadcast (ADS-B), and Wake Turbulence Mitigation Arrival (WTMA) and Departures (WTMD) for the Terminal Field Operational Support (TFOS) Group.
01/20 - Ongoing	**Cignus Consulting, Washington, DC.** *ATC Subject Matter Expert*. Lunsford supported the FAA Office of Federal Rule Making (AJV-2) and is currently supporting the Volpe Center's research on all things UAS. During his tenure with the FAA he: ▪ Supported several FAA Order re-writes while providing insights and support to improve UAS policy & procedures ▪ Supported the Unmanned Aircraft Flight Restriction (2209) rule development team for over 3 years. The 2209 Rule Making Team was tasked by AJV-2 with the development of all the associated 2209 documents included in a new FAA requirement. This included the Federal Register rule regulation text, 2209 Preamble, and Aviation Circulars (AC) as well as other written documents associated with new rule making process

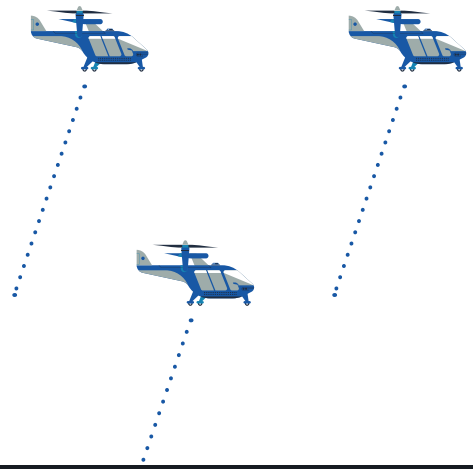
	■ Was one of the Part 107, Certificate of Authorization (COA) processors for the development of commercial uses of Unmanned Aircraft Systems (UAS) for AJV-115 (now AJV-22), Office of Tactical Management of UAS ■ Processed several hundred requests over his support to AJV. This process includes interfacing with the public to ensure applications meet strict FAA Guidelines required to safely operate a UAS within the NAS. The process requires frequent interaction with various FAA Lines of Business including Air Traffic (ATO), Aviation Safety (AVS), and various ATO Field Offices ■ Coordinated with various Steering Committee's (RTCA Detect, Sense and Avoid) and Workgroups (UAS Vision 2030+) and several commercial companies ■ Worked with all levels of FAA management coordinating and providing updates to UAS activities while tracking over 780 commercial companies requesting UAS operation authority For Volpe Center, he is supporting: ■ Drone Detection Pathfinder Initiative, which focuses on BOTH visual line-of-sight operations and BVLOS ■ Reviewing how more UAS in the national airspace will affect current and planned operations and infrastructure ■ Reviewing and developing minimum operational performance standards and functional requirements for command-and-control communications link
02/19 - 01/20	**Supporting FAA Office of Federal Rule Making (AJV-2), Clancy JG International, Lancaster, California.** *Subject Matter Expert.* Paul supported the 2209 rule making team that had been tasked by AJV-2 to support the development of all the associated documents included in a new FAA rule. This included the Federal Register rule regulation text, Preamble, and Aviation Circular (AC) as well as other written documents associated with new rule making process. He also supported BVLOS requests to operate UAS's within the National Airspace System and was also one of the Part 107, Certificate of Authorization (COA) processors for the development of commercial uses of UAS's for AJV-115, Office of Tactical Management of UAS. He also contributed to coordinating 91.113 right-of-way BVLOS waivers by verifying compliance of proponents' ConOps for safety, description of airspace usage, hazard/risk and mitigation plan and contingency procedures. Paul processed several hundred requests over his time with AJV-115. This process included interfacing with the public to ensure applications meet strict FAA Guidelines required to safely operate a UAS within the National Airspace System (NAS)
04/14 - 06/17	**A3 Technologies Incorporated, Washington, D.C.** *Senior Analyst.* Paul worked with AJV-115, UAS Office of Tactical Operations where he supported the commercial 333E COA Online submission process. He has also supported the UAS Office of Strategic Operations with **Research and Development activities including UAS simulations** at the WJHTC and supported the BVLOS Aviation Rule Committee (ARC) with subject matter expertise to understand Part 107 rulemaking as well as understanding what is an acceptable level of risk (ALR) for UAS that is consistent across all types of operations being performed. Provided both technical and administrative support to capture discussions as well as comments/ concerns.

SECTION 17: FIRM EXPERIENCE



GIS DASHBOARD PROTOTYPE

Mead & Hunt's dashboard concept features a dynamic, interactive GIS platform that integrates multimodal transportation, infrastructure, and economic data to support AAM planning. Its customizable interface can **help LaDOTD explore spatial layers, prioritize infrastructure needs, support decision-making, and facilitate tailored communication with both the legislature and stakeholders**. Training and a user manual will ensure users can navigate the platform and extract insights with confidence.



17. FIRM EXPERIENCE

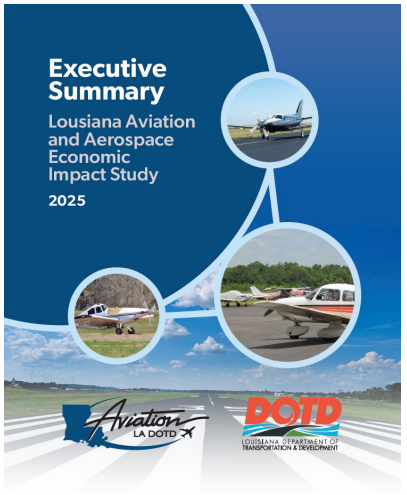
Firm name	Mead & Hunt	Discipline(s)*	Planning	
Project name	**2025 Louisiana Aviation & Aerospace Economic Impact Study**		Firm responsibility (prime or sub?)	Sub
Project number	4400017531	Owner's name	Louisiana Department of Transportation & Development	
Project location	Baton Rouge, Louisiana	Owner's Project Manager	Brad Brandt	
Owner's address, phone, email		P.O. Box 94245, Louisiana 70804, Phone: 225-379-3040, Email: brad.brandt@la.gov		
Services commenced by this firm (mm/yy)		09/24	Total consultant contract cost ($1,000's)	$500
Services completed by this firm (mm/yy)		06/25	Cost of consultant services provided by this firm ($1,000's)	$450

LADOTD previously updated the Louisiana Airports Economic Impact Study in 2022, using data that had obvious impacts due to the slow recovery from the COVID-19 pandemic. The new 2025 update takes a fresh look at the economic impact, post COVID-19. On-site passenger surveys were conducted for each of the seven commercial service airports. QR codes were also used to obtain responses, and placards with QR codes were used at each general aviation airport and at the FBOs at commercial service airports to capture GA passenger spending. Placards with QR codes were also used at commercial service airports to capture passenger information outside the time frame of the in-person surveys. On-site visits were also conducted with primary tenants at each airport to collect robust on-airport tenant and aviation business data.

Taking on the role as sub-consultant in this project, Mead & Hunt is using GIS-based data to illustrate the home locations of visitors (using either airlines or GA aircraft) traveling to and from the individual airports. This is helping identify visitor impacts.

As part of the analysis, Mead & Hunt is also assessing the impact of aviation activity beyond the Louisiana airport system. Evaluations of the impacts from military aviation, off-airport aerospace operations, and unmanned aerial systems are part of the overall economic impact study. Individual airport reports are being developed that allow airports to self-select the data to be included so they can "tell their story" with the information they believe is most relevant from the overall study to their local community.

ArcGIS is also being used to convey the information in an interactive format on the LADOTD website. A dashboard showing the origination of travelers will highlight how each airport supports tourism, businesses, and industries. An example dashboard can be viewed here: https://www.arcgis.com/apps/dashboards/bc3fa6ed987a44f9a5a0cc63b18dfacb.



MEMBERS INVOLVED

- Eric Laing, *Project Manager & Lead Technical Expert*
- Stephanie Ward, *Principal-in-Charge*
- Stephanie Green, *Data Collection*
- Kevin Smith, *Data Collection*
- Dave Clawson, *Economic Impact Technical Reviewer*
- Sondra Retzlaff, *Technical editor*
- Ryan Meyer, *ArcGIS Dashboard*

Firm name	Mead & Hunt	Discipline(s)*	Planning, Environmental	
Project name	**Advanced Air Mobility (AAM) Aircraft System Plan – Washington State Department of Transportation**		Firm responsibility (prime or sub?)	Prime
Project number	Y-12967	Owner's name	Washington State Department of Transportation	
Project location	Olympia, Washington	Owner's Project Manager	David Ison	
Owner's address, phone, email		P.O. Box 47361, Olympia, Washington 98504, Phone: 360-357-2658, Email: david.ison@wsdot.wa.gov		
Services commenced by this firm (mm/yy)		07/24	Total consultant contract cost ($1,000's)	$300
Services completed by this firm (mm/yy)		08/25	Cost of consultant services provided by this firm ($1,000's)	$198

Mead & Hunt is leading a multidisciplinary team to identify short-term measure to incorporate Advanced Air Mobility into the State's multimodal transportation system. Mead & Hunt has convened a technical assistance committee and conducted research on existing infrastructure, policy and regulatory issues, and regional economic development opportunities. Key issues include implementing AAM to supplement and strengthen the State's general aviation system, to provide opportunities for those living in remote areas of the state, and to implement AAM to offset or slow the effects of aging infrastructure.

AAM includes the use of new and emerging technologies to present a new mode of transportation that has the potential to complement or supplement existing transportation modes and needs. While the various use cases associated with AAM provide the potential for a more sustainable mode of transportation that offers improved connectivity and accessibility, enhanced emergency response, and faster or more efficient travel, AAM also presents challenges as regulatory and policy frameworks seek to keep pace with technological development.

This WSDOT study is developing a statewide plan to integrate AAM into the State's multimodal transportation system. The plan includes developing near-, medium-, and long-term recommendations for land use planning for AAM and urban air mobility (UAM). It proposes state governance structures, policies and regulatory mechanisms to adequately complement FAA oversight and funding mechanisms at the state level and provides recommendations on advanced air mobility aircraft integration into statewide transportation plans in consultation with local jurisdictions, planning organizations, and other modal managers.

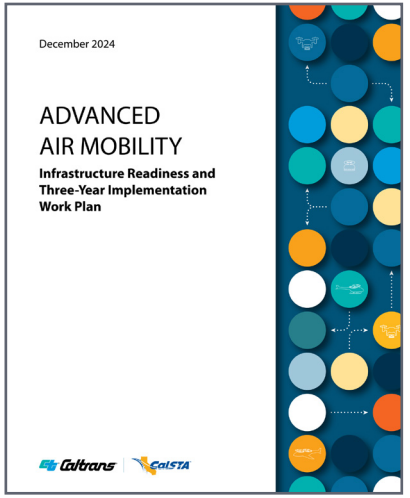
MEMBERS INVOLVED

- Maranda Thompson, *Principal-In-Charge*
- Lisa Harmon, *Project Manager*
- Kevin Nuechterlein, *Deputy Project Manager*
- Kevin Smith, *QA/QC*

Firm name	Mead & Hunt	Discipline(s)*	Planning, Environmental, Data Collection	
Project name	**Caltrans Advanced Air Mobility (AAM) Infrastructure Readiness Study and Workplan**		Firm responsibility (prime or sub?)	Prime
Project number	65A1004	Owner's name	California Department of Transportation	
Project location	Sacramento, California	Owner's Project Manager	Nathan Loebs	
Owner's address, phone, email		1727 30th Street, MS 65, Sacramento, California 95816, Phone: 279-234-2411, Email: nathan.loebs@dot.ca.gov		
Services commenced by this firm (mm/yy)		06/23	Total consultant contract cost ($1,000's)	$200
Services completed by this firm (mm/yy)		12/24	Cost of consultant services provided by this firm ($1,000's)	$95.6

The Caltrans Division of Aeronautics understands that AAM is a new mode of transportation that will be integrated into California's safe, accessible, and low-carbon multi-modal transportation system. To further that vision, Caltrans selected Mead & Hunt to document current state assets that might be available to support the foundation of an aerial corridor system, as well as future assets being developed by other states, federal agencies, and industry partners.

The project will culminate in the formulation of a three-year UAM/AAM Work Plan that will enable the State to coordinate, collaborate, and, where necessary, establish rules for AAM implementation that will benefit the residents of California. Mead & Hunt is leading a multi-firm, multidisciplinary team to conduct the necessary studies and develop the proposed plan. The proposed plan will identify/formulate conceptual strategies for addressing AAM modal integration, considering the use of existing transportation corridors for specific use case scenarios, developing work plans for public agencies, and facilitating community stakeholder engagement activities.



MEMBERS INVOLVED

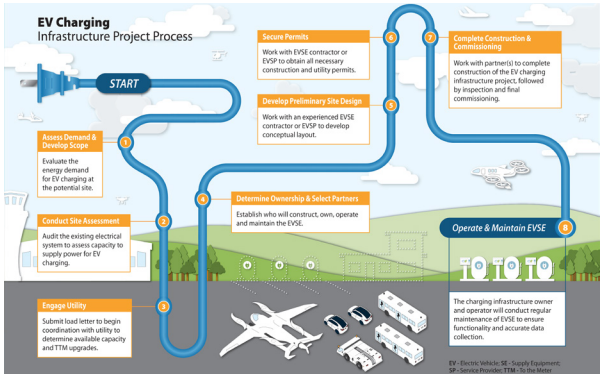
- Lisa Harmon, *Project Manager*
- Maranda Thompson, *Deputy Project Manager*
- Kevin Nuechterlein, *Planner*
- Kevin Smith, *QA/QC*

Firm name	Mead & Hunt	Discipline(s)*	Planning	
Project name	**ACRP Project 03-71, Guidance for Planning for Future Electric Vehicle Growth at Airports**		Firm responsibility (prime or sub?)	Sub
Project number	ACRP A03-71	Owner's name	Transportation Research Board ACRP	
Project location	Washington, D.C.	Owner's Project Manager	Marci Greenberger	
Owner's address, phone, email		500 Fifth Street, NW Room 429, Washington, DC 20001, Phone: 202-334-2000, Email: mgreenberger@nas.edu		
Services commenced by this firm (mm/yy)		05/23	Total consultant contract cost ($1,000's)	$600
Services completed by this firm (mm/yy)		08/25	Cost of consultant services provided by this firm ($1,000's)	$155.5

Mead & Hunt is part of a national research team developing comprehensive guidance to support the planning of future electric vehicle (EV) growth at airports. Currently, airport planners have limited resources to effectively prepare for the anticipated expansion of electric vehicles, electric ground support equipment, and electric aircraft. As airports navigate the transition toward greater electrification of both airside and landside operations, they face a complex array of variables and require practical tools to guide their planning efforts.

In **Phase I**, the research team developed a primer to educate airport staff and industry practitioners on the technologies and processes related to EV charging infrastructure. Mead & Hunt led the effort to define the process for siting charging infrastructure across airport campuses, including the creation of a roadmap to guide the strategic installation of electric charging systems.

In **Phase II**, Mead & Hunt is developing a step-by-step guide for conducting an Electrification Master Plan (EMP). This guide will provide a comprehensive overview of the EMP process, which includes strategic planning, technical analysis, stakeholder engagement, and policy alignment. A central goal of the EMP is to empower airport sponsors to either develop a standalone EMP or integrate it into a broader airport master planning effort—maximizing efficiency and cost-effectiveness.



MEMBERS INVOLVED

- Kate Andrus, *Principal-In-Charge*
- Maranda Thompson, *Project Manager*
- Lisa Harmon, *Technical Editor*
- Kevin Nuechterlein, *Planner*
- Kevin Smith, *QA/QC*

Firm name	Mead & Hunt	Discipline(s)*	Planning, Data Collection	
Project name	**ACRP Report 261, Advanced Air Mobility (AAM) and Successful Stakeholder Engagement**		Firm responsibility (prime or sub?)	Prime
Project number	ACRP A11-02 (043)	Owner's name	Transportation Research Board ACRP	
Project location	Washington, D.C.	Owner's Project Manager	Theresia Schatz	
Owner's address, phone, email		500 Fifth Street, NW Room 429, Washington, DC 20001, Phone: 202-334-200, Email: TSchatz@nas.edu		
Services commenced by this firm (mm/yy)		04/22	Total consultant contract cost ($1,000's)	$100
Services completed by this firm (mm/yy)		01/24	Cost of consultant services provided by this firm ($1,000's)	$55

Mead & Hunt, in collaboration with the Community Air Mobility Initiative (CAMI), has led a national research initiative to support communities in preparing for the integration of Advanced Air Mobility (AAM). This project focuses on equipping local governments, airports, public agencies, and industry stakeholders with the tools and knowledge needed to engage the public and plan for AAM operations.

The centerpiece of this initiative is a comprehensive AAM Primer – a foundational guide that outlines key concepts and potential use cases for AAM in communities, the roles of various stakeholders in AAM planning and implementation, and scalable and adaptable tools for stakeholder and public engagement. To support local and regional collaboration, the project includes a Community Engagement Toolkit designed to facilitate coordination among government entities and stakeholders, provide ready-to-use materials for public outreach and education, and support inclusive decision-making during infrastructure development and AAM deployment. A highlight of the toolkit is the "Meeting-in-a-Box"—a customizable outreach package that enables community leaders and agency representatives to host effective public engagement sessions.

The project included extensive outreach to industry representatives across the U.S., along with targeted case studies to identify challenges and opportunities in AAM integration. Insights from this research inform the development of outreach strategies and educational materials that address common community questions and concerns.

This initiative underscores Mead & Hunt's leadership in advancing industry research and supporting community-based planning for the future of air mobility. The tools and resources developed through this project will empower communities to proactively shape their AAM ecosystems through informed, inclusive, and collaborative planning.

MEMBERS INVOLVED

- Maranda Thompson, *Project Manager*
- Lisa Harmon, *Deputy Project Manager*
- Kevin Smith, *QA/QC*

Firm name	Arcadis, U.S., Inc.	Discipline(s)*	Planning	
Project name	**SANDAG Advanced Air Mobility**		Firm responsibility (prime or sub?)	Prime
Project number	30255770	Owner's name	San Diego Association of Governments	
Project location	Galliano, Louisiana	Owner's Project Manager	Katelyn McCauley	
Owner's address, phone, email		1101 Union Street, Suite 400, San Diego, CA 92101, Phone: 619-699-1900, Email: katelyn.mccauley@sandag.org		
Services commenced by this firm (mm/yy)		07/23	Total consultant contract cost ($1,000's)	$350
Services completed by this firm (mm/yy)		03/25	Cost of consultant services provided by this firm ($1,000's)	$60

Arcadis developed a regional implementation strategy to prepare for advanced air mobility (AAM) in the San Diego region disposal. assumptions to create a 10-year activity forecast that was necessary to develop noise contours for the upcoming Environmental Assessment (EA).

The project consists of a two-phased approach to transform mobility and integrate AAM services as regulations evolve in a rapidly progressing sector. Arcadis is leading a team of experts across aviation, mobility, stakeholder engagement, and environmental advisory to conduct a comprehensive assessment of evolving research, policies, market analyses, and outreach strategies.

The team is also leveraging Arcadis' Smart Atlas GIS Platform to capture data from multiple sources onto a digital platform and inform the AAM strategy with data-led decision making towards a connected, equitable, and safe AAM ecosystem. Arcadis held five stakeholder workshops and prepared multiple policy and research memos outlining evolving policy standards, AAM industry technology and development, and outreach strategies.

The team is delivering a final report that SANDAG will use to inform AAM policy development for the region in the coming years.

MEMBERS INVOLVED

- **Cristina Martinez,** *Project Manager*
- Iain Coutts, *Industry Assessment Lead*
- Theo Payani, *Aviation Subject Matter Expert*
- Simon Swan, *Technical Advisor*

Firm name	Arcadis, U.S., Inc.	Discipline(s)*	Planning, Road, Environmental	
Project name	**Kirkwall Airport Advanced Air Mobility - Sustainable Aviation Test Facility Design**		Firm responsibility (prime or sub?)	Prime
Project number	10055999	Owner's name	Theo Panayi	
Project location	Kirkwall Airport, Scotland	Owner's Project Manager	Lynda Johnston	
Owner's address, phone, email		Highlands & Islands Airports Ltd., Phone: 44 7780 223087, Email: ljohnston@hial.co.uk		
Services commenced by this firm (mm/yy)		02/21	Total consultant contract cost ($1,000's)	$3,000
Services completed by this firm (mm/yy)		Ongoing	Cost of consultant services provided by this firm ($1,000's)	$200

Arcadis undertook the multi-disciplinary design for enabling infrastructure to the Advanced Air Mobility Sustainable Aviation Test Facility based at Kirkwall Airport. The facility includes new taxilane and apron areas, an aircraft hangar, offices and associated sustainable energy infrastructure. Together with a consortium of industry partners the client achieved Innovate UK funding to deliver an innovative programme as part of the UK's Future of Flight challenge. The overall programme will explore how to implement low-carbon fuels and associated airport infrastructure, with aircraft flying between Kirkwall and Wick airports.

Arcadis was the sole design consultant, managing all site surveys, acting as Principal Designer and providing full multidisciplinary design and cost consultancy services for the Kirkwall site. We worked closely with stakeholders and the supply chain to develop and deliver on the requirements for this industry leading development.

Integrating cost, design and risk assessments, Arcadis is managing cost and benefit to the Client at every opportunity. Defining the brief at an early stage with the client, Arcadis has incorporated future expansion plans to safeguard growth opportunities including hydrogen plant, aircraft stands and an expanded hangar arrangement. In parallel to SATE, Arcadis is working with Kirkwall Airport management to develop a masterplan that will support its wider, phased redevelopment. Working with our client on this project means that Arcadis not only has a comprehensive understanding of the essential services HIAL provides for local communities, but we also strongly support HIAL's ambition to align with the Scottish Government's net zero emissions targets and make all 11 of its airports carbon-neutral by 2040.

MEMBERS INVOLVED

- Matthew Grubb, *Aviation Consultant*
- Iain Coutts, *Airport Master Planning Lead*
- Theo Payani, *Aviation Subject Matter Expert*

Firm name	Arcadis, U.S., Inc.	Discipline(s)*	ITS, Planning, Data Collection	
Project name	**ITS System Design & Integration IDIQ - CAV Technology Team Support Task Orders (TOs)**		Firm responsibility (prime or sub?)	Prime
Project number	4400008172 / H.012845.1	Owner's name	Louisiana Department of Transportation and Development (LADOTD)	
Project location	Statewide, Louisiana	Owner's Project Manager	Rosalinda Deville / Stephen Glascock	
Owner's address, phone, email		1212 East Hwy Dr, Baton Rouge, LA 70802, Phone: 225-379-2523, Email: Rosalinda.DeVille@la.gov		
Services commenced by this firm (mm/yy)		05/17	Total consultant contract cost ($1,000's)	$600
Services completed by this firm (mm/yy)		06/21	Cost of consultant services provided by this firm ($1,000's)	$350

Arcadis provided technical support services to LADOTD's multidisciplinary CAV Technology Team (30 members across 25 sections) to stay informed of the leading edge CAV technology developments. Key objectives of these TOs: 1) Develop and maintain a working knowledge of advancements in CAV technology, 2) Monitor and share industry activity with DOTD CAV Technology Team members, 3) Determine state and local transportation agency roles in supporting CAV technology, 4) Formulate DOTD policy, 5) Advise local governments of what we believe their roles and responsibilities are, and 6) Identify suitable CAV applications for use within DOTD. **Key Task Orders:**

- **Statewide CAV Strategic Plan for LADOTD** – Development of a framework for planning, design, and implementation of CAV technologies formalized as Louisiana's first Statewide CAV Strategic Plan. Developed CAV Action Plan that includes timeline for CAV application deployments in next 5 years
- **Autonomous Commercial Motor Vehicles (ACMV) Policy** – Proposed policy document outlines requirements and operating constraints for safe operations of ACMVs in the state. The policy covers individual ACMVs as well as ACMVs in platooning. Scope also included developing necessary permits to implement the ACMV policy
- **CAV Technology Team Support:** Facilitated a total of 8 workshops and 8 web meetings spanning over a period of 3.5 years that covered topics including key CAV impacts & considerations, policy and planning, digital infrastructure and data, freight. Each workshop was designed to develop a specific competency for LADOTD and through interactive exercises and brainstorming sessions, aimed to better understand and potentially provide CAV technology solutions to address its needs
- **Monthly Newsletter** – Even though not part of a TO scope, Arcadis started and continues to distribute a monthly newsletter (7+ years & 80+ newsletters) that aims to track the CAV industry by capturing relevant news and current events. The newsletter includes hand-picked and well-curated topics covering latest CAV developments at the federal, state and regional, international, research, and industry level

MEMBERS INVOLVED

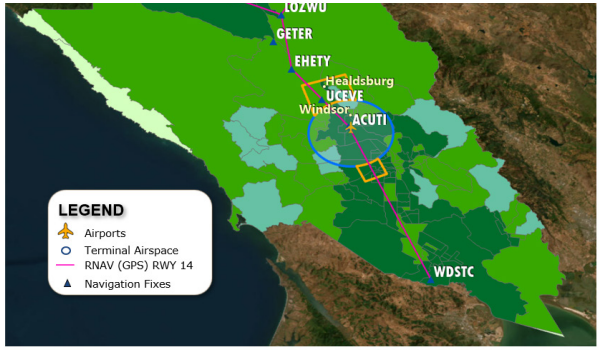
- Akhil Chauhan, Principal-In-Charge

Firm name	Cignus Consulting, LLC	Discipline(s)*	Planning	
Project name	**Sonoma County Airspace Procedure Assessment & Design**		Firm responsibility (prime or sub?)	Prime
Project number	CIG-STS-2022	Owner's name	Charles M. Schulz – Sonoma County Airport	
Project location	Sonoma County, California	Owner's Project Manager	Jon Stout, AAE, CAE	
Owner's address, phone, email		2290 Airport Blvd., Santa Rosa, CA 95403, Phone: 707- 565-7243 E-mail: jon.stout@sonoma-county.org		
Services commenced by this firm (mm/yy)		06/22	Total consultant contract cost ($1,000's)	$275
Services completed by this firm (mm/yy)		Ongoing	Cost of consultant services provided by this firm ($1,000's)	$275

Cignus is currently providing ATC procedure development, analysis, and community outreach support to Charles M. Schulz Sonoma County airport (STS). As a small airport in northern California's wine country, STS is predominantly a General Aviation airport with some airline scheduled service and other operations. Significant noise concerns exist along with terrain that has forced STS to implement non-standard approach and departure procedures, which Cignus is currently re-assessing and updating.

Specifically, Cignus is providing the following services to Sonoma County:

- PBN (RNAV/RNP) procedure assessment and design for all STS runways
- Assessment of Continuous Descent approach procedure feasibility and benefits
- ATC radar track, dispersion, and altitude profile analysis
- Noise and population impact analysis
- Obstruction database evaluation and update as needed
- Analysis of ILS upgrade capabilities and feasibility
- Northern California airspace procedure integration analysis
- Stakeholder and community outreach planning and execution including workshops and meeting



Sonoma County Total 2020 Population by Census Track

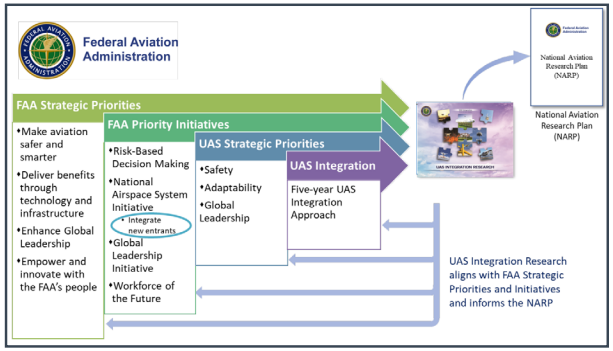
MEMBERS INVOLVED

- Vinnie Khera, *Project Manager & Lead Analyst*
- Michael Yablonski, *Airspace Analyst & Visualization*

Firm name	Cignus Consulting, LLC	Discipline(s)*	Planning	
Project name	**UAS Integration into the NAS, FAA**		Firm responsibility (prime or sub?)	Sub
Project number	Delivery Order No. 693KA9-21-F-00047 Contract No. DTFAWA10A-0008	Owner's name	FAA/Crown Consulting, Inc	
Project location	Washington, D.C.	Owner's Project Manager	Christopher Blum	
Owner's address, phone, email		1400 Key Blvd, Suite 1100, Arlington, VA 22209, Phone: 913-940-3850, E-mail: cblum@crownci.com		
Services commenced by this firm (mm/yy)		06/21	Total consultant contract cost ($1,000's)	$7,500
Services completed by this firm (mm/yy)		Ongoing	Cost of consultant services provided by this firm ($1,000's)	$2,800

Cignus is providing operational and analytical services to FAA AJV in support of the ongoing integration of UAS/AAM into the NAS. Our team provides operational ATC SME support in the areas of operations research, FAA guidance documentation, FAA policy/rule-making, FOIA and documentation management. We develop and support UAS/AAM operational concepts evaluation, missions, and platforms as well as the integration into NAS airspace and systems. We also support various FAA working groups, conduct impact assessments and develop documentation for FAA leadership. A significant part of the support is focused on developing policy that drives nationwide UAM/AAM plans and requirements for safe and successful performance.

- Providing Subject Matter Expertise (SME) in ATC operations and assisting in operational research related to the integration of Unmanned Systems into the National Airspace System (NAS)
- Evolution of UAS policy and procedures for integration of UAS into the NAS
- Safety Risk Management (SRM) policy and compliance
- Facilitation and coordination of information regarding the integration of UAS into the NAS
- UAS, UAM, and AAM technical, analytical, and business planning
- Advising on FAA guidance, policy, and documentation relevant to Unmanned Systems integration.
- Managing Freedom of Information Act (FOIA) requests and related documentation. Ensuring compliance with documentation requirements and regulations
- Evaluating operational concepts related to UAS and providing insights into the feasibility and effectiveness of proposed UAS operations



MEMBERS INVOLVED

- **Paul Lunsford,** *ATC Subject Matter Expert*

Firm name	Cignus Consulting, LLC	Discipline(s)*	Planning	
Project name	**Virginia Aviation System Plan Update**		Firm responsibility (prime or sub?)	Sub
Project number	841-20-010	Owner's name	Mead & Hunt (Prime for Virginia Department of Aviation)	
Project location	Richmond, Virginia	Owner's Project Manager	Stephanie Ward	
Owner's address, phone, email		2605 Port Lansing Rd., Lansing, MI 48906, Phone: 517-908-3121 E-mail: stephanie.ward@meadhunt.com		
Services commenced by this firm (mm/yy)		03/21	Total consultant contract cost ($1,000's)	$1,200
Services completed by this firm (mm/yy)		04/24	Cost of consultant services provided by this firm ($1,000's)	$160

Cignus supported the most recent Virginia Air Transportation System Plan Update for the Department of Aviation of Virginia (DOAV). This plan is updated by DOAV every five years and includes various infrastructure, economic, and operational assessments that may impact airport system funding and resource availability across the Virginia airport system. As part of this support, our team is:

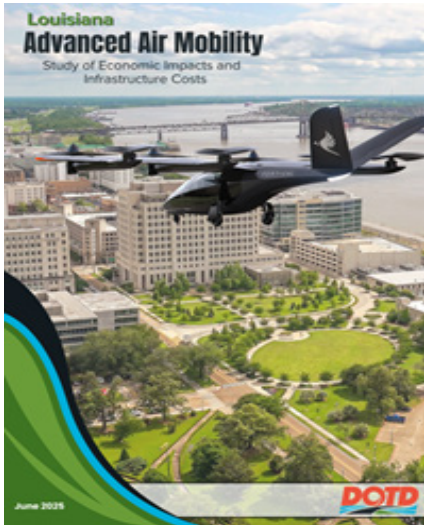
- Leading the airport and aviation system inventory data collection and analysis task which includes collecting, merging, and analysis airport information from various FAA, DOAV, individual airport, and public data sources
- Managing the development, execution, and analysis of an online survey focused on obtaining detailed airport infrastructure, Navaid, economic impact, emerging technology implementation, UAS/AAM preparedness, and other information across Virginia airports
- Providing ATC and ATM subject matter expertise regarding the integration of airport operations and planning with FAA automation systems and information sharing platforms such as SWIM
- In charge of GIS analysis and visualization tasks that include population drive time, AAM metropolitan area access, and impact area coverage analyses as well as other visualizations of airport status and characteristics
- Leading an assessment of emerging technology and NextGen impacts on the Virginia airport and airspace system including a broader adoption of NextGen concepts such as Virtual Towers
- Leading an operational and economic impact analysis of UAM/AAM and other emerging concepts and operations on the Virginia aviation system

MEMBERS INVOLVED

- Stephanie Ward, *Project Manager*
- Eric Laing, *Deputy Project Manager*
- Tommy O'Dette, *Data Collection*
- Florian Hafner, *Task Lead & Airspace System SME*

Firm name	Infrastructure Consulting & Engineering, LLC	Discipline(s)*	Planning	
Project name	**IDIQ TO4 – Statewide Aviation Program Update - AAM**		Firm responsibility (prime or sub?)	Prime
Project number	H016018 – TO#4	Owner's name	LADOTD - Aviation	
Project location	Baton Rouge, Louisiana	Owner's Project Manager	Heather Henson / Brad Brandt	
Owner's address, phone, email		1201 Capitol Access Road, Baton Rouge, LA 70802, Phone: 225-379-3041, Email: heather.huval@la.gov		
Services commenced by this firm (mm/yy)		08/24	Total consultant contract cost ($1,000's)	$1,036
Services completed by this firm (mm/yy)		06/25	Cost of consultant services provided by this firm ($1,000's)	$421

The Louisiana Department of Transportation and Development (LaDOTD) contracted with ICE as part of a multi-year Indefinite Delivery and Indefinite Quantity (IDIQ) project to conduct a statewide AAM study. The purpose of the study was multifaceted and included the development of a detailed report which covered the following tasks: providing an overview of the AAM and eVTOL industry, determining the infrastructure improvements needed to support the AAM industry in Louisiana, identify the investment costs associated with the recommended improvements, and to identify the future economic impacts associated with AAM and eVTOL in the State of Louisiana. ICE reviewed the various applications that eVTOL and AAM aircraft could serve throughout the state but focused primarily on two industries – air taxi and the petroleum industry. Socioeconomic, FAA, and oil industry data were all reviewed collectively to identify the potential market implications and infrastructure requirements that would be associated with each type of activity. ICE utilized Engineering Brief No. 105A – Vertiport Design and AC 150/5390-2D, Heliport Design to establish the infrastructure costs for electric aircraft.



MEMBERS INVOLVED

- Richard Osborn, *Project Manager*
- Alex Vacha, *Senior Planner*

Firm name	Infrastructure Consulting & Engineering, LLC	Discipline(s)*	Planning	
Project name	**Leesville Airport (L39) Runway Extension Planning Services**		Firm responsibility (prime or sub?)	Prime
Project number	23-081	Owner's name	Greater Lafourche Port Commission	
Project location	Leesville, Louisiana	Owner's Project Manager	Paul Jackson	
Owner's address, phone, email		424 Airport Road, Leesville, LA 71446 Phone: 337-238-5968, Email: airport@leesvillela.gov		
Services commenced by this firm (mm/yy)		04/23	Total consultant contract cost ($1,000's)	$350
Services completed by this firm (mm/yy)		11/23	Cost of consultant services provided by this firm ($1,000's)	$350

The Leesville Airport (L39) was awarded a grant from the Defense Community Infrastructure Program (DCIP) to extend Runway 18/36 to the north by 1,800 feet. The extension to Runway 18 will increase its overall length from 3,807 feet to 5,607 feet, and is primarily being extended to accommodate military transport aircraft such as the C-21 (Learjet 35) and the C-12 (Super King Air 200). ICE was the prime consultant tasked to perform various planning services as part of the runway extension effort. Various runway extension alternatives were evaluated including: FAR Part 77 impacts, Runway Protection Zone (RPZ) compatibility, and compliance with Runway Safety Area (RSA) requirements. The resulting analyses were presented to the sponsor and the military in order to establish the ultimate runway extension requirements for L39. In accordance with FAA criteria, airports without a full-length parallel taxiway are required to have a clear line of sight 5' above any part of the runway. This analysis revealed that the proposed extension would need to be elevated to account for undulations that would negatively impact the FAA's line of sight standards. In addition, ICE acquired and collectively reviewed historical aviation activity and based aircraft. The historical data was combined with certain growth assumptions to create a 10-year activity forecast that was necessary to develop noise contours for the upcoming Environmental Assessment (EA).

MEMBERS INVOLVED

- Richard Osborn, *Project Manager*
- Alex Vacha, *Senior Planner*

Firm name	Infrastructure Consulting & Engineering, LLC	Discipline(s)*	Planning	
Project name	**GAO Obstruction Clearing Project**		Firm responsibility (prime or sub?)	Prime
Project number	20-17.01	Owner's name	Greater Lafourche Port Commission	
Project location	Galliano, Louisiana	Owner's Project Manager	Gwayne Gautreaux	
Owner's address, phone, email		16829 East Main St., Galliano, Louisiana 70345, Phone: 985-632-6701 Email: gwayneg@portfourchon.com		
Services commenced by this firm (mm/yy)		04/20	Total consultant contract cost ($1,000's)	$425
Services completed by this firm (mm/yy)		06/21	Cost of consultant services provided by this firm ($1,000's)	$425

This project included a detailed evaluation of the FAR Part 77 approach surfaces and subsequent identification of vegetation that needed to be removed to protect the approach to the Runway. ICE provided design, bidding, and construction administration services for the removal of trees within the airport's approach to Runway 18. ICE worked with team members to collect LiDAR survey data, perform tree obstruction staking and marking, and also performed pre- and post-tree removal surveys. This effort included the clearing and grubbing of all trees and shrubs within the defined areas, except for species identified having monetary value, which were retained and stockpiled for the Airport's disposal. assumptions to create a 10-year activity forecast that was necessary to develop noise contours for the upcoming Environmental Assessment (EA).

MEMBERS INVOLVED

- Richard Osborn, *Project Manager*
- Alex Vacha, *Senior Planner*

Firm name	Radial Vector Consulting, LLC	Discipline(s)*	Other: AAM SME and Research Support	
Project name	**Info-Centric NAS and Diverse Operations Ecosystem**		Firm responsibility (prime or sub?)	Sub
Project number	N/A	Owner's name	P17 Solutions, LLC	
Project location	Washington, D.C.	Owner's Project Manager	Christopher Schmidt	
Owner's address, phone, email		Email: cschmidt@p17solutions.com		
Services commenced by this firm (mm/yy)		05/23	Total consultant contract cost ($1,000's)	$200
Services completed by this firm (mm/yy)		Ongoing	Cost of consultant services provided by this firm ($1,000's)	N/A

As a subconsultant to P17 Solutions, LLC, Chris Fernando, now a co-owner of Radial Vector Consulting, is providing services as senior advisor and technical contributor, in support of the Info-centric National Airspace System (NAS) and Diverse Operations Ecosystem. The AAM portfolio of projects focuses on autonomy, IFR procedures, and regulatory readiness. His support includes the following key activities.

- Autonomy Framework Development: Foundational framework to guide the integration of fully autonomous AAM operations in the NAS. This effort included identifying enabling technologies, operational assumptions, and alignment pathways with current and future FAA infrastructure and policy
- Autonomy Working Group Initiation: Development of the charter, scope, research agenda, and key deliverables required to stand up the FAA Autonomy Working Group—an interagency and industry-engaged forum established to coordinate autonomy-related AAM research and regulatory efforts
- CFR Gap Analysis for Autonomy: A comprehensive review and gap analysis of the Code of Federal Regulations (CFR) to assess amendments or new rule-making necessary to accommodate autonomous AAM operations, with particular emphasis on Parts 91, 135, and emerging special class aircraft provisions
- Innovate28 Integration Activities: Participated as a contributing member of the FAA's Innovate28 (I28) initiative to shape and advance early-stage integration of AAM:
  - Supporting the development of a Concept Validation Plan (CVP) to evaluate operational readiness, safety performance, and airspace integration of piloted and autonomous AAM vehicles at key demonstration sites; additonally leading the design of an Income Fund Reimburasable (IFR) Research Plan for near-term AAM operations based on the FAA's AAM ConOps 2.0, I28 Implementation Plan, and the UAM Demonstration Project.

MEMBERS INVOLVED

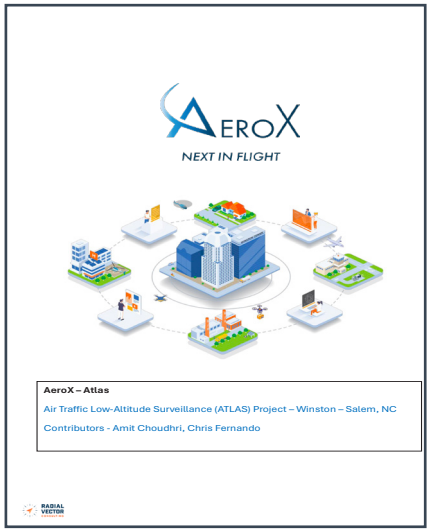
- Chris Fernando, *Senior Advisor*

Firm name	Radial Vector Consulting, LLC	Discipline(s)*	Other: Consulting	
Project name	**Air Traffic Low Altitude Surveillance (ATLAS)**		Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	AeroX	
Project location	Winston-Salem, North Carolina	Owner's Project Manager	Basil Yap	
Owner's address, phone, email		1 West 4th Street, Suite 740, Winston-Salem, NC 27101, Phone: 919-619-7782 Email: byap@ncaerox.com		
Services commenced by this firm (mm/yy)		03/24	Total consultant contract cost ($1,000's)	$72
Services completed by this firm (mm/yy)		Ongoing	Cost of consultant services provided by this firm ($1,000's)	$55

AeroX's Project ATLAS is a Ground-Based Surveillance System (GBSS) in Winston-Salem, North Carolina, critical for advancing the UAS/AAM markets. It provides essential low-altitude surveillance, including detection of non-cooperative aircraft. This is vital for safe, efficient Beyond Visual Line of Sight (BVLOS) operations, enabling scalable, economically viable flights and meeting regulatory needs. ATLAS offers comprehensive airspace awareness via integrated ADS-B (cooperative) and radar (non-cooperative) detection. Funded by a $5M NCGA grant, it aims to be a replicable model leveraging the foundational work of NASA.

Leveraging pre-existing subject matter expertise, the Radial Vector Consulting team has contributed to key areas such as surveillance technology assessments, system engineering and integration, system interoperability, data management architecture, and the selection of technology vendors and integrators.

As part of our ongoing engagement, Radial Vector Consulting is advising AeroX on safety risk management, operational testing and evaluation methods, service pricing strategies, and technical project and program management.



MEMBERS INVOLVED

- Chris Fernando, *AAM/UAS Subject Matter Expert*
- Amit Choudhri, *AAM/UAS Subject Matter Expert*

Firm name	Radial Vector Consulting, LLC	Discipline(s)*	Other: Faculty and Research Support	
Project name	**AAM Course Development and Teaching, and NASA ULI Support**		Firm responsibility (prime or sub?)	Sub
Project number	N/A	Owner's name	Florida Tech and Kent State	
Project location	Melbourne, Florida and Kent, Ohio	Owner's Project Manager	Dr. Meredith Carroll & Dr. Ruben Del Rosario	
Owner's address, phone, email		mcarroll@fit.edu and rdelros1@kent.edu		
Services commenced by this firm (mm/yy)		05/23	Total consultant contract cost ($1,000's)	$200
Services completed by this firm (mm/yy)		Ongoing	Cost of consultant services provided by this firm ($1,000's)	N/A

This multi-institutional initiative supports the development and delivery of graduate-level academic curriculum and applied research in AAM, with a particular focus on the UAM ecosystem and infrastructure planning. At Florida Institute of Technology (Florida Tech), the project involves the design and instruction of two graduate-level courses: "Urban Air Mobility Ecosystem" and "Infrastructure and Planning for Advanced Air Mobility." These courses equip students with foundational and advanced knowledge in airspace integration, urban infrastructure requirements, regulatory frameworks, and operational scenarios for AAM.

In addition to curriculum development, the initiative supports strategic planning for the development of an AAM ecosystem at Kent State University. This effort includes technical advising, stakeholder alignment, and academic programming to prepare the university for a leadership role in regional AAM innovation and education.

The project also includes a key industry-academic liaison function through Florida Tech's ATLAS Lab. In this role, Chris Fernando will support the applied research, industry engagement, and curriculum relevance, with a specialized emphasis on human factors and autonomy challenges associated with AAM integration into the NAS.

Beginning in August 2025, Chris Fernando will provide research support for NASA's University Leadership Initiative (ULI) project titled *Trusted Autonomy for Advanced Air Mobility*. This nationally significant initiative focuses on enabling safe and certifiable autonomous AAM operations through interdisciplinary research in trusted human-autonomy teaming, data-driven decision systems, and validation frameworks. His role includes contributing to research design, stakeholder outreach and engagement, and integrating research findings into graduate-level instruction and workforce readiness initiatives.

MEMBERS INVOLVED

- Chris Fernando, *Adjunct Faculty and Liaison*

SECTION 18: APPROACH & METHODOLOGY

AVANCE

LOUISIANA AAM STRATEGIC PLAN

Advancing Vertically - AAM Networks for Connectivity and Economic Growth

PROJECT BRANDING CONCEPT

Mead & Hunt's branding concept draws from Louisiana's French heritage while projecting a bold vision for AAM innovation and economic growth — positioning the state as a future leader in advanced air mobility.

18. APPROACH AND METHODOLOGY

AVANCE – ADVANCING LOUISIANA IN AAM

Mead & Hunt's subject matter experts (SMEs) are uniquely equipped to help LaDOTD establish Louisiana as a national leader in Advanced Air Mobility (AAM). Our team will harness Louisiana's unique geographic advantages, dynamic industrial base, strong academic institutions, and established aviation infrastructure to catalyze innovation, stimulate economic development, and strengthen multimodal transportation connectivity across the region. through the strategic integration of AAM. Our analysis will illustrate how Louisiana's distinctive geography, strategic location, and demographic distribution are particularly advantageous for the products and services under development by the AAM industry. **The Louisiana AAM Strategic Plan (Plan) will build on the state's existing assets, identify key opportunities and challenges, and provide actionable policy recommendations and an implementation roadmap**.

APPROACH & METHODOLOGY

Mead & Hunt's approach begins with a comprehensive technical review of Louisiana's aviation infrastructure, examining current capabilities, capacity limitations, and technology gaps. We will conduct assessments of key airports, heliports, and air traffic management facilities, evaluating their readiness for AAM integration. In parallel, we will review LADOTD's existing transportation plans to identify current needs associated with the State's multimodal system and potential opportunities for multimodal integration. Our evaluation of existing transportation infrastructure will begin with the development of a comprehensive **GIS database** encompassing existing transportation facilities, communication systems, navigation aids, surveillance assets, electrical and ground support infrastructure as well as the state's geography, existing land uses, and the influence of the state's coastal environment, such as weather-related consideration and seasonal wildlife patterns. Additionally, we will assess key AAM use cases to analyze current traffic patterns, demand trends, and capacity constraints – identifying integration opportunities that preserve the integrity of existing operations. This foundational data will be used to develop a dynamic, interactive **GIS dashboard** that visually synthesizes multimodal transportation infrastructure, land use considerations, economic indicators, and eVTOL-specific parameters to inform LADOTD's strategic AAM planning and decision-making.

A key objective of this study will be to strategically leverage existing infrastructure within the state of Louisiana to prioritize assets and investments to maximize efficiency and cost savings.

INFRASTRUCTURE ASSESSMENT

Airport Infrastructure

In the initial phases of AAM and eVTOL deployment, **leveraging existing airports** and heliports will offer the most cost-effective infrastructure solution. Mead & Hunt will conduct a comprehensive statewide assessment of these facilities, evaluating factors such as location, navigational aids, operational activity, utility access, and electrical power, facility condition, expansion potential, and intermodal connectivity. Each criterion will be weighted based on strategic value and cost efficiency, resulting in a scored ranking of sites. This prioritized list will guide phased system development and inform preliminary cost estimates.

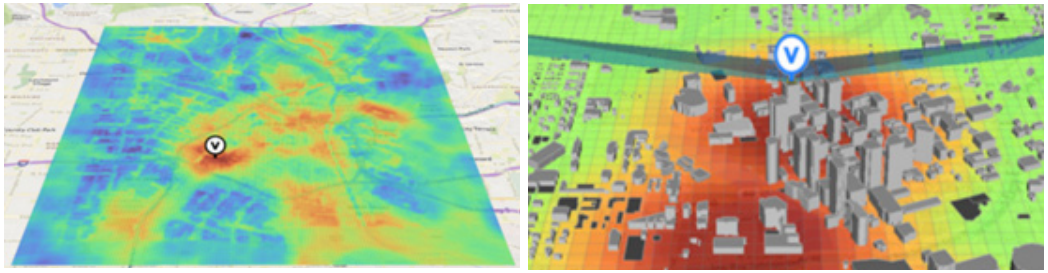
Electrical Infrastructure

AAM operations, particularly those involving electric vertical takeoff and landing (eVTOL) aircraft, will require reliable, high-capacity power sources for charging and maintenance. Integrating AAM with the electrical grid – especially in areas near vertiports – will support efficient and scalable deployment. **Strategic planning around grid capacity, load management, and smart charging systems will be key to ensuring operational reliability and resilience of AAM networks**.

Vertiport Siting

The Mead & Hunt team will use a multi-criteria, GIS-based analysis to identify optimal vertiport locations for key AAM use cases. This process will evaluate factors such as intermodal connectivity, environmental impact, zoning compatibility, operational efficiency, community accessibility, and utility

availability to identify prospective vertiport locations. Suitability will be assessed using weighted criteria to ensure data-driven, **scalable site selection**.



Vertiport Siting & Corridor Analysis, Cignus Consulting

Airspace Modernization

The UAS Traffic Management (UTM) infrastructure planning will focus on establishing a conceptual low-altitude AAM network to support high-density operations and seamless integration of manned and unmanned aircraft. We will define a **framework for system architectures and airspace management concepts** – including airspace classifications, altitude bands, and conflict resolution strategies – that provides for safe separation from traditional aviation and ground obstacles. Minimum infrastructure requirements for landing sites, communications, and operational support will be outlined to **guide investment priorities**. The framework will also address terrain following, obstacle clearance, and coordination with helicopter operations through standardized separation, communication, and conflict resolution protocols.

Air Route/Corridor Development and Modeling

Conceptual air routes will be tailored to specific AAM use cases – such as direct medical evacuation routes, efficient cargo distribution networks, and passenger corridors designed with noise and community impact in mind. GIS platforms and advanced airspace design tools – like TARGETS (Terminal Area Route Generation Evaluation and Traffic Simulation) – will be used to analyze Louisiana's geography, population centers, navigation infrastructure, and airspace constraints to optimize corridor alignments. Fast-time simulation tools like AirTOp can be used to model key AAM operations under varying traffic densities and weather conditions to assess corridor capacity, identify bottlenecks, and evaluate interactions with existing aviation activities (e.g., commercial, general aviation, military, and helicopter operations.) As a coastal state, low-altitude wildlife interactions – most occurring below 3,000 feet – will be a key factor in conceptual route planning and vertiport siting. Using data available from the FAA's Wildlife Hazard Database, BIRDCAST, and other sources, we will also account for the impact of seasonal migration patterns that may influence notional air corridors.

Immersive 4D visualizations like Cesium can be leveraged to create interactive virtual environments for key AAM case studies. These models feature realistic eVTOL animations—air corridors, vertiport locations, navigation aids, and emergency landing sites—providing a comprehensive view of airspace classifications, terrain, and operational scenarios. This technology can be leveraged to enhance communication, understanding and engagement of LADOTD leadership and stakeholders by visualizing complex routing scenarios and evaluating potential community impacts through the corridor planning process.

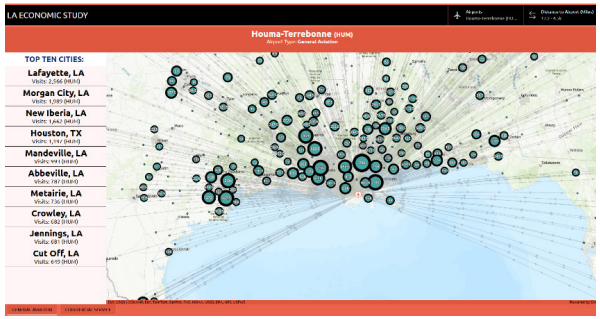
Airspace Corridor Design & 4D Visualization, Cignus Consulting

Operational Framework Definition

An operational framework will be developed to define protocols for key AAM use cases in Louisiana, including emergency medical transport, cargo delivery, passenger mobility, public safety, and offshore oil platform access. A **corridor classification system will be established to support prospective route development** – primary corridors for high-priority routes (e.g., hospitals, airports, offshore platforms), secondary corridors for regional connectivity, and emergency corridors for critical response – with each type assigned specific

operational parameters such as altitude bands, speed limits, communication protocols, and weather minimums.

Building on NASA's Cooperative Operating Practices (COPs), we will define the key components of an **AAM Corridor Usage Contract framework** to help standardize digital agreements governing separation standards, occupancy limits, prioritization rules, and contingency procedures. This framework will support dynamic contract negotiation and higher operational tempo by establishing shared communication protocols, coordinated airspace management, and cooperative agreements with neighboring states, federal agencies, and offshore energy operators to ensure seamless regional AAM integration.



LADOTD 2025 Economic Impact Dashboard, Mead & Hunt

Cyber Security

When evaluating the conceptual air routes for key AAM use cases, our cybersecurity team will identify potential vulnerabilities such as GPS-denied conditions[1], command injection[2], and man-in-the-middle (MitM) attacks[3]. Our cybersecurity experts will identify **measures to enhance software integrity to thwart GPS spoofing and jamming threats**, while establishing secure communication frameworks to guard against MitM exploits. Mead & Hunt's cybersecurity professionals will work with LADOTD leadership to translate complex cybersecurity challenges into actionable strategies to ensure that technical and procedural safeguards are in place to protect critical navigation capabilities, reinforcing the safety and resilience of aviation technology systems to support AAM operations.

Economic Impact Assessment

Mead & Hunt will evaluate the economic impact of AAM in Louisiana, including job creation, industry growth, and effects on existing transportation sectors over 1-, 5-, and 10-year horizons. Building on our insights and knowledge, as authors of the **2025 Louisiana Aviation and Aerospace Economic Impact Study** and the **2025 AAM Infrastructure and Economic Impact Study**, the analysis will commence with a comprehensive state-of-practice review of current developments in AAM. The analysis will begin with a review of current AAM practices, incorporating in-depth interviews with original equipment manufacturers (OEMs), AAM service providers, and operators of innovative pilot projects – such as medical delivery services in Traverse City, Michigan, and ship-to-shore logistics in Sault Ste. Marie, Michigan. The study will examine how these early implementations can inform future AAM applications in Louisiana, with a particular focus on offshore oil rig access. Engagement with oil and gas industry stakeholders, along with AAM developers, will support forecasting of market demand, revenue potential, job creation, payroll impacts, and capital investment requirements across passenger, cargo, and industrial use cases. Additionally, the analysis will assess Louisiana's manufacturing capabilities, workforce readiness, and supply chain infrastructure.

Market Analysis

Given the evolving AAM market, assessing the maturity and readiness of key sectors is essential for successful implementation in Louisiana. Our team brings deep experience with public and private stakeholders, manufacturers, and infrastructure providers across diverse use cases, including passenger transport and logistics. **This task will evaluate market readiness in sectors relevant to Louisiana – such as oil and gas, R&D, freight, and emergency response – and inform use case development, stakeholder engagement, and phased implementation**. Building on recent work in Louisiana and nationally, and applying lessons learned from international efforts, we will tailor the analysis to Louisiana, incorporating updates on FAA regulations and ICAO's expanding role in AAM standardization.

[1]**GPS-denied conditions**: Situations where GPS signals are unavailable, unreliable, or inentionally disrupted.

[2]**Command Injection**: A cyberattack where an attacker inserts malicious commands into a program to be executed by the system

[3]**Man-in-the-Middle (MitM) Attack**: A cyberattack where a third party secretly intercepts and possibly alters the communication between two parties who believe they are directly communicating with each other.

Work Force Development

The Civic Strategies team will establish a comprehensive **workforce development framework designed to position Louisiana's communities to fully benefit from the growth of AAM technologies and industries**. Anchored in our "Future-First" initiative, the strategy combines technical training, mentorship, and career readiness programs to build a resilient talent pipeline. It includes K–12 STEM outreach, aviation mentorship, internships, and support for non-traditional and returning workers. We will collaborate with community organizations, educational institutions, and small and disadvantaged businesses, while exploring national partnerships with groups like COMTO, AMAC, SAME, NSBE, and WTS to expand access and align with industry best practices.

Stakeholder Engagement and Education

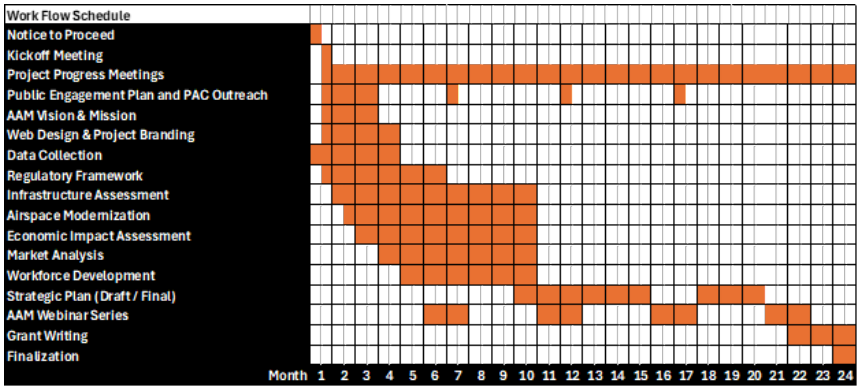
To promote broad-based support and informed decision-making, our outreach strategy is designed to be inclusive, transparent, and community-driven. At the heart of this approach is the establishment of a Louisiana Project Advisory Committee (PAC), a diverse body of stakeholders that will provide ongoing input and strategic guidance throughout the development of the state's AAM Strategic Plan. The PAC will include representatives from state and local government, aviation and aerospace industries, economic development organizations, academic institutions, and community-based organizations. This group will meet regularly to review progress, provide feedback, and help shape policy and investment priorities. We will conduct targeted outreach to key sectors – including transportation, energy, healthcare, emergency services, and logistics – to understand their needs and identify opportunities for AAM integration. A dedicated project website, interactive maps, and online surveys will offer accessible ways for the public to learn about AAM and contribute their perspectives. Special attention will be given to engaging historically underserved communities so that AAM development reflects diverse needs and expands access to jobs, services, and infrastructure. **As AAM is an emerging technology, educating stakeholders is key**. **Mead & Hunt will work with LADOTD to plan and deliver a structured, engaging webinar**—handling everything from content development and promotion to technical support and post-event follow-up.

Strategic Planning & Grant Writing

Our SMEs will develop a high-level implementation strategy to guide statewide AAM deployment in Louisiana, prioritizing critical infrastructure, technology integration, governance, and regulatory recommendations. The strategy will outline phased investments in weather monitoring, battery charging networks, Communication, Navigation, and Surveillance (CNS) and Command-and-Control (C2) systems, and baseline infrastructure standards to support safe, scalable operations. It will also address integration with traditional aviation and the unique demands of low-altitude flight. A governance framework will define roles and responsibilities across state agencies, establish coordination mechanisms with federal partners, and support stakeholder engagement to ensure transparent, accountable decision-making. **In collaboration with LADOTD, we will conduct cost-benefit analyses and align funding sources – such as federal grants, tax incentives, and public-private partnerships – with specific project components. The plan will adhere to FAA guidelines and emerging industry standards, serving as a roadmap for integrating AAM into Louisiana's transportation ecosystem in a safe, efficient, and scalable manner.**

Project Management

We understand that strong project management promotes efficiency, fosters collaboration, and ensures alignment with client goals. Our approach emphasizes frequent, structured, and informal communication. Following Notice-to-Proceed (NTP), we will prepare a communication plan outlining key contacts, bi-monthly check-in calls with LADOTD staff, formal monthly progress reports, and ongoing coordination to address questions in real time**. Our experienced project management team and task leads will guide the technical work, ensuring efforts remain focused** and aligned with LADOTD's economic, transportation, and broader AAM integration goals.

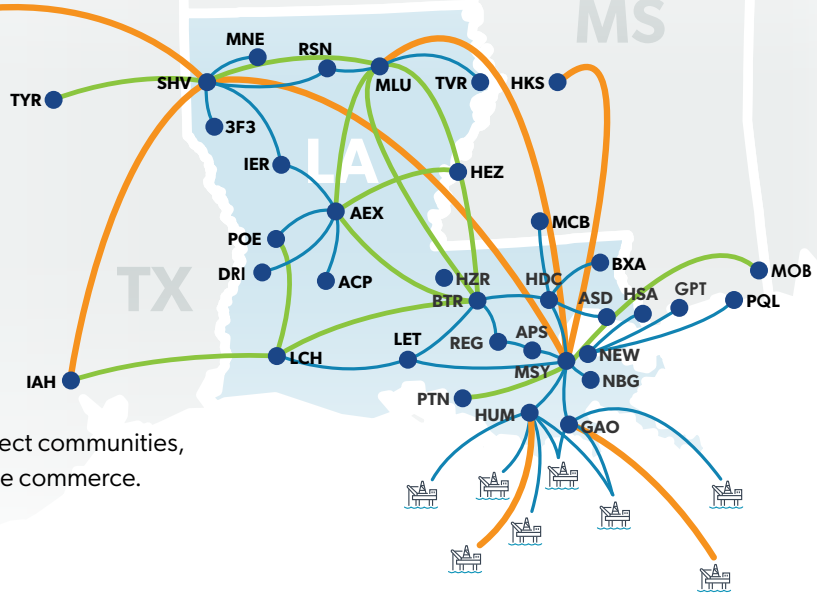


LOUISIANA

Electric Urban & Regional Air Mobility Connectivity

Enroute Flight Time:

- 10-30 Minutes
- 30 to 60 Minutes
- 60 to 90 Minutes
- Offshore Oil & Gas Platform

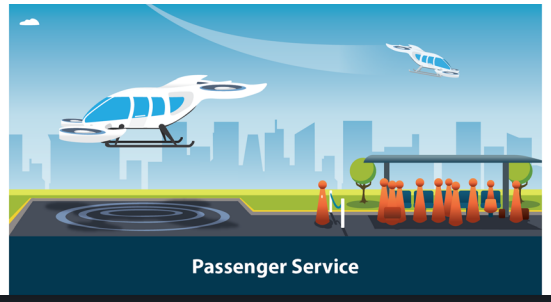


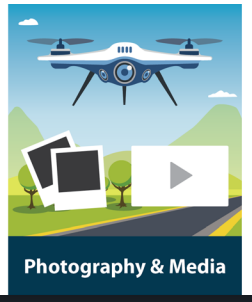
This map illustrates the hypothetical capabilities of current urban and regional air mobility aircraft that are in the design and certification process. This technology has the potential to connect communities, enhance mobility, reduce congestion, and stimulate commerce. The enroute times depicted are examples of what is possible between city pairs

NOTIONAL AIR ROUTES


Package Delivery


Industry Surveillance


Passenger Service


Photography & Media

Law Enforcement

19. WORKLOAD

Firm(s)	Discipline(s)*	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
Mead & Hunt	**Transportation, Cultural Resources**	Contract no. 4400006839 State Project No. H.007020	Louisiana Transportation Historical Bridge Inventory	$245,632.24
ARCADIS	**Traffic**	4400029193 / H.004100.5 and H.004100.6	I-10: LA 415 to Essen Lane on I-10 and I-12 *(50% of remaining work is complete and invoiced but awaiting payment)*	$1,359.677*
		4400019379 / H.013797	LA 30: EBR PL – I-10	$232,048
		4400024307 / H.015052	I-20: Widening/Ovrly (Vancil Rd-LA 34)	$19,422
		4400021325 / H.012837.5	I-10 New Orleans Master Plan	$67,792
		4400023690 / H.015590.5	LA 494: LA 6 To Blanchard Rd	$211,696
		4400025625 / H.014622.2	St. Nazaire Road Ext: LA 96 – Corne Road	$190,399
		4400024084 / H.009300.5	CMAR Contract for Hooper Road Widening (LA 3034 – LA 37)	$12,348
		H.003931	I-10 Calcasieu River Bridge P3 Project *(Majority of remaining work to be completed within 9 months)*	$1,500,000*
		H.005121	LA 1 / LA 415 Connector	$381,634
	Road	4400007175 / H.011328.2	I-49 South (Ricohoc to Berwick)	$269,615
		4400024307 / H.015052	I-20: Widening/Ovrly (Vancil Rd-LA 34)	$12,261
		4400019010 / H.010116.5	LA 1088: Soult and Trinity Roundabouts	$33,307
		4400025022 / Multiple State Project Nos	IJJA Off System Bridge Program – Road Task Orders	$26,082
		H.003931	I-10 Calcasieu River Bridge P3 Project *(Majority of remaining work to be completed within 9 months)*	$2,000,000*
		H.005121	LA 1 / LA 415 Connector	$1,107,084

Firm(s)	Discipline(s)*	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
ARCADIS	**ITS**	4400029193 / H.004100.5 and H.004100.6	I-10: LA 415 to Essen Lane on I-10 and I-12 **(50% of work is complete and invoiced but awaitng payment)*	$306,594*
		4400026457 / H.013868.5	ITS MGMT, OPERATIONS, & MAINT	$375,890
		4400026457 / H.013868.6 (A)	ITS MGMT, OPERATIONS, & MAINT	$62,677
		4400026457 / H.013868.6 (B)	ITS MGMT, OPERATIONS, & MAINT	$90,219
		H.003931	I-10 Calcasieu River Bridge P3 Project **(Majority of remaining work to be completed within 9 months)*	$350,000*
CIGNUS	***Cignus Consulting has no active contracts with LaDOTD. This section does not apply.**			
INFRASTRUCTURE CONSULTING & ENGINEERING	**CE&I/OV**	State Contract No.44-126468 Task Order No. 1 H.014579.6	IDIQ Contract for Construction Engineering and Inspection Services for Safety Projects (CE&I) With Majority of Work In Districts 03, 07, And 08 Statewide F.A.P. No. H014579 FYA Signal Improvement (LCG) Lafayette Parish	N/A
		State Contract No.4400030053 H.011993.6	IDIQ Contract for Construction Engineering and Inspection Services Statewide with Majority of Work in District 03 Task Order No. 1 – LA 10: Bayou Carron Bridge	$644,674
		State Contract No.44-126468 Task Order No. 2 H.015386	IDIQ Contract for Construction Engineering and Inspection Services for Safety Projects (CE&I) With Majority of Work In Districts 03, 07, And 08 Statewide F.A.P. NO. H015386 Lafayette Parish FYA (LCG), Lafayette Parish	$872,291
		State Contract No.44-126468 Task Order No. 1 Supplement No.1 H.014579.6	IDIQ Contract for Construction Engineering and Inspection Services for Safety Projects (CE&I) With Majority of Work In Districts 03, 07, And 08 Statewide F.A.P. No. H014579 FYA Signal Improvement (LCG) Lafayette Parish	N/A
	Other - Aviation Program Services	State Contract No.44-17531 Task Order No.H.014380.5	IDIQ For Statewide Aviation Program Update Task Order No.3 – Statewide Aviation System Planning	$332,510
		State Contract No.44-17531 H.016018.5	IDIQ For Statewide Aviation Program Update Task Order No.4 – LaDOTD Economic Impact Update, AAM, Inspection	$155,477

Firm(s)	Discipline(s)*	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
INFRASTRUCTURE CONSULTING & ENGINEERING	**Other - Aviation Program Services**	State Contract No.44-17531 H.016018.5	IDIQ For Statewide Aviation Program Update Task Order No.5 – Airport Inspections	$0
		State Contract No.44-17531 H.016018.5	IDIQ For Statewide Aviation Program Update Task Order No.6	$63,526
RADIAL VECTOR CONSULTING	***Radial Vector has no active contracts with LaDOTD. This section does not apply.**			

20. CERTIFICATIONS/LICENSES

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

Cybersecurity Training

Mead & Hunt accepts the opportunity to complete the state-provided cybersecurity training at no additional cost prior to contract execution. Note that Mead & Hunt and its partners value cybersecurity as essential to protecting employees, clients, and data. Integrated into Mead & Hunt's technology strategy, our program emphasizes threat detection, infrastructure resilience, and staff awareness. Regular audits, training modules, and situational exercises ensure compliance with standards like CMMC (Cybersecurity Maturity Model Certification). Completion certificates for project personnel can be provided upon request.

Traffic Engineering Process and Report Training

LADOTD's AAM Strategic Plan does not require performing traffic engineering services (e.g., traffic analysis). Therefore, the Traffic Engineering Process and Report Course offered by the Louisiana Transportation Research Center does not apply. However, if LADOTD determines such training is necessary, the Mead & Hunt team will complete the required courses prior to contract execution.

Work Zone Training

LADOTD's AAM Strategic Plan does not require performing preconstruction services (e.g., design, survey, geotechnical). Therefore, the Traffic Control Supervisor or Traffic Control Technician training is not applicable. However, if LADOTD determines such training is necessary, the Mead & Hunt team will complete the required courses prior to contract execution.

Project Management Institute

This is to certify that

Akhilendra S Chauhan

has been formally evaluated for demonstrated experience, knowledge and skills to lead and direct project teams and is hereby bestowed the global credential

Project Management Professional

In testimony whereof, we have subscribed our signatures under the seal of the Institute.

Beth Pariseau · Chair, Board of Directors

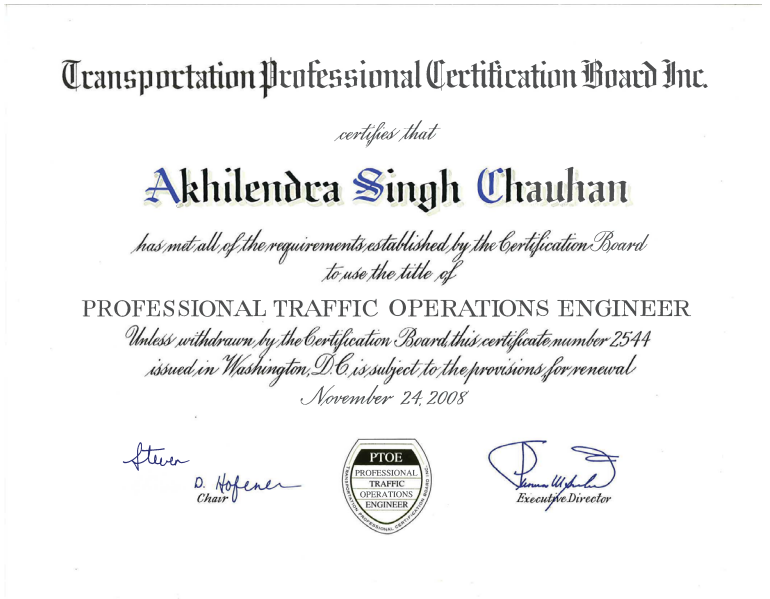
Mark A. Langley · President and Chief Executive Officer

PMP® Number **1444676**

PMP® Original Grant Date **16 August 2011**

PMP® Expiration Date **15 August 2014**

Project Management Institute



Transportation Professional Certification Board Inc.

certifies that

Akhilendra Singh Chauhan

has met all of the requirements established by the Certification Board to use the title of

PROFESSIONAL TRAFFIC OPERATIONS ENGINEER

Unless withdrawn by the Certification Board, this certificate number 2544 issued in Washington, D.C. is subject to the provisions for renewal

November 24, 2008

Steven D. Hofener
Chair

PTOE
PROFESSIONAL TRAFFIC OPERATIONS ENGINEER

Executive Director

Transportation Professional Certification Board Inc.

certifies that

Akhilendra Singh Chauhan

has met all of the requirements established by the Certification Board to use the title of

PROFESSIONAL TRANSPORTATION PLANNER

Unless withdrawn by the Certification Board, this certificate number 246 issued in Washington, D.C. is subject to the provisions for renewal

December 1, 2009

Steven D. Hofener
Chair

PTP
PROFESSIONAL TRANSPORTATION PLANNER

Executive Director

ENVISION

TAMAE PARTAIN

ENVISION SUSTAINABILITY PROFESSIONAL

Has received the Envision Sustainability Professional credential upon successful completion of the requisite training and exam.

Jun 30, 2024
Issued On

Jun 30, 2026
Valid Through

Anthony O. Kane, President and CEO
Institute for Sustainable Infrastructure

Institute for Sustainable Infrastructure

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Name	Type	City	Status
MEAD AND HUNT, INC.	Business Corporation (Non-Louisiana)	MIDDLETON	Active

Previous Names

Business: MEAD AND HUNT, INC.
Charter Number: 40605893F
Registration Date: 9/1/2011

Domicile Address

2440 DEMING WAY
MIDDLETON, WI 535621562

Mailing Address

2440 DEMING WAY
MIDDLETON, WI 53562

Principal Business Office

2440 DEMING WAY
MIDDLETON, WI 53562

Registered Office in Louisiana

4459B BLUEBONNET BLVD.
BATON ROUGE, LA 70809

Principal Business Establishment in Louisiana

4459B BLUEBONNET BLVD.
BATON ROUGE, LA 70809

Status

Status: **Active**
Annual Report Status: **In Good Standing**
Qualified: 9/1/2011
Last Report Filed: 8/20/2024
Type: Business Corporation (Non-Louisiana)

Registered Agent(s)

Agent:	COGENCY GLOBAL INC.
Address 1:	4459B BLUEBONNET BLVD.
City, State, Zip:	BATON ROUGE, LA 70809
Appointment Date:	8/9/2023

Officer(s) **Additional Office**

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

Previous Names

ARCADIS G&M, INC. (Changed: 1/4/2007)

ARCADIS GERAGHTY & MILLER, INC. (Changed: 6/12/2001)

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

Domicile Address

222 DELAWARE AVENUE, SUITE 1110
WILMINGTON, DE 19801

Mailing Address

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

Principal Business Office

630 PLAZA DR., SUITE 200
HIGHLANDS RANCH, CO 80129

Registered Office in Louisiana

3867 PLAZA TOWER DR.
BATON ROUGE, LA 70816

Principal Business Establishment in Louisiana

6100 CORPORATE BLVD., SUITE 325
BATON ROUGE, LA 70816

Status

Status: **Active**
Annual Report Status: **In Good Standing**
Qualified: 2/5/1998
Last Report Filed: 2/14/2025
Type: Business Corporation (Non-Louisiana)

Registered Agent(s)

Agent: C T CORPORATION SYSTEM
Address 1: 3867 PLAZA TOWER DR.
City, State, Zip: BATON ROUGE, LA 70816
Appointment Date: 2/5/1998

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Name	Type	City	Status
CIGNUS CONSULTING, LLC	Limited Liability Company (Non-Louisiana)	NEW SMYRNA BEACH	Active

Previous Names

Business: CIGNUS CONSULTING, LLC
Charter Number: 46514574Q
Registration Date: 6/10/2025

Domicile Address

1922 BAYVIEW DR.
NEW SMYRNA BEACH, FL 32168

Mailing Address

201 RUE BEAUREGARD, STE. 202
LAFAYETTE, LA 70508

Principal Business Office

201 RUE BEAUREGARD, STE. 202
LAFAYETTE, LA 70508

Registered Office in Louisiana

201 RUE BEAUREGARD, STE. 202
LAFAYETTE, LA 70508

Principal Business Establishment in Louisiana

201 RUE BEAUREGARD, STE. 202
LAFAYETTE, LA 70508

Status

Status: **Active**
Annual Report Status: **In Good Standing**
Qualified: 6/10/2025
Last Report Filed: N/A
Type: Limited Liability Company (Non-Louisiana)

Registered Agent(s)

Agent: REGISTERED AGENTS INC
Address 1: 201 RUE BEAUREGARD, STE. 202
City, State, Zip: LAFAYETTE, LA 70508
Appointment Date: 6/10/2025

Officer(s) **Additional Office**

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Name	Type	City	Status
INFRASTRUCTURE CONSULTING & ENGINEERING, LLC	Limited Liability Company (Non-Louisiana)	WEST	Active

Previous Names
INFRASTRUCTURE CONSULTING & ENGINEERING , PLLC (Changed: 10/3/2024)

Business: INFRASTRUCTURE CONSULTING & ENGINEERING, LLC
Charter Number: 43020576Q
Registration Date: 4/11/2018

Domicile Address
110 MIDLANDS COURT
WEST, SC 29169

Mailing Address
110 MIDLANDS CT
WEST COLUMBIA, SC 29169

Principal Business Office
110 MIDLANDS CT
WEST COLUMBIA, SC 29169

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

Principal Business Establishment in Louisiana
4000 SHERWOOD BOULEVARD
SUITE 301
BATON ROUGE, LA 70816

Status
Status: **Active**
Annual Report Status: **In Good Standing**
Qualified: 4/11/2018
Last Report Filed: 3/12/2025
Type: Limited Liability Company (Non-Louisiana)

Registered Agent(s)

Agent:	REGISTERED AGENTS INC
Address 1:	201 RUE BEAUREGARD, STE. 202
City, State, Zip:	LAFAYETTE, LA 70508
Appointment Date:	4/9/2024

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Name	Type	City	Status
RADIAL VECTOR CONSULTING, LLC	Limited Liability Company (Non-Louisiana)	RICHMOND	Active

Previous Names
Business: RADIAL VECTOR CONSULTING, LLC
Charter Number: 46502211Q
Registration Date: 6/2/2025

Domicile Address
8401 MAYLAND DR
STE A
RICHMOND, VA 23294

Mailing Address
8401 MAYLAND DR
STE A
RICHMOND, VA 23294

Principal Business Office
8401 MAYLAND DR
STE A
RICHMOND, VA 23294

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

Principal Business Establishment in Louisiana
201 RUE BEAUREGARD
STE 202
LAFAYETTE, LA 70508

Status
Status: **Active**
Annual Report Status: **In Good Standing**
Qualified: 6/2/2025
Last Report Filed: N/A
Type: Limited Liability Company (Non-Louisiana)

Registered Agent(s)

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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.

This page is intentionally left blank, as per the RFP.

22. SUB-CONSULTANT INFORMATION

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

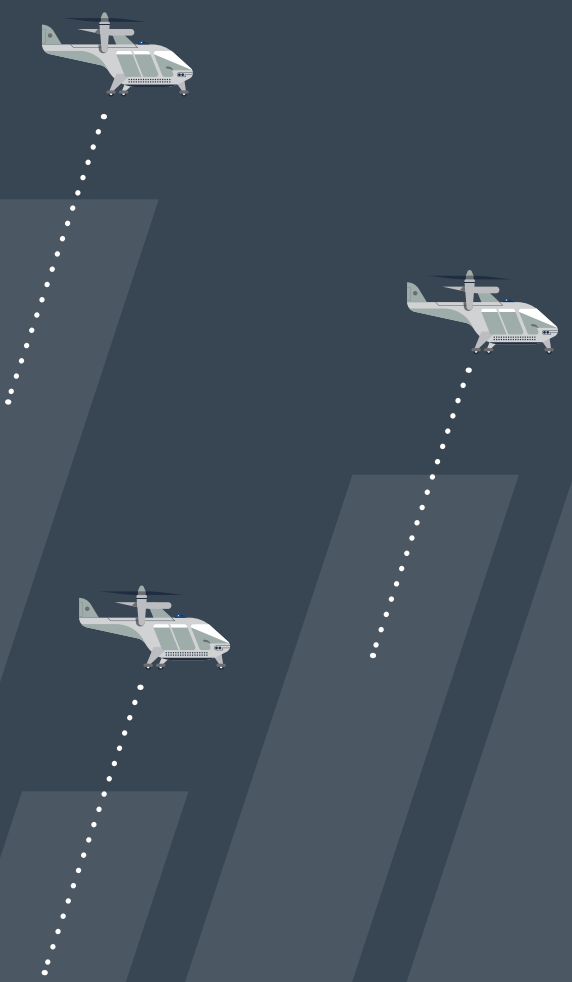
Firm Name (Name must match exactly as registered with Louisiana's Secretary of State (SOS): including punctuation, include screenshot(s) from SOS at the end of Section 20)	Address	Point of Contact and Email Address	Phone Number
Arcadis U.S., Inc.	6100 Corporate Blvd., Suite 325 Baton Rouge, Louisiana 70808	Akhil Chauhan Akhil.chauhan@arcadis.com	225-368-6563
Cignus Consulting, LLC	44084 Riverside Pkwy, Suite 120 Leesburg, Virginia 20176	Florian Hafner fhafner@cignus.aero.com	703-389-6499
Infrastructure Consulting & Engineering, LLC	4000 S Sherwood Forest Boulevard, Suite 301 West Columbia, Baton Rouge, Louisiana 70816	Richard Osborn richard.osborne@ice-eng.com	540-352-7473
Radial Vector Consulting, LLC	8401 Maryland Dr, Suite A Richmond, Virginia 23294	Ahmit Choudhri amitkc@radvector.com	843-860-8110

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.

This page is intentionally left blank, as per the RFP.

WHERE INNOVATION MEETS PROVEN EXCELLENCE



- INTERNATIONAL BEST PRACTICES
- NATIONAL AND FEDERAL AVIATION ADMINISTRATION INSIGHTS
- LOUISIANA-SPECIFIC KNOWLEDGE
- STATEWIDE PLANNING EXPERIENCE
- AVIATION AND GROUND TRANSPORTATION PLANNING
- APPLICATION OF EMERGING TECHNOLOGIES

Mead & Hunt

Mead & Hunt. Experience Exceptional.