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.

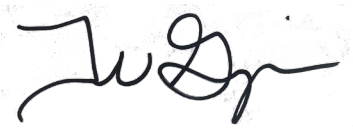
ANY CONSULTANT FAILING TO SUBMIT ANY OF THE INFORMATION REQUIRED ON THE DOTD FORM 24-102, OR PROVIDING INACCURATE INFORMATION ON THE DOTD FORM 24-102, MAY BE CONSIDERED NON-RESPONSIVE.

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)**	AtkinsRealis USA Inc. (AtkinsRéalis)
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.0002444
6. Prime consultant mailing address	One American Place 301 Main Street, Suite 2200 Baton Rouge, LA 70801-0014
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	Same as above
8. Name, title, phone number, and email address of prime consultant's contract point of contact	Yasmina Platt, CM, CFII, Project Manager/National Aviation Planning and Advisory Lead, 678.462.7937, yasmina.platt@atkinsrealis.com
9. Name, title, phone number, and email address of the official with signing authority for this proposal	Todd Gnospelius, Aviation and Ports Business Line Leader, 210.693.2298, todd.gnospelius@atkinsrealis.com

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

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:

June 12, 2025

Date:

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):	Firm(s)' %:
While this advertisement does not have a DBE goal, AtkinsRéalis is teaming with The Aviation Planning Group, a certified DBE firm that has submitted paperwork for Louisiana Women-Owned Business Enterprise (WBE) certification.	14%

P100117854.EK.0625

12. Discipline Table:

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

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

Discipline(s)	% of Overall Contract	Prime AtkinsRéalis	Firm B The Aviation Planning Group LLC (APG)	Firm C NEXA Capital Partners LLC (NEXA)	Firm D Northeast UAS Airspace Integration Research Alliance, Inc (NUAIR)	Each Discipline must total to 100%
Data Collection	20	25	0	75	0	**100%**
Planning	55	70	20	0	10	**100%**
Environmental	10	100	0	0	0	**100%**
Other (QA/QC)	5	100	0	0	0	**100%**
Other (Public Engagement)	10	100	0	0	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%**	64	14	15	7	

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13. Firm Size:

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

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

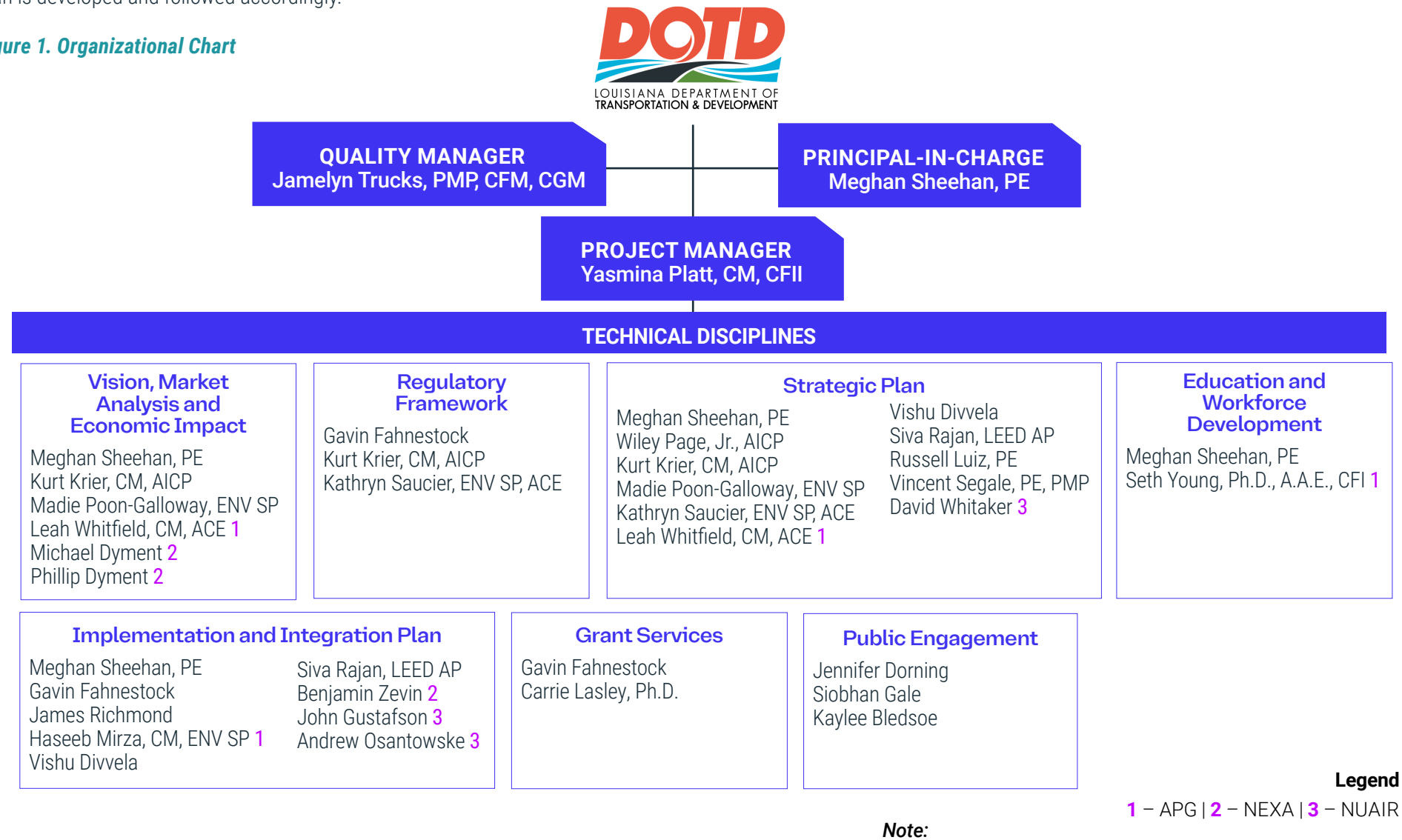
Firm name	DOTD Job Classification	Number of personnel **committed** to this contract	Total number of personnel available in this DOTD Job Classification (if needed)
AtkinsRéalis	Planner	3	5
AtkinsRéalis	Designer	2	10
AtkinsRéalis	Economist	2	4
AtkinsRéalis	Environmental Pro	1	4
AtkinsRéalis	Professional	3	5
AtkinsRéalis	Senior Technician	1	4
AtkinsRéalis	Supervisor - Other	5	7
APG	Planner	1	4
APG	Principal	2	2
APG	Supervisor - Other	1	2
APG	Graphics	1	1
NEXA	Principal	4	4
NEXA	Professional	1	1
NUAIR	Professional	2	3
NUAIR	Senior Technician	1	3
NUAIR	Technician	1	2

(Add rows as needed)

14. Organizational Chart:

The organizational chart, ***Figure 1***, was designed to be simple and straightforward and to align with the phasing of the proposed project schedule. **Yasmina Platt, CM, CFII**, as Project Manager, will provide and receive information, process it, and respond accordingly to complete all tasks for the project. Given Yasmina's background and interests, she will be involved in all technical disciplines to ensure technical completeness and a smooth project delivery. She will work closely with **Meghan Sheehan, PE**, as Principal-in-Charge, to provide technical and management guidance and with a Baton Rouge local, **Jamelyn Trucks, PMP, CFM, CGM**, as Quality Manager to ensure that the quality plan is developed and followed accordingly.

Figure 1. Organizational Chart



Legend

1 – APG | **2** – NEXA | **3** – NUAIR

Note:
Traffic engineering analysis is not expected to be performed.

15. Minimum Personnel Requirements:

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

MPR No. Do not insert wording from ad	Personnel being used to meet the MPR (Individual(s) may not satisfy more than one MPR unless specifically allowed by Attachment B of the advertisement)	Firm employed by	Type of license and discipline meeting MPR/ certification & number (Ex: PE # - Civil)	State of license	License / certification expiration date
1	Wiley Page, Jr., AICP	AtkinsRéalis	N/A	N/A	N/A
2	Yasmina Platt, CM, CFII	AtkinsRéalis	N/A	N/A	N/A
3	David Whitaker	NUAIR	N/A	N/A	N/A
4	James Richmond	AtkinsRéalis	N/A	N/A	N/A
5	Meghan Sheehan, PE	AtkinsRéalis	PE 14485 - Civil	TX	5/19/2026
6	Michael Dyment	NEXA	N/A	N/A	N/A
7	Siobhan Gale	AtkinsRéalis	N/A	N/A	N/A
8	Gavin Fahnestock	AtkinsRéalis	N/A	N/A	N/A
9	Jennifer Dorning	AtkinsRéalis	N/A	N/A	N/A

(Add rows as needed)

16. Staff Experience:

Firm employed by	AtkinsRéalis		MPR No. 2
Name	Yasmina Platt, CM, CFII	Years of relevant experience with this employer	Less than 1
Title	Project Manager / National Aviation Planning and Advisory Lead	Years of relevant experience with other employer(s)	20

Degree(s) / Years / Specialization			M.S., 2008, Transportation Planning and Management, Magna Cum Laude; B.S., 2006, Professional Aeronautics, Magna Cum Laude
Active registration number / state / expiration date			Certified Member (CM), American Association of Airport Executives (AAAE); Certificated Flight Instructor (CFI-A and CFII-A), Federal Aviation Administration (FAA); Commercial pilot with instrument rating: Airplane SEL/SES/MEL, FAA; Private helicopter pilot, FAA; Part 107 remote pilot, FAA
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities			Project Manager; Plan and execute Task Orders (TOs), ensuring tasks are properly staffed, on budget and on schedule. Provide technical direction for the tasks and serve as main Point of Contact (POC) for the Louisiana DOTD and all team members.

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).
11/24 - Present	Serves as Project Manager, Task Leader, and/or Quality Manager for a variety of planning projects, including: ▪ Task leader and author for an Aerobatic Practice Area (APA) study at Sebring Regional Airport (SEF). ▪ Quality manager for gating exercises at Newark Liberty International Airport (EWR). ▪ Subject Matter Expert (SME) for terminal development alternatives at Lakeland Linder International Airport (LAL).
04/21 - 07/24	Joby Aviation. Infrastructure Launch Lead. Led efforts relating to infrastructure policy, testing, planning and design, construction, funding, stakeholder management, and project management. ▪ Joby often set the (policy) stage for the entire AAM industry; Influenced guidance and policy regarding heliport and vertiport (now a type of heliport) design and permitting with several agencies, to include FAA, the International Civil Aviation Organization (ICAO), the National Fire Protection Association (NFPA), and the International Building Code (IBC). It is believed that Joby was the first Original Equipment Manufacturer (OEM) to do flight testing for infrastructure (propeller downwash and landing accuracy). ▪ Designed and built a "Jobyport prototype" that was used for Research and Development (R&D), air taxi operations, and external visits. ▪ Developed conops and unique infrastructure solutions: Embedded charging, TLOFs as stands, markings and lighting, fire strategy, integrated decks, barges.

	▪ In charge of Joby's strategic plan for infrastructure across key markets. Included a mixture of projects (greenfield, retrofit, upgrade, etc) and a mixture of locations (heliports, airports, parking structures, buildings, etc). Some projects were Joby-owned and some were third party owned. However, Joby, at a minimum, was responsible for the development of assumptions, forecasting, and facility requirements/program for all facilities regardless of ownership. Joby also heavily influenced all other tasks when a third party was responsible. Projects in California (such as KOAR, KLAX, KSNA, KSMO, KVNY, KLGB, many new and existing heliports), New York (such as KJFK, KEWR, KLGA, KTEB, many new and existing heliports), Florida (KMIA, KFLL, KPBI, many new and existing heliports), the United Emirates (OMDB, OMAA, OMAD, new and existing heliports), Japan, and South Korea.
08/16 - 04/21	AECOM. Senior Aviation Planner/Project Manager ▪ Planner responsible for eVTOL research, vertiport concepts and conops for Ferrovial and Lilium in several assets (on-airport and off-airport) across Florida. ▪ Project manager and planner responsible for providing feedback and support regarding the feasibility of a new heliport for an undisclosed client in Arlington, Virginia. ▪ Project manager and planner responsible for conducting a heliport planning study to upgrade the PECO Main Office Building (05PA) Heliport to serve Sikorsky 76 helicopters. The size and structural nature of the helipad, obstructions, departures and arrivals into and out of the helipad, the safety of passengers, fire response, etc were all evaluated. ▪ Planner responsible for performing a QA&QC review on a document identifying the heliport's Touchdown and Liftoff Area (TLOF), Final Approach and Takeoff Area (FATO), safety area, and approach /departure surfaces at the Suburban Community Hospital (7PN3) Heliport to ensure a nearby construction project would not interfere with the heliport's operations. ▪ Task manager and planner responsible for providing planning support to the design of the new Cartagena Airport, including the development of different aircraft parking options and helicopter areas (including air procedures). ▪ Planner responsible for the majority of the planning tasks, to include defining helicopter operating requirements for a potential consolidated area. ▪ Planning and project management assignment for new LIM project at Jorge Chavez International Airport (SPJC) in Lima, Peru. ▪ Additional projects at KBNA, KPHL, KBHM, KSNA, KJFK, KBOS, KGJT, SKBO, SKCG, SPZO replacement, several in Brazil, private heliports/vertiports, Department of Defense (DoD) facilities.
12/11 - 07/16	Aircraft Owners and Pilots Association (AOPA), Central Southwest Region, LA. Regional Manager. Responsible for advocacy, policy and member engagement efforts in nine (9) states, including Louisiana. Influenced policy in the Legislature and ensured the interests of general aviation pilots and aircraft owners were considered during the development of an Aviation System Plan.
06/08 - 12/11	Hartsfield-Jackson Atlanta International Airport (H-JAIA), City of Atlanta Department of Aviation, GA. Senior Aviation Planner. Responsible for many airside, landside, and terminal planning projects, including new End-Around Taxiway (EAT), new international terminal, new rental car facility, transition from AirTran to Southwest Airlines, and introduction of Boeing 747-8 and Airbus 380.

Firm employed by	**AtkinsRéalis**		**MPR No. 5**
Name	**Meghan Sheehan, PE**	Years of relevant experience with this employer	5
Title	Senior Project Director	Years of relevant experience with other employer(s)	11
Degree(s) / Years / Specialization	M.B.A., 2013, Finance and Entrepreneurship; B.S., 2009, Civil and Environmental Engineering		
Active registration number / state / expiration date	PE 24GE05122000 | NJ | 2026; PE 16444 | NH | 2026; PE 144857 | TX | 2026; PE 55769 | MA | 2026		
Year registered	2014 (NJ)	Discipline	Planning
Contract role(s) / brief description of responsibilities	Principal-in-Charge; Support several of the technical disciplines.		

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).
06/24 - 05/25	Sebring Regional Airport (SEF), Vertiport Planning, FAA ALP Approval. Advanced Air Mobility (AAM) Subject Matter Expert (SME). Collaborated with eVTOL manufacturers to determine infrastructure needs for a vertiport at SEF. Reviewed planning level vertiport layouts. Developed use cases and presented to Airport Authority Board of Directors to obtain buy-in for incorporation of AAM into the ALP update.
12/23 - 01/24	Florida Department of Transportation (FDOT) Region 2, Cecil Airport AAM Assessment. AAM SME. Performed an assessment of potential use of Cecil Airport, in the Jacksonville, Florida area, as a testing and research facility for AAM by FDOT. Assessment included global test facility benchmarking, development of Cecil's value proposition (academia, geography, airspace and existing facilities), a phasing strategy, and direct comparison to another aviation authority in Florida with AAM plans.
08/24 - 10/24	Confidential US Client, Vertiport Costing at Airport. AAM SME. Performed cost estimating services for a confidential client planning to install an eVTOL landing and charging facility adjacent to a terminal at a large international airport on the East Coast of the U.S.
06/16 - 10/19	Newark Liberty International Airport (EWR) and Teterboro Airport (TEB). Airside Program Manager. Oversaw multi-airport capital and operating project programs at EWR and TEB from planning through design and construction. Responsible for project definition, project prioritization, capital versus operating determination, stakeholder coordination, and environmental oversight for the airside portfolio of projects. Elements of note include New Large Aircraft preparation, Hot Spot mitigation, Hurricane Sandy recovery. Projects of note include rehabilitation of Runway 11-29, rehabilitation of Runway 4R-22L, reconstruction of Taxiway Z, rehabilitation of Taxiway S, rehabilitation of Taxiway EE, removal of Taxiway B and construction of Taxiway V, and airport wide airfield lighting cable replacement.
04/14 - 06/16	Port Authority of New York and New Jersey (PANYNJ). Senior Airport Engineer. Planned and executed strategic initiatives across the PANYNJ's five airports (John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, Teterboro Airport, Stewart International Airport) including new large aircraft preparation, airfield rescue fire fighting (ARFF) fleet replacement, multi-function snow removal equipment fleet replacement, airfield electrical equipment maintenance procedure overhaul, maintenance management and Certification of the Agency's 11 Engineered Material Arresting Systems (EMAS) beds, support of annual Part-139 inspections.

Firm employed by	**AtkinsRéalis**		
Name	**Jamelyn Trucks , PMP, CFM, CGM**	Years of relevant experience with this employer	10
Title	National Practice Director: Grants, Resiliency and Master Planning	Years of relevant experience with other employer(s)	20

Degree(s) / Years / Specialization			B.B.A., 1995, Marketing
Active registration number / state / expiration date			Certified Floodplain Manager (CFM), 2009, US-09-04636; Project Management Professional (PMP), 2019, 2560240; Certified Grants Manager (CGM), 2006, Federal Track
Year registered	N/A	Discipline	Other: Quality Assurance/Quality Control (QA/QC)
Contract role(s) / brief description of responsibilities			Project Quality Manager (PQM); Advocate for the quality of the project and remain independent of all work created or completed.

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).
06/20 - Present	Florida Division of Emergency Management. Principal overseeing the execution of a combined contract exceeding $50 million. Responsible for quality oversight and management of a over 50 member team providing applicant support as an extension of Florida Division of Emergency Management (FDEM) staff. The team offers technical assistance to applicants navigating the Public Assistance Program requirements, processes, and procedures across multiple disaster events. This staff augmentation effort helps the State meet grant management and closeout performance metrics, ensuring compliance with established deadlines. Responsibilities include reviewing final closeout claims submitted by sub recipients, proactively identifying and resolving reimbursement issues as directed by FDEM leadership, and advancing projects to closeout in alignment with FDEM’s criteria for closeout readiness.
01/24 - Present	Jefferson Parish Hazard Mitigation Plan Update and Grants Services. Principal. Overseeing the development of the plan update, facilitating stakeholder meetings, and overall QA/QC of project deliverables.
11/22 - Present	My Safe Florida Home Program, Department of Financial Services, FL. Subject Matter Expert (SME). Responsible for initial project set up, quality control and ongoing strategic guidance. AtkinsRéalis is contracted to provide implementation and ongoing grant and project management, administration assistance services, and program evaluation services related to the Department of Financial Services’ (DFS) My Safe Florida Home Program (MSFH Program). AtkinsRéalis team is providing project management oversight and supervision, as well as administrative staffing needs for the implementation and management of the grants program. Providing expertise and guidance to the Department in the overall implementation and management of the MSFH Program in compliance with established deadlines. This contract serves the residents of Florida and grant application requests for more than $633 million.
01/22 - Present	Consulting Services to manage the compliance process related to Coronavirus State and Local Fiscal Recovery Funds (“SLFRF”) City of Miami, FL. SME and QA/QC. Responsible for the financial and data management and the implementation of best practices to ensure compliance of statutory requirements and the successful performance of grant funds for their specific purpose. Develop strategies and procedures for final review of completed projects, make necessary adjustments or rejections, perform final inspections and audits, and process close-outs ensuring compliance with all regulatory and legal requirements.

01/20-Present	Hazard Mitigation Assistance (HMA) Training, Development, and Delivery. Subject Matter Expert, QA/QC, Lead SME and Trainer. This project involves developing and facilitating seventeen, one-hour in duration, webinars to increase the knowledgebase of HMA principles and practices. Some topics include subapplication development and review, project closeout, procurement, benefit-cost analysis, and nature-based solutions. Responsible for overseeing the plan of instruction, content material, and performs quality assurance checks on final deliverables. This project also included revisions of the HMA course series, 212, 213, and 214.
08/17 - Present	St. Charles Parish Federal Emergency Management Agency (FEMA) Pennsylvania and Hazard Mitigation Grant Program (HMGP) Consulting and Representation Services (Sub to BBEC). Principal-in-Charge. As principal and providing QA/QC lead for delivery of services related to grants development and support.
06/20 - 12/24	Louisiana Department of Transportation and Development, Louisiana Watershed Initiative Modeling Contract, Region No. 1. Stakeholder Communication and Engagement Lead. Provided support to the team as needed on discovery and communication.
09/16 - 09/21	Hazard Mitigation Assistance Consulting Services, City of New Orleans (sub to BBEC). Project Manager for technical services delivery for the City of New Orleans Mitigation Department for federal grants to include: HMGP, Pre-Disaster Mitigation (PDM), and Flood Mitigation Assistance (FMA). Provided application development technical advice and implementation of mitigation/resilience initiatives.
12/16 - 12/19	Floodplain Management, Community Rating System and Hazard Mitigation Related Services, Jefferson Parish Floodplain Management and Hazard Mitigation Department (sub to BBEC). Project Manager. Provided technical services delivery. Project included developing the Jefferson Parish Multi-Jurisdiction Hazard Mitigation plan update, community engagement, education for the roll out of new FIRMS, and support of Community Rating System (CRS) program deliver.
09/16 - 11/16	FEMA Substantial Damage Evaluation (SDE), Louisiana (DR 4277). Team Lead. Managed team of field inspectors collecting crucial data in the determination of flood damage and percentage of damages due to August 2016 flooding. Information collected was provided to local communities in an effort to speed up recovery efforts and ensure homeowners are building back stronger and safer. Data was collected using FEMA SDE 2.2.1 and supplemented with AtkinsRéalis' developed tools and innovative practices to ensure accurate and timely implementation.
11/05 - 06/13	*FEMA, Louisiana. HMGP Group Supervisor and Division Supervisor. Managed a team that oversaw over $500 million in federal grants for recovery from multiple hurricanes in Louisiana, including hurricane Katrina. As Division Supervisor during Hurricane Issac pre-positioned in St. John the Baptist Parish, a key initial response and recovery lead after the event.

* previous employment

Firm employed by	**AtkinsRéalis**		
Name	**Kaylee Bledsoe**	Years of relevant experience with this employer	2.5
Title	Digital Communications Coordinator	Years of relevant experience with other employer(s)	10
Degree(s) / Years / Specialization		A.A., 2018, Liberal Arts/Theatre	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	Other: Public Engagement
Contract role(s) / brief description of responsibilities		Public Engagement Support; Provide support for all public engagement related tasks.	

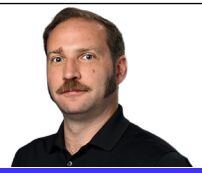
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).
01/24 - Present	Hosts virtual hearings for various projects within Florida Department of Transportation (FDOT) District 7 (via GoToWebinar) which includes but is not limited to set-up, break-down, and troubleshooting of the audio and visual equipment as well as the webinar platform.
09/23 - Present	Hosts four statewide industry forums (via GoTo Webinar) for FDOT Central Office, Office of Environmental Management with between 200-400 attendees per session. In this process, the AtkinsRéalis team also ran rehearsals to prep multiple speakers and staff.
09/23 - Present	Hosts virtual component for various public meetings (via GoTo Webinar) for District 1 FDOT Environmental Management Office/design departments.
12/24 - 12/24	Hosted virtual component for FDOT District 1, a five year work program meeting.
10/24 - 10/24	Hosted two virtual training sessions for FDOT staff/consultants (via GoTo Webinar) for FDOT Central, Office of Environmental Management, one with approximately 80 attendees and the other with over 300 attendees.

Firm employed by	**AtkinsRéalis**		
Name	**Vishwanadham (Vishu) Divvela**	Years of relevant experience with this employer	6
Title	Senior Project Controls Manager	Years of relevant experience with other employer(s)	20
Degree(s) / Years / Specialization		M.S., 2006, Construction Management; M.B.A., 2009, Project Management	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities		Project Controls Lead; Lead and perform any cost estimating and/or scheduling tasks.	

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).
04/19 - Present	Involved mainly with aviation and infrastructure related projects on scheduling and cost.
04/1 - 04/19	Newark Terminal A Redevelopment Program, NJ. Senior Project Controls. Developed the program and project schedule for the program. Visu performed clash detection, plan and model review, identified constructability issues on the program. Worked with all stakeholders, including Transportation Security Administration (TSA), baggage handling, and concessions. He integrated schedules with Power BI and Navisworks to automate the review process, developing dashboards to track key performance indicators (KPI's). He coordinated work before and during the ORAT period to successfully allow concessions and TSA check-point areas open on time for terminal opening. Additional responsibilities included implementation of E-Builder PMIS within the Port Authority environment, and developing and maintaining program Risk Register to ensure potential conflict points were identified and accounted for during the 5yr program.
04/13 - 04/16	Port Authority of New York and New Jersey (PANYNJ). PMO, Senior Project Controls Specialist. Senior project controls specialist assisting the Port Authority Director of Capital Projects, Program Director and various stakeholders with capital planning. Relevant tasks included development and monitoring program and project schedules, developing time impact schedules for client utilization. Vishu implemented new project and schedule templates, established project closeout process and protocols for TB&T & PATH. Additionally, Vishu managed and tracked project budgets and costs within the Capital Major Works Program. He also prepared and presented management summary reports of schedule, costs, resources to identify, and manage potential risks.
06/07 - 04/13	Multiple Department of Transportation; VA, MD, SD, ND, OH, SC, NC. Vishu has worked as a design engineer and various Department of Transportation (DOT) along the northwest region. He was actively involved in design and managing several bridge and road projects with DOTs. He was actively involved in the cost and scheduling exercises on these projects.

Firm employed by	**AtkinsRéalis**		**MPR No. 9**
Name	**Jennifer Dorning**	Years of relevant experience with this employer	7
Title	Senior Public Information Specialist	Years of relevant experience with other employer(s)	14
Degree(s) / Years / Specialization		B.A., Spanish Studies with Honors, 1998	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	Other: Public Engagement
Contract role(s) / brief description of responsibilities		Public Engagement Lead; Provide direction for and execute all public engagement related tasks.	

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).
01/24 - Present	Hosts virtual hearings for various projects within Florida Department of Transportation (FDOT) District 7 (via GoToWebinar) which includes but is not limited to set-up, break-down, and troubleshooting of the audio and visual equipment as well as the webinar platform.
09/23 - Present	Hosts four statewide industry forums (via GoTo Webinar) for FDOT Central Office of Environmental Management (OEM) with between 200 to 400 attendees per session.
09/23 - Present	Hosts virtual component for various public meetings via GoTo Webinar for District 1 FDOT Cnetral EMO/design departments.
1/21 - Present	Hosts virtual Public Question and Answer sessions (GoTo Webinar) for FDOT Corridors Program (Strategic Outreach) prior to major construction commencement.
02/25 - 3/25	Hosted two virtual procurement updates for FDOT's 'Moving I-4 Forward' initiative (over 100 attendees per session).
12/24	Hosted virtual component for FDOT District 1, five year work program meeting.
10/24 - 10/24	Hosted two virtual training sessions for FDOT staff/consultants (via GoTo Webinar) for FDOT Central (OEM): one with approximately 80 attendees; the other with over 300 attendees.



Firm employed by	**AtkinsRéalis**		**MPR No. 8**
Name	**Gavin Fahnestock**	Years of relevant experience with this employer	6.5
Title	Director, Aviation Planning	Years of relevant experience with other employer(s)	13
Degree(s) / Years / Specialization	B.S., 2006, Aviation Management with Flight		
Active registration number / state / expiration date	Commercial pilot with instrument rating: Airplane SEL/MEL, FAA		
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities	Planning Lead; Lead several of the technical disciplines.		

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).
10/24–Present	Lakeland International Airport (LAL), Terminal Area Master Plan, Lakeland, FL. Project Manager. Providing oversight of terminal area master plan development, technical analysis, public involvement, budgeting, schedule, and client coordination.
10/24–Present	LAL Airport Layout Plan Update, Lakeland, FL. Project Manager responsible for oversight of project team, technical analysis, forecast development oversight, inventory data collection, budgeting, schedule, and client coordination.
12/24–Present	Smyrna Airport, Precision Approach Path Indictor (PAPI) Relocation Analysis, Smyrna, TN. Project Manager responsible for technical oversight of PAPI siting study, aiming angle analysis, and quality control.
01/22–Present	San Antonio International Airport, Staff Augmentation for Capital Improvement Program (CIP) Support, San Antonio, TX. Project Manager responsible for the support of major program CIP phasing, grant identification, grant writing, FAA coordination, technical writing, quality control, budget, schedule, and client coordination. Oversight FAA and completion of over ten AIP, IIJA, RAISE, and other grants, securing approximately $100 million in funding.
02/23–Present	Tri-Cities Airport, Master Plan Update, Blountville, TN. Project Manager responsible for project team oversight, technical analysis, public involvement, inventory data collection, forecast of aviation activity, critical aircraft determination, facility requirements identification, alternatives development, CIP development, ALP development, Exhibit 'A' development, public involvement, budgeting, scheduling, and client coordination.
12/22–Present	Beatty Airport, Master Plan, Beatty, NV. Project Manager responsible for all technical analysis oversight, quality control, project team coordination, public involvement, FAA coordination, CIP development, budgeting, scheduling, and client coordination.
06/24–06/25	LAL Maintenance, Repair and Operations (MRO) Development Plan, Lakeland, FL. Project Manager responsible for client coordination of development needs, environmental analysis coordination, FAA coordination, technical analysis, budgeting, and schedule.
02/25–04/25	Hong Kong International Airport, MRO Development Plan, Hong Kong, SAR. Project Manager responsible for client coordination, peer review, concept development, quality control, technical oversight, budget, schedule, and client coordination.
06/24–12/24	Sebring Airport, Vertiport Layout Plan, Sebring, FL. Project Manager responsible for technical requirements analysis, technical development oversight, FAA coordination, budget, and schedule.

Firm employed by	**AtkinsRéalis**		**MPR No. 7**
Name	**Siobhan Gale**	Years of relevant experience with this employer	4
Title	Public Involvement Specialist Senior	Years of relevant experience with other employer(s)	9

Degree(s) / Years / Specialization	Bachelor of Music, 2015, Music Theatre
Active registration number / state / expiration date	N/A
Year registered: N/A — Discipline	Other: Public Engagement
Contract role(s) / brief description of responsibilities	Public Engagement Support; Provide support for all public engagement related tasks.

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).
06/23 - 04/25	North Florida Transportation Planning Organization 2050 Long Range Transportation Plan Surveys. Designed and managed the ArcGIS StoryMap.
09/24 - 12/24	Central Texas Regional Mobility Authority and TxDOT's Open House #6. Designed and managed the ArcGIS StoryMap for MoPac South Environmental Study.
02/24 - 03/24	Florida Department of Transportation (FDOT) Moving I-4 Forward website. Assisted with management of the initial development of the I-4 initiative.
06/23 - 07/23	Florida Completes Streets Experience. Designed base for statewide via ArcGIS' Experience Builder application in one month.
12/22 - 02/23	Florida's Long-Term Vessel Storage Study. Designed and managed the ArcGIS StoryMap.
12/2 - 01/22	Yosemite National Park. Designed and managed the StoryMap for the project titled 'Traffic Assessment and Road Network Capacity Study.'

Firm employed by	**AtkinsRéalis**		
Name	**Kurt Krier, CM, AICP**	Years of relevant experience with this employer	6
Title	Senior Aviation Planner	Years of relevant experience with other employer(s)	3
Degree(s) / Years / Specialization		B.S., 2015, Major - Aviation Management, Minor – Unmanned Aerial Systems	
Active registration number / state / expiration date		American Institute of Certified Planners (AICP), 430142, 2024	
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities		Planning Support; Support several of the technical disciplines.	

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).
10/24 - Present	Lakeland International Airport, Layout Plan Update, Lakeland, FL. Lead technical planner responsible for the full ALP narrative and sheet development process. Key elements of this project include runway capacity simulations, runway exit utilization modeling, aviation activity forecasts, and future airfield layout developments.
12/24 - Present	Smyrna Airport, Precision Approach Path Indictor (PAPI) Relocation Analysis, Smyrna, TN. Lead technical planner responsible for developing new PAPI siting locations for all four runway ends. The analysis utilized LiDAR data to model the glideslopes and respective obstacle clearance surfaces (OCS) and light signal clearance surfaces (LSCS) of each proposed PAPI. The resulting model highlighted the exact trees needed to be cleared under the approach to allow for clear surfaces from the PAPIs sited in their desired locations providing ideal threshold crossing heights (TCHs).
12/22 - Present	Beatty Airport, Master Plan, Beatty, NV. Planner responsible for the development of the master plan to include a full forecast, facility requirements, alternatives development, and ALP sheets. The ALP sheet development included three-dimensional surface modeling to evaluate the extent of terrain penetrations to the Airport's 14 CFR Part 77 Surfaces.
01/22 - Present	San Antonio International Airport, Staff Augmentation for Capital Improvement Program (CIP) Support, San Antonio, TX. Planner responsible for the support of major program CIP phasing, grant identification, grant writing, FAA coordination, technical writing, quality control, budget, schedule, and client coordination. Supported completion of 10+ AIP, IIJA, RAISE, and other grants, securing approximately $100 million in funding.
11/24 - 05/25	Brownsville/South Padre Island International Airport, Air Cargo Facility Design, Brownsville, TX. Lead technical planner responsible for the complete development of an Air Cargo Study with corresponding Air Cargo facility design at an emerging airport in Texas. A technical report was developed to highlight the strengths and weaknesses of the existing airport infrastructure in preparation for potential air cargo operations. After identifying the airport's facility requirements for air cargo service, three alternatives were designed and presented. The alternatives focused on safety, efficiency, and feasibility for cargo integration on the airfield.
04/23 - 06/25	Merritt Island Health First Hospital Heliport, Merritt Island, FL. Lead technical planner responsible for the siting, orientation, design, and government approval coordination for a new hospital heliport.
06/24 - 05/25	Sebring Regional Airport, Vertiport Planning, FAA ALP Approval, Sebring, FL. Lead technical planner responsible for the siting, orientation, design, and government approval coordination for a new vertiport. The design was accompanied with a full technical report outlining all design elements and their compliance with the standards of FAA EB 105A.

Firm employed by	**AtkinsRéalis**		
Name	**Carrie Lasley, Ph.D.**	Years of relevant experience with this employer	17
Title	Senior Planner II	Years of relevant experience with other employer(s)	2

Degree(s) / Years / Specialization			Ph.D., 2012, Urban Studies, Hazard Mitigation Planning; MUP, 2008, Land Use and Environmental Planning: B.A., 2005, Geography, GIS; B.A., 2000, News-Editorial Journalism
Active registration number / state / expiration date			N/A
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities			Grants Subject Matter Expert (SME); Lead any tasks relating to grant services.

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).
11/24 - Present	North Carolina Blue Print, North Carolina Department of Environmental Quality, NC. Funding Manager. Helping match identified projects with funding streams to assure robust flood mitigation for the Lumber and Tar-Pamlico River Basins.
11/24 - Present	Microgrid HMGP Grant. CODEFIN. San Juan, Puerto Rico. Grant Writer. Developing a Hazard Mitigation Grant Program application for a microgrid to ensure banking systems remain operational on the island during power outages.
01/24 - Present	Jefferson Parish Multi-jurisdictional Hazard Mitigation Plan Update and Community Rating Systems Consulting, Jefferson Parish. Jefferson, LA. Senior Planner.
01/23 - Present	Sebring Airport Improvements, Sebring Airport Authority, Sebring, FL. Grant Development. Identify grants and write proposals to improve the growing Central Florida airport and attached logistics park. Proposal have been written for state and federal programs for road improvements, the development of a vertiport and workforce development programs.
05/23 - Present	Municipal Vulnerability Preparedness Program. Massachusetts Executive Office of Energy and Environmental Affairs. Boston, MA. Deputy Project Manager. Application Review for the Commonwealth's climate resilience program.
11/23 - Present	San Antonio Airport Terminal Development Program, San Antonio Airport System, San Antonio, TX. RAISE/BUILD grant writer. Working on landside developments on the airport's major expansion plan.
06/22 - Present	Hazard Mitigation Technical Assistance, Massachusetts Emergency Management Agency, MA. Deputy Project Manager. Providing grant development assistance for Hazard Mitigation Assistance for Massachusetts communities. Among those projects was the successful funding of a cobble dune with dynamic revetment in the community of Nahant, Massachusetts.
10/24 - 03/25	Resilience Improvement Program, Georgia Department of Transportation, Atlanta, GA. Identifying projects qualified for formula funding and assisting on grant writing for PROTECT discretionary grants.
11/24	Clearwater North Fort Harrison Road Improvement, Clearwater, FL. Worked to identify and apply for funding to improve the safety and traffic flow of a major urban corridor.

Firm employed by	**AtkinsRéalis**		
Name	**Russell Luiz, PE**	Years of relevant experience with this employer	9
Title	Engineering Manager	Years of relevant experience with other employer(s)	18
Degree(s) / Years / Specialization		M.B.A., 2013; Master's Certificate in Power Systems Engineering, 2014; B.S., 2007, Electrical Engineering	
Active registration number / state / expiration date		PE 50221 | Massachusetts | 6/30/2026	
Year registered	2013	Discipline	Planning
Contract role(s) / brief description of responsibilities		Electrical Subject Matter Expert (SME); Lead any tasks relating to power.	

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).
05/24 - Present	Customer Funded (CF) Interconnection Program. Avangrid, Various Locations, Maine. Numerous developers have applied to interconnect BESS, photovoltaic and wind turbine generating stations to various locations within Avangrid's transmission network in the state of Maine. The FERC/Transmission interconnection requirements are governed by ISO NE, CMP's Bluebook and ISO-NE Interconnection Process Guide. AtkinsRéalis provided Owner's Engineering: review, recommendation and approval of System Impact Studies; review of developer's substation/protection and control design; and review, recommendation and approval of conceptual and detailed engineering for brownfield and greenfield substation interconnections.
05/24 - Present	Cross Town Battery Energy Storage, Avangrid, Westbrook, Maine. The Cross-Town BESS project is a 175MW Battery Energy Storage project to be interconnected at the Moshers 115kV substation near Westbrook, ME. CMP will provide a new 115kV termination in a currently open bay between the Section 167 terminal and the KBS 2/3 terminal at the Moshers Substation. AtkinsRéalis provided technical oversight and due diligence.
09/24 - Present	TL 9900 Rio Blanco H.P. to Humacao Sectionalizer Transmission Line Reconductor, LUMA, Rio Blanco and Humacao, Puerto Rico. The LUMA TL 9900 Rio Blanco H.P. to Humacao Sectionalizer Transmission Line Reconductor project is an integral part of efforts to enhance the reliability and performance of the transmission system in Puerto Rico. This project involves reconductoring an existing 10.1-mile, 38 kV transmission line to address system overloading conditions, improve operational efficiency, and ensure compliance with modern safety and engineering standards. The work will be carried out within the existing right-of-way, where feasible, minimizing environmental and land-use impacts. AtkinsRéalis provided the detailed engineering and design, procurement support, and construction support services for TL 9900 Rio Blanco H.P. to Humacao Sectionalizer Transmission Line Reconductor.
09/24 - Present	Mousam River Solar, Sanford, Maine. Sanford is a 115/34.5kV Substation. The Mousam River Solar project is a new 34.5kV overhead line from the Mousam Solar Facility to be connected at the Sanford substation. The new 34.5kV Line 1702 will terminate on a riser pole with a three (3) phase switch and metering CTs and PTs outside the substation (by others). A new 34.5kV bay structure will be installed at the end of the existing 34.5kV Bus 3. The bay structure will include one (1) new 72.5kV, 2000A circuit breaker, five (5) new 34.5kV, 1200A motor-operated disconnect switches, one (1) new 34.5kV, 1-phase 2 winding metering VT, one (1) new Metering Enclosure, and three (3) lightning arresters (one per phase). The new bay will require the existing conduit trench to be expanded and foundations to be installed for the Breaker and structure supports. AtkinsRéalis provided technical oversight and due diligence.

05/19 - Present	Distribution Fire Mitigation Program, Arizona Public Service. AtkinsRéalis has worked with APS to assist them in developing their Distribution Fire Mitigation Program. With the risk of wildfires in their region, the goal of this program is to harden APS' Distribution network to reduce risk of wildfires, enhance long-term safety, increase reliability and reduce public power shutoff. Provided field investigation, distribution feeder studies, distribution design for viper recloser and trip saver installations, constructability review, and project closeouts and as-builts.
01/19 - 12/24	Distributed Energy Resource (DER) Interconnection Program Avangrid, Various Locations, New York. Numerous developers have applied to interconnect photovoltaic generating stations to various locations within Avangrid's distribution network in the state of New York. The interconnection requirements are governed by the New York State Standardized Interconnection Requirements and Application Process for New Distributed Generators 5 MW or Less Connected in Parallel with Utility Distribution Systems (SIRs) and IEEE Std. 1547, IEEE Standard for Interconnecting Distributed Resources with Electric Power Systems (IEEE 1547). AtkinsRéalis provided Owner's Engineering.
02/19 - 05/23	Protection and Control Services, Avangrid, New York, Maine, Connecticut. AtkinsRéalis provided protection and control, automation and integration, network security, cyber security, desk-side support, and telecommunication engineering services to establish a 3 year Master Service Outline Agreement (MSA). The services are grouped into three award categories: Protection and Control, Automation and Integration, and Electronic Security.
10/29 - 11/21	National Grid Quinn Substation No. 24, National Grid, Lynn, MA. AtkinsRéalis was mandated to provide engineering services (concept and detailed engineering, with material equipment specifications) for the upgrade of Quinn No.24 Substation within the New England region of National Grid. AtkinsRéalis provided identification and design of all upgrades at National Grid Quinn Substation to support the replacement of 12.47kV oil filled line breakers.

Firm employed by	**AtkinsRéalis**		**MPR No. 1**
Name	**Wiley Page, Jr., AICP**	Years of relevant experience with this employer	27
Title	Senior Transportation Planning Manager	Years of relevant experience with other employer(s)	20

Degree(s) / Years / Specialization			B.S., 1997, Economics; M.P.A, 1990, Public Administration
Active registration number / state / expiration date			American Institute of Certified Planners (AICP), 014162
Year registered	1998	Discipline	Planning
Contract role(s) / brief description of responsibilities			Planning Support; Support several of the technical disciplines.

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).
07/23 - 01/25	North Florida Transportation Planning Organization's 2050 Long Range Transportation Plan (LRTP) Update, North Florida Transportation Planning Organization, Jacksonville, FL. Project Manager. Led the comprehensive update of the North Florida TPO's 2050 Long-Range Transportation Plan (LRTP), a critical effort that forecast future transportation needs with greater precision. Directed robust public outreach initiatives, utilizing targeted online surveys to gather community input, and enhanced engagement through strategic multimedia campaigns and social media promotions to ensure broad participation. Facilitated extensive coordination with stakeholders, including local agencies, community leaders, and the study team, to craft the 2050 Needs Assessment and Cost-Affordable Plan components, ensuring that all projected mobility demands were thoroughly addressed and financially feasible. Produced a final report designed with clarity and accessibility in mind, presenting complex data and recommendations in a reader-friendly format to maximize its utility for decision-makers and the public alike.
09/22 - 11/23	Ped BikeTrail 2023 Master Plan, Florida-Alabama Transportation Planning Organization (TPO), Pensacola, FL. Project Manager. Provided comprehensive update to the TPO's Pedestrian, Bicycle and Trail Master Plan. This plan identifies projects and studies in Escambia and Santa Rosa counties that are needed to advance mobility opportunities for bicycling and walking. It is meant to serve as a resource for local citizens, planners, developers, and political leaders to establish and promote pedestrian and bicycle friendly communities. This effort included and extensive online outreach program which incorporated project information, citizen feedback and a survey. Working with the working groups, planners, and the residents of Escambia and Santa Rosa Counties, our team identified the major pedestrian and bicycle trends, issues, needs, constraints, and opportunities within the TPO area. This data was used to formulate the final plan.

06/21 - 07/23	Immokalee Transportation Network Plan, Collier County, FL. Project Manager. Project was under a Collier County General Services Contract, provided a comprehensive plan to enhance and integrate the roadway, sidewalk, and bicycle networks throughout the Immokalee area in Collier County. This multimodal study was designed to create a cohesive transportation framework that improves connectivity, expands mobility options, and ensures safe and efficient travel for all users—motorists, pedestrians, and cyclists alike—within this growing rural community. The project team undertook a thorough effort to compile and synthesize transportation and mobility projects and programs previously identified in existing studies, ensuring that past planning efforts were leveraged effectively. Beyond consolidating these prior initiatives, we conducted a detailed analysis to identify additional projects and studies necessary to fill critical gaps in the network and further enhance accessibility. This included proposing new roadway extensions, sidewalk installations, and bicycle lane additions to connect disjointed segments, as well as recommending operational improvements like intersection upgrades or wayfinding signage to support seamless travel across Immokalee. By addressing both immediate needs and long-term goals, the plan aimed to foster a more inclusive and functional transportation system that meets the diverse needs of residents, workers, and visitors in the area.
05/21 - 06/21	Space Coast Intelligent Transportation System (ITS) Master Plan Update, Space Coast Transportation Planning Organization, Melbourne, FL. Project Director. Provided significant initiative to update the Space Coast Transportation Planning Organization's (TPO) Intelligent Transportation Systems (ITS) Master Plan, a strategic effort to modernize and optimize the region's transportation technology framework in Brevard County, Florida. This update focused on identifying both the needs and opportunities to strengthen the area's ITS infrastructure, ensuring it could support growing traffic demands, improve safety, and enhance operational efficiency across the Space Coast's roadway network. The project team conducted a thorough assessment of existing systems while charting a forward-looking path for technological advancements. A cornerstone of this plan update was the integration of a new Traffic Management Center (TMC), which emerged as a transformative element in the region's ITS ecosystem. The TMC was evaluated not only as a hub for real-time traffic monitoring and control but also as a catalyst for unlocking a range of new opportunities—such as improved incident response, advanced signal coordination, and data-driven decision-making.
06/18 - 12/19	North Florida Transportation Planning Organization's (TPO) 2045 Long Range Transportation Plan (LRTP) Update, North Florida Transportation Planning Organization, Jacksonville, FL. Project Manager. Provided overall plan update which included a team of five consultants and covered four counties located in northeast Florida. This Plan considered travel demands through the year 2045 and sought to address the changing transportation/mobility landscape. Topics considered during this update included how automated and connected vehicles will change travel demand and perhaps travel patterns. What types of projects will be needed in the LRTP to provide for CAVs; will the electrification of the vehicle fleet negatively impact the transportation revenue stream. This project included extensive public outreach. Activities included outreach to community groups, telephone town hall calls, pod casts, and traditional workshops.
06/17 - 08/18	Eglin Air Force Base Transportation Master Plan, Eglin Air Force Base, FL. Led the effort to update the transportation master plan for Eglin Air Force Base. This update took into account the bed down of the new Joint Fighter and BRAC realignment activities. Consideration of a new Main Gate ACP as well as a new secured access for the military hospital was completed as part of the plan. The master plan includes short- and long-term transportation needs and identified how future transportation demands should be met on the installation. The mission onboard Eglin AFB was changing. Our team was tasked with determining the transportation impacts the new mission would have. Once those impacts were defined, solutions to breakdowns were identified and tested. It was critical that the solutions worked to serve all elements of the base, including the new mission.

Firm employed by	**AtkinsRéalis**		
Name	**Madie Poon-Galloway, ENV SP**	Years of relevant experience with this employer	3
Title	Senior Aviation Planner	Years of relevant experience with other employer(s)	6
Degree(s) / Years / Specialization		B.S.c., 2016, Aviation Management with Flight; M.S.c., 2017, Aviation Safety	
Active registration number / state / expiration date		Envision Sustainability Professional (ENV SP) 53234; FAA Private Pilot License, FAA Instrument Rating, FAA Multi-Engine Pilot, FAA Commercial Multi-Engine Pilot	
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities		Planning Support; Support several of the technical disciplines.	

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).
11/23 - Present	Tri-Cities Airport Master Plan. Aviation Planner. Providing comprehensive platform to contribute meaningfully across several key areas. She played an active role in shaping the long-term vision for the airport with assisting them in creating goals and objectives, and conducting detailed inventory of existing conditions to identify current capabilities and future needs. Madie’s involvement extended to navigating the regulatory framework to ensure compliance and sustainability, while also fostering public engagement and educational outreach to build community support. Additionally, Madie contributed to integration strategies through the Capital Improvement Plan (CIP) that align airport development with regional growth and supported modernization initiatives aimed at enhancing the efficiency and safety of the airfield.
11/24 - Present	Pensacola International Airport, Taxiway A7 Rehabilitation, Pensacola, FL. Aviation Planner. This project serves two primary purposes for the airport; eliminating the Taxiway A7 direct connection from the air carrier apron to both runways and continuing the rehabilitation of Taxiway A south of newly re-designated Taxiway F1 to Runway 8-26 safety area, and along Taxiway B from Runway 17-35 safety area. The project is also the first at the airport to implement a junction can plaza system for the airfield electrical circuits which is designed to separate the circuits for easier access, safer maintenance, and prevent any catastrophic loss of electrical systems in the event of an electrical fault. The system designed will streamline the electrical network in the most congested portion of the airport and carry through past the Taxiway A and B intersection where the circuits begin to diverge.
08/20 - 01/25	Sebring Regional Airport, Layout Plan, Sebring, FL. Senior Planner. Project included the integration of a newly planned vertiport. Initially designed to meet the FAA’s Engineering Brief (EB) 105 standards, the vertiport required revisions to align with the updated EB 105A guidelines. Madie contributed to this transition by refining the vertiport layout and adjusting associated parking positions to ensure full compliance with the latest standards, supporting the airport’s commitment to future-ready infrastructure and advanced air mobility.
11/21 - 05/24	Philadelphia International Airport, Taxiway P Relocation, Philadelphia, PA. Airport planner. This project is the realignment of Taxiway P between Taxiway U and Taxiway N to meet centerline separation criteria for a Group V, Cat II/III ILS runway. The existing taxiway was located 400-feet south of Runway 9L-27R which violated minimum runway separation requirements by 100 feet and restricted concurrent Group V operations during low visibility conditions.

Firm employed by	**AtkinsRéalis**		
Name	**Siva Rajan, LEED AP**	Years of relevant experience with this employer	18
Title	Director, Preconstruction	Years of relevant experience with other employer(s)	24
Degree(s) / Years / Specialization		M.S., 2003, Construction Management; B.S., 2000, Civil Engineering	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities		Project Controls Lead; Lead cost estimating and scheduling needs.	

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).
07/24 - 02/25	Vertiport Costing at Airport 1 and 2. AtkinsRéalis provided independently contracted cost estimating services for a confidential private client planning to install eVTOL landing and charging facilities at two large international airports on the East Coast of the U.S.
11/20 - 01/21	Newark Liberty International Airport (EWR), United Airlines, Project Management Office (PMO), Newark, NJ. Cost estimator. Providinged new program fit-out, lounge construction, terminal expansion, airside work, etc. Scope: Plan, procure, and deliver terminal improvement projects. Coordinating with United Airlines' internal stakeholders, the PANYNJ and adjacent tenants and vendors.
03/18 - 07/18	John F. Kennedy International Airport (JFK), New Terminal One Redevelopment, New York, NY. Cost estimator. Provided cost estimating services for the CAPEX budget including concept estimates, reconciliation with the construction manager, cash flows, financial models, value engineering and cost analysis. The project consisted of a new 2.7 million square-foot, 28 gate international terminal, a new roadway network and parking garage as well as landside and airside improvements including a headhouse. Current scope also includes bid package levelling of the trade buyouts.
05/24 - 08/24	JFK, Delta Air Lines, Terminal 4 Transformation 2.5, New York, NY. Cost estimator. Provided cost estimating services for concept estimates and value engineering analysis for the Terminal 4 project at JFK International Airport for JFK International Air Terminal LLC (JFKIAT). The project included renovations to the existing headhouse and concourses including hold room and restroom expansion, food and beverage spaces, TSA office spaces, Back of House (BOH) and Front of House (FOH) renovations.
07/18 - 12/21	JFK, Jet Blue Terminals 6/7, Master Services Agreement, New York, NY. Lead cost estimator. Provided cost estimating services for the CAPEX budget including concept estimates, cash loading schedules, value engineering and cost analysis for Jet Blue Terminals 6 & 7. This project consisted of a new 1.2 million square- foot terminal building including headhouse, a 12-gate concourse, landside and airside improvements. Also providing on-call cost estimating and schedule services as needed to update and revise the budget estimate. Current task included preparing the PDD estimate and reconciling with the CM.

Firm employed by	**AtkinsRéalis**		**MPR No. 4**
Name	**James Richmond**	Years of relevant experience with this employer	13
Title	Client Manager, AAM Advisor	Years of relevant experience with other employer(s)	0

Degree(s) / Years / Specialization			Aerospace Engineering Meng, 2012
Active registration number / state / expiration date			N/A
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities			AAM Subject Matter Expert (SME); Support the Implementation and Integration Plan and other tasks as needed.

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).
2022 - Present	Wisk Aero. Electric Propulsion Unit (EPU) and Energy Storage System (EPS) Design and Analysis (UK-US). Client Manager, AAM Advisor.
2020 - Present	MagniX. EPU Design (UK-US). Client Manager, AAM Advisor.
2024 - Present	Evolito. EPU Design (UK). Client Manager, AAM Advisor.
2021 - Present	AMEC. Full AAM ecosystem development and test (UK). R&D Project Director. AAM Advisor.
2024 - Present	Confidential Hotel Chain. Vertipad Design/Modification (UK). Client Manager, AAM Advisor.
2024 - Present	Skyports. Middle East Vertiport Concept Design (UAE). Client Manager, AAM Advisor.
2021 - 2025	CAELUS. Drone landing infrastructure (UK). Client Manager, AAM Advisor.
2018 - 2024	Vertical Aerospace. Safety and Certification (UK). Client Manager, AAM Advisor.
2024	Skyports. Site Due Diligence (UAE). Client Manager, AAM Advisor.
2023	Civil Aviation Authority. Vehicle and Infrastructure Regs Study (UK). Client Manager, AAM Advisor.
2022 - 2023	Various. Vehicle Acquisition Due Diligence (UK). Client Manager, AAM Advisor.
2020 - 2022	DAEP Multi Use Case Network Consideration and Vertiport Design (UAE).

Firm employed by	**AtkinsRéalis**		
Name	**Kathryn Saucier, ENV SP, ACE**	Years of relevant experience with this employer	8
Title	Senior Aviation Planner	Years of relevant experience with other employer(s)	4
Degree(s) / Years / Specialization		M.S., 2013, Science and Technical Writing; B.S., 2010, Renewable Natural Resources	
Active registration number / state / expiration date		Envision Sustainability Professional (ENV SP) 45793; Airport Certified Employee (ACE), Planning 285944	
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities		Planning Support; Support several of the technical disciplines.	

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).
09/24 - Present	LAL Taxiway A Shoulder and Hold Bay, Lakeland, FL. Grant Management. The current critical aircraft for Runway 10/28 is the Boeing 767-300F. Taxiway A is the primary parallel taxiway to Runway 10/28 providing access to various tenants and the commercial service apron. 30-foot shoulders taxiway will be installed along Taxiway A from connector Taxiway A1 to the intersection of Runway 05/23 to meet the requirements of FAA AC 150/5300-13B. Shoulders will tie into existing shoulders on connectors A1, M, A2, and A3. Shoulders will be installed up to the taxiway safety area limits at the intersections of Taxiways G, J, and B. Shoulders will be 30-feet in width on each side of the taxiway.
03/21 - 06/21	Lakeland Linder International Airport (LAL), Taxiway P Rehabilitation, Lakeland, FL. Environmental engineer and grant management for the design of the rehabilitation and realignment of existing Taxiway P to accommodate new instrument landing system (ILS) equipment. AtkinsRéalis was the engineer of record (EOR) of the design phase which included data collection, alternatives analysis, and detailed design. Prior to commencing design, a detailed alternatives analysis was completed to develop the preferred alignment of the taxiway to mitigate impacts to adjacent wetlands and existing stormwater facilities while aligning with the ultimate ALP approved taxiway geometry. Additionally, during design phase the pavement section and gradient was developed to integrate with the future Taxiway B that will eventually replace Taxiway P.
03/13 - 01/16	Treasure Coast International Airport, Crossfield Connector Taxiway Design Services, Fort Pierce, FL. Environmental Engineer. Responsible for construction phasing and safety, demolition, horizontal and vertical geometric design, grading, marking, security fence design, and development of construction specifications. Duties included client coordination and overseeing production of all project design involving drainage, environmental, and electrical design groups. This project involved the design and bid phase services for the construction of a new 1,200-foot taxiway to provide access to taxiing aircraft between the isolated touchand-go Runway 10L/28R at the north side of the airport to the rest of the airfield.
07/15 - 04/17	Pensacola International Airport (PNS), New VT MAE Maintenance, Repair, and Overhaul Hangar (MRO) Hangar, Pensacola, FL. Environmental Engineer. AtkinsRéalis assisted the City of Pensacola with multiple initiatives related to economic growth and development at PNS. These efforts included concept planning, agency coordination, public involvement, marketing, and lease negotiation support to lay the foundation for, and made possible, the development of a new MRO hangar at PNS.

Firm employed by	**AtkinsRéalis**		
Name	**Vincent Segale, PE, PMP**	Years of relevant experience with this employer	25
Title	Senior Director, Nuclear, Hydrogen, & Energy Storage	Years of relevant experience with other employer(s)	1
Degree(s) / Years / Specialization		B.Sc., 1997, Chemical Engineering	
Active registration number / state / expiration date		PE 50616 | WA | 10/12/2025; Project Management Professional (PMP), 2017	
Year registered	2013	Discipline	Planning
Contract role(s) / brief description of responsibilities		Hydrogen Subject Matter Expert (SME); Lead any tasks relating to hydrogen.	

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).
11/24 - Present	Leading team of process/mechanical engineers do develop thermal cycle models and AACE Class 5 cost estimates to evaluate steam turbine performance in conjunction with small modular reactors (SMR) for a proposed nuclear facility. Includes evaluation of cooling options (wet cooling, dry cooling, and hybrid cooling) and preparation of reports detailing findings and recommendations.
01/21 - 11/24	Managed proposals and studies related to various energy alternatives for clients related to pre-FEED, FEED, and detailed design. Technologies included thermal energy storage, solar, blue hydrogen, green hydrogen, natural gas, and steam for power generation and industrial processes.
01/16 - 01/21	As the project manager leading a team of multi-discipline engineers, support clients on execution of various engineering mandates. Key project includes Owner's representative for Prairie Lights Power Project, a proposed 400 MW 1x1 natural gas combined cycle power project consisting of one combustion turbine generator, one heat recovery steam generator, one steam turbine generator, and one air cooled condenser. The selected technology is capable of firing hydrogen as the primary fuel source in the future. The project mandate for Owner's Engineering services to support project development, develop bid package for soliciting EPC bids, and provide oversight and review during project execution. The scope included technology assessment, cost estimation, and supply chain survey/bid proposals for major power island equipment.

Firm employed by	**APG**		
Name	**Haseeb Mirza, CM, ENV SP**	Years of relevant experience with this employer	4
Title	Senior Aviation Planner	Years of relevant experience with other employer(s)	10
Degree(s) / Years / Specialization		M.S., 2015, Public Administration, Aviation Administration; B.S., 2013, Aviation Management, Airport Planning minor	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities		Senior Aviation Planner; Support Implementation and Integration Plan Tasks.	

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).
02/24 - Present	Martin State Airport (MTN) Airport Layout Plan (ALP) Update. Planner responsible for the development of the ALP drawing set including data collection, updating outdated sheets, and conducting an airspace analysis. Reviewed the ALP set for submission to the Maryland Airport Authority (MAA).
10/23 - Present	State of Illinois AAM System Plan. Project manager responsible for project administration, participated in the kick-off meeting, and facilitated talking points and kept notes for meetings. Haseeb helped with the Illinois AAM System Plan Project Advisory Committee, facilitating group break-out sessions to discuss opportunities, threats, and recommendations.
05/23 - Present	Denver International Airport (DEN) On-Call Planning. Task lead on the on-call contract supporting DEN’s Planning Department. Tasks included providing in-depth AviPLAN Airside Pro training, developing the Planning Department’s CAD Standards Manual, and conducting an airfield parking analysis.
08/21 - Present	United Airlines On-Call Planning. Task lead and project manager on this extension of staff contract for United Airlines. Work included utilizing AutoCAD and AviPLAN software to develop gate layouts and RON parking positions and examining temporary gates for construction phasing, design standards, and terminal analysis.
06/23 - 09/24	Chehalis-Centralia Airport (CLS) Renewable Energy, AAM Forecast and Infrastructure Siting. Senior planner responsible for development of alternatives, including for AAM, charging infrastructure, and renewable energies, and for the ALP development. AAM infrastructure included a vertiport with associated terminal, apron, charging stations, access road, and parking. Performed quality control reviews for other phases of the master plan.
06/23 - 11/23	Buffalo Niagara International Airport (BUF) General Aviation (GA) Apron Rehabilitation. Task lead responsible for conducting an analysis of the GA apron to determine the optimal layout and aircraft parking configuration. Planned out multiple aircraft parking layouts that accounted for safety clearances and aircraft movement limitations using AviPLAN Airside Pro.
12/22 - 09/23	Niagara Falls International Airport (IAG) Guidance Sign and Navigational Aid Rehabilitation. Planner assisting with the development of a Construction Safety Phasing Plan (CSPP) for the Niagara Falls Airfield Sign and NAVAID Rehabilitation project. Developed a set of exhibits and instructions detailing the recommended approach for work that spans the entire airfield, while minimizing potential impacts to aircraft operations.

06/23 - 07/23	Whittman Regional Airport (OSH) Vertiport Siting. Planner providing assistance with the siting of the planned OSH vertiport, provided guidance and solutions to an AAM consulting firm for the implementation of their vertiport infrastructure package, and analyzed other airports for vertiport siting.
03/21 - 03/23	Olympia Regional Airport (OLM) Airport Master Plan & Part 139 Feasibility Study. Planner assisting with the Facility Requirements and Alternative chapters. Researched and developed the emerging technologies appendix, which focuses on substantial initiatives, analysis of electrical infrastructure, sustainable aviation fuels, and AAM, including hybrid-electric aircraft and eVTOL aircraft. Drafted alternative hangar and taxiway layout concepts and the vertiport layouts, including the terminal area.
12/19 - 09/21	Illinois Aviation System Plan (IASP) and Economic Impact (EIA) Analysis. Planner responsible for gathering and analyzing O'Hare International Airport (ORD) and Midway International Airport (MDW) data for IDOT's IASP and EIA. Conducted meetings with Chicago Department of Aviation (CDA) staff to compile relevant airport data for IDOT document needs.

Firm employed by	**APG**		
Name	**Leah Whitfield, CM, ACE**	Years of relevant experience with this employer	5
Title	President/Senior Aviation Planner	Years of relevant experience with other employer(s)	12

Degree(s) / Years / Specialization			M.S., 2009, Aeronautical Science Management B.S., 2007, Applied Research Meteorology, Air Traffic Control minor
Active registration number / state / expiration date			N/A
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities			Senior Aviation Planner; Support Vision and Market Analysis Tasks.

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).
03/25 - Present	State of Illinois Statewide On-Call. Internal project manager for this multi-year on-call supporting the state DOT in planning, independent fee estimates, planning analysis, and land acquisition. Provides planning and quality control review services. This contract was renewed by IDOT in March 2025 following a successful two-year contract.
08/24 - Present	Washington Regional Electric Aircraft Charging Network. Consultant coordinating more than seven airports in pursuit of funding for a network of electric aircraft charging stations. Leah assisted in the identification and analysis of the network, prepared a grant application, and coordinated with local utility providers and each airport. The group was recently expanded to connect western Washington airports to eastern Washington. As a group Leah is leading coordination with BETA and identification of funding opportunities.
01/25 - Present	Chehalis-Centralia Airport (CLS) Hydrogen Feasibility Study. Project manager for this on-going study funded through a Build America Bureau Grant to determine the feasibility of a multi-modal hydrogen facility at CLS. She was instrumental in the award of the grant to the airport and continues to seek additional funds to support later phases of the project. The study has identified a demand forecast, and is currently selecting the preferred alternative for the infrastructure. Leah developed a webpage to update the public regarding the study and will host the first advisory committee meeting in June of 2025 and first open house in September of 2025. Later in 2025 Leah will lead an environmental assessment and access road design to support the project.
06/24 - Present	ACRP 01-54: Update to ACRP Report 49: Collaborative Airport Capital Planning Handbook. Senior researcher and mentor to the prime consultant for this on-going research. Leah is leading the effort to develop a WebResource for airports to interactively learn about the collaborative capital planning process. Leah has also participated in the literature review, airport outreach and interviews, technical writing, and identification of best practices.
05/24 - Present	ACRP 01-56: Revenue and Financing Alternatives for Medium and Small U.S. Airports in an Evolving Aviation Landscape. Principal Investigator for this nearly complete Airport Cooperative Research Program (ACRP) project examining how small and medium airports can leverage new technologies to generate revenue to finance capital improvements. Leah and her team developed a large database with more than 100 entries of airport revenue or financing initiatives from across the country and a guidebook to accompany the database. The research should be published in late 2025.
11/23 - Present	Vice Chair of the Planning and Environmental Committee for the Airport Consultants Council (ACC).

10/23 - Present	State of Illinois AAM System Plan. Technical Subject Matter Expert (SME) and internal project manager providing oversight of the project, quality control reviews.
04/21 - Present	Chair of the Aviation System Planning Committee for the Transportation Research Board (AV020)
06/23 - 09/24	Chehalis-Centralia Airport (CLS) Master Plan. Project manager focused on emerging technology and resiliency. A forecast was developed to include based aircraft, operations, and AAM passengers. Alternatives including the siting of solar and hydrogen, AAM infrastructure including a vertiport, charging stations, and passenger facilities, and hangar development. Lead public engagement through the creation of a technical and public advisory committees, website development, and public open houses.
04/24 - 06/24	Chehalis-Centralia Airport (CLS) Solar Feasibility Study, On-call Engineering Contract. Planner responsible for a solar feasibility study that sited solar facilities across the airport, prepared the glare and glint study, and developed overall costs and energy analysis of the solar installations. The purpose of the solar projects is to support future energy demands of a hydrogen development and AAM.
08/24 - 01/24	Battle Creek AAM Corridor Study. Internal project manager providing oversight of the project and quality control reviews. Conducted literature review of existing planning material for the BTL airport, provided site assessments for four pre-determined locations on and around the airfield, analyzed local and regional airspace for AAM navigability, and created technical report depicting findings as well as updated FAA guidance for development.
06/23 - 07/23	Whittman Regional Airport (OSH) Vertiport Siting. Planner responsible for siting a vertiport and charging station, reviewed airspace and updated the ALP sheet.
03/21 - 03/23	Olympia Regional Airport (OLM) Airport Master Plan & Part 139 Feasibility Study. Planner responsible for the development of an airport master plan and corresponding Part 139 feasibility study with a passenger and operations forecast to include AAM operations and corresponding alternatives for necessary infrastructure. Leah led both in-person and virtual stakeholder engagement, including a technical advisory committee.
04/15 - 04/21	Aviation System Planning Committee for the Transportation Research Board (AV020). Communications Coordinator.
02/13 - 12/19	Alaska Aviation System Plan Phase II. Project manager for this continuous aviation system plan examining statewide issues in aviation through working groups, technical papers, planning studies, and development of a detailed facility information directory and capital improvement program website. Instrumental in the creation and statewide adoption of a tablet based custom airport inspection tool to better identify maintenance and capital improvements needed at airports in a consistent, trackable manner. Work groups included prioritization of airport improvements such as weather stations, runway length, operational analysis, and equipment priorities. Additionally, studies such as traditional system planning tasks like classifications, goals, and performance measures were completed, as well as economic impact studies.
01/15–05/17	MatSu Regional Aviation System Plan Ph II. Project manager for a regional study in the MatSu Borough (the size of Connecticut) for a land use planning study and new airport siting (gravel runway with seaplane base). Leah led stakeholder engagement, prepared alternatives, an aviation forecast, and implementation plan.

Firm employed by	**APG**		
Name	**Seth Young, Ph.D., A.A.E., CFI**	Years of relevant experience with this employer	1
Title	Senior VP / Principal Aviation Project Manager	Years of relevant experience with other employer(s)	28

Degree(s) / Years / Specialization			Ph.D., 1998, Civil & Environmental Engineering, Transportation M.S., 1991, Industrial Engineering, Operations Research B.A., 1990, Applied Mathematics
Active registration number / state / expiration date			N/A
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities			Senior Aviation Planner; Support Education and Workforce Development Tasks.

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).
09/23 - 12/25	National Academies Airports Cooperative Research Program, Guidance on the Feasibility of ADS-B for Airport Operations. Principal investigator overseeing a study for the National Academies’ Airports Cooperative Research Program (ACRP) to develop guidance for the airport community on the feasibility and applicability of leveraging Automated Dependent Surveillance-Broadcast (ADS-B) technology to support airport operations, planning, and design. Led all project tasks including literature review, testing of aircraft flight tracking applications that leverage ADS-B data, interviewing multiple airports on their operations tracking needs, building and deploying an in-house ADS-B data collection and analysis application at several airports throughout the U.S.
01/25 - 03/25	Juneau International Airport, Master Plan Update. Planner providing support by overseeing operational capacity analyses and advising on critical aircraft determination and airside facilities requirements.
09/24 - 12/24	Martin State Airport (MTN) Airport Layout Plan (ALP) Update. Principal providing advisory support and QA/QC to the development of the ALP update, including writing the ALP narrative chapters and providing quality reviews of ALP sheets.
08/22 - 12/24	Syracuse Hancock International Airport, ALP Update. Principal overseeing the development of an updated ALP associated with the Master Plan Update. Update included consideration of AAM and UAS operational facilities.
11/21 - 08/24	Port Authority of New York & New Jersey (PANYNJ) Aviation Division On-Call System Planning. Primary Point of Contact (POC) for on-call planning services for the PANYNJ. Led several projects including managing procurement programs for airport parking and ground transportation services, supporting the development of “fly quiet” noise mitigation programs, performing studies to mitigate waste, managing large scale airport system capacity studies, and supporting the multi-billion-dollar redevelopment programs at Newark Liberty International Airport, John F. Kennedy International Airport, and LaGuardia Airport.

10/22 - 06/24	Federal Aviation Administration, eVTOL Vertiport Design Standards Study. Principal oversaw the research and development of standards for the design and construction of vertiports to accommodate new electric vertical takeoff and landing (eVTOL) aircraft. Led the effort to evaluate existing standards for similar aircraft (rotorcraft and early generation vertical and short field aircraft) to determine initial geometric design, pavement, grading, lighting, and obstruction clearance standards. Standards were published in FAA Engineering Brief 105 "Vertiport Design". Led the effort to design locations for vertiports at six on- and off-airport case sites and created construction design documents for one to-be-constructed test site.
05/22 - 08/24	Solberg/Hunterdon Airport (N51) Master Plan. Principal oversaw a master plan and Airport Layout Plan (ALP) update for N51, a family-owned General Aviation (GA) airport in central New Jersey. Plan focused on future development of the airfield to accommodate increased (piston and turbine) based aircraft, including design of runways and taxiways to B-II critical aircraft design standards, enhancing of the main ramp, hangar facilities, and aircraft parking areas, and optimizing runway configuration to accommodate operations growth while maintaining crosswind requirements.
02/24 - 05/24	Sacramento International Airport (SAC) Capital Program Strategic Development. Principal led the effort to create a capital development program management strategy that coordinated the simultaneous design and construction of multiple landside development projects, included a new multi-level parking garage, landside-airside pedestrian bridge, and ground transportation center.
08/21 - 12/21	Rhode Island Airport Corporation Strategic Air Cargo Development Study. Senior project manager, assisted with the development of a strategic air cargo development study for the Rhode Island Airport Corporation (RIAC) at the T.F. Green International Airport (PVD). The study focused on the potential redevelopment of existing facilities leased by leading cargo operators with the greatest market share at the airport, researching opportunities to win new entrants currently serving other regional airports, and developing strategies to regain service from new entrant cargo operators who served the airport on a short-term basis.

MPR No. 6

Firm employed by	**NEXA**		
Name	**Michael Dyment**	Years of relevant experience with this employer	18
Title	Managing Partner	Years of relevant experience with other employer(s)	25

Degree(s) / Years / Specialization			M.S., 1979, Aeronautics and Astronautics, Massachusetts Institute of Technology; B.Sc.E., 1977, Geomatics Engineering, University of New Brunswick
Active registration number / state / expiration date			N/A
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities			Professional Advisor, Economist; Direct the market analysis and economic impact analysis.

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).
06/18 - Present	Advanced Air Mobility (AAM) ArcGIS mapping and forecasting website titled "Urban Air Mobility: Infrastructure and Global Markets 2020-2045" for multiple commercial and government clients. Project Manager and AAM Subject Matter Expert (SME). Co-created the tool (www.uamgeo.com). The study and associated website covers 100 metropolitan areas of the world, including 50 U.S. cities. More than 100 companies and agencies have been making use of this site for business and economic planning purposes. Government clients include the U.S. Department of Transportation (USDOT), the Federal Aviation Administration (FAA), the U.S. Government Accountability Office (GAO), the National Aeronautics and Space Administration (NASA), and several state Departments of Transportation (DOTs).
08/24 - 02/25	State of Utah AAM Economic Impact Analysis (EIA). Project Manager and AAM SME. With the 2034 Winter Olympics as an AAM Priority for Utah, NEXA completed a detailed ArcGIS survey of the entire state, developed the 20-year AAM passenger demand forecasts for six (6) use cases (RAM, airport shuttle, on-demand air taxi, business, medical, and tourism) and for cargo delivery, developed the business case analysis for four (4) supply chains (aircraft, operators, UATM, and ground infrastructure), and forecasted job creation using the IMPLAN tool, which forecasted some 11,000 new jobs from AAM by 2045.
06/23 - 08/24	Kingdom of Saudi Arabia AAM Strategic Plan. Project Manager and AAM SME. Under a consortium of NEXA, AT Kearney and NUAIR, Michael advised on governance structures, technical and regulatory frameworks to develop a comprehensive blueprint for country-wide AAM implementation for the General Authority of Civil Aviation (GACA)—the Saudi equivalent of the FAA—for full-scale deployment by 2030.
10/23 - 04/24	State of Oklahoma AAM EIA. Project Manager and AAM SME. NEXA completed a detailed ArcGIS survey of the entire state, developed the 20-year AAM passenger demand forecasts for five (5) use cases (RAM, airport shuttle, on-demand air taxi, medical, and business aviation) and for cargo delivery, developed the business case analysis for four supply chains (aircraft, operators, UATM, and ground infrastructure), and forecasted job creation using the IMPLAN tool, which forecasted 4,600 jobs through 2045.

07/22 - 01/23	State of Virginia AAM EIA through Virginia Innovation Partnership Corporation (VIPC). Project Manager and AAM SME. NEXA provided forecasting for Minimum Viable Infrastructure (MIV): the least complex, lowest-cost set of physical, digital, and regulatory infrastructure elements necessary to safely and efficiently initiate AAM operations in a defined region. NEXA completed a detailed ArcGIS survey of the entire state, developed the 20-year AAM passenger demand forecasts for five (5) use cases (RAM, airport shuttle, on-demand air taxi, medical, and business aviation) and for cargo delivery, developed the business case analysis for four (4) supply chains (aircraft, operators, UATM, and ground infrastructure), and provided a jobs forecast (17,000 new AAM jobs through 2045) using the IMPLAN tool.
10/20 - 04/21	State of Ohio DOT AAM EIA. Project Manager and AAM SME. NEXA completed a detailed ArcGIS survey of the entire state, developed the 20-year AAM passenger demand forecasts for five (5) use cases (Regional Air Mobility or RAM, airport shuttle, on-demand air taxi, medical, and business aviation) and for cargo delivery, developed the business case analysis for four supply chains (aircraft, operators, Unmanned Air Traffic Management or UATM, and ground infrastructure) and forecasted job creation using the IMPLAN tool (15,000 new AAM jobs through 2045).
06/21 - 09/21	State of Arkansas AAM EIA. Project Manager and AAM SME. The Walton Family Foundation wanted to examine how AAM and Unmanned Aerial System (UAS) aircraft could improve healthcare outcomes for this rural state, including potential partnerships with Walmart stores. NEXA developed the 20-year AAM passenger demand forecasts for AAM medical transportation as well as RAM, on-demand, airport shuttle, and business aviation. Additionally, NEXA developed the business case analysis for four (4) supply chains (aircraft, operators, UATM, and ground infrastructure) and forecasted jobs using the IMPLAN tool (4,000 through 2045). Finally, the team led by Michael examined and confirmed that AAM infrastructure could be viable to develop and construct and to recover CAPEX/OPEX costs through user fee regimes.
01/17 - 02/18	AAM Market and Economic Impact Analysis for NASA. Project Manager and AAM SME. Developed business case methodologies and the financial and project modeling tools necessary to assess market sustainability. The study was used to determine how best to secure $300M worth of investment in AAM research to accelerate deployment of eVTOL and other technologies. NEXA developed data analytics and market forecasting tools for the project.
09/05 - 09/06	Louisiana Regional Transit Administration (RTA) Post Katrina Remediation. Project Manager and Finance SME. While at PriceWaterhouseCoopers, Michael led a project to restructure the RTA post-Katrina. The hurricane and subsequent flood destroyed the entire bus fleet in New Orleans. His work entailed reorganizing the state-backed bond programs that were placed in default and aligning the project on a future footing so that the RTA could begin to acquire new (or used) buses to begin transporting workers between residential locations and workplaces such as hotels, restaurants and casinos. FTA support was crucial, as was participation from the Governor's office in structuring a financial rescue and re-fleeting package.

Firm employed by	**NEXA**		
Name	**Phillip Dyment**	Years of relevant experience with this employer	9
Title	Vice President	Years of relevant experience with other employer(s)	0

Degree(s) / Years / Specialization			B.S., 2016, Global Studies
Active registration number / state / expiration date			N/A
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities			AAM Economic Impact Analyst, Business Strategy Analyst; Conduct market analysis and economic impact analysis.

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).
06/18 - Present	AAM ArcGIS mapping and forecasting website titled "Urban Air Mobility: Infrastructure and Global Markets 2020-2045" for multiple commercial and government clients. Economic Modeler and ArcGIS Analyst. Performed ArcGIS mapping for 75 largest cities globally (now over 100), developed forecasting tools for demand and infrastructure costs, number and type of vertiports required.
08/24 - 02/25	State of Utah AAM EIA. Economic Impact Analyst, ArcGIS supervisor. Supervised completion of a detailed ArcGIS survey of the entire state. Developed the 20-year AAM passenger demand forecasts for six use cases (Regional Air Mobility, Airport Shuttle, On-Demand Air Taxi, Business, Medical, and Tourism) and for cargo delivery. Developed the business case analysis for four supply chains (aircraft, operators, UATM, and ground infrastructure) and forecasted job creation using the IMPLAN tool. Also examined and confirmed that AAM infrastructure could be viable to develop and construct and to recover CAPEX/OPEX costs through user fee regimes.
10/23 - 04/24	State of Oklahoma AAM EIA. Economic Impact Analyst. Using the IMPLAN tool, forecasted new jobs, increased GDP and new tax revenues AAM would bring to the state through Year 2045. Findings: Investments made in AAM infrastructure could be recaptured through user fees. Supervised ArcGIS survey of the entire state for over 60 AAM-related layers, developed the 20-year AAM passenger demand forecasts for five (5) use cases (RAM, airport shuttle, on-demand air taxi, medical, and business aviation) and for cargo delivery, developed the business case analysis for four supply chains (aircraft, operators, UATM, and ground infrastructure).
06/23 - 08/24	Kingdom of Saudi Arabia AAM Strategic Plan. Business Strategist, Economic Impact Analyst. Part of a consortium of NEXA, AT Kearney and NUAIR, Phillip developed a comprehensive blueprint for country-wide AAM implementation for the General Authority of Civil Aviation (GACA)—the Saudi equivalent of the FAA—for full-scale deployment by 2030. Created strategic roadmap, business case, financial models, governance structures, technical and regulatory frameworks, CAPEX construction and deployment estimates for 200 vertiports, and economic impact assessments.
07/22 - 01/23	State of Virginia AAM EIA through Virginia Innovation Partnership Corporation. ArcGIS Supervisor, Economic Modeler. Developed requirements for minimum viable infrastructure to activate AAM. Supervised detailed ArcGIS survey of the entire state, developed the 20-year AAM passenger demand forecasts for five (5) use cases (RAM, airport shuttle, on-demand air taxi, medical, and business aviation) and for cargo delivery, developed the business case analysis for four supply chains (aircraft, operators, UATM, and ground infrastructure) and forecasted job creation using the IMPLAN tool. Examined and confirmed that AAM infrastructure could be viable to develop and construct and to recover CAPEX/OPEX costs through user fee regimes.

11/22 - 12/22	AAM Office of Environmental Management (OEM) report on impact forecasting for SouthEast Queensland in Australia for Wisk, a fully-owned subsidiary of Boeing. Economic Modeler. Developed business case, analyzed supply chains, and forecasted new jobs, increased Gross Domestic Product (GDP), and new revenues.
04/20 - 10/21	AAM Study for Toronto and Vancouver Metro Areas for Canadian Advanced Air Mobility Consortium. ArcGIS Analyst and Economic Impact Analyst. Completed a detailed ArcGIS survey of each metropolitan area. Examined economic and social benefits of AAM use cases and drones. For Vancouver, developed the 20-year AAM passenger demand forecasts for five (5) use cases (RAM, airport shuttle, on-demand air taxi, medical, and business aviation) and for cargo delivery, developed the business case analysis for four supply chains (aircraft, operators, Unmanned Air Traffic Management or UATM, and ground infrastructure) and forecasted job creation using the IMPLAN tool. Examined and confirmed that AAM infrastructure could be viable to develop and construct and to recover CAPEX/OPEX costs through user fee regimes.
06/21 - 09/21	State of Arkansas AAM EIA. ArcGIS Analyst and Economic Modeler. With an emphasis on providing improved healthcare outcomes for rural residents, completed a detailed ArcGIS survey of the entire state, developed the 20-year AAM passenger demand forecasts for five (5) use cases (RAM, airport shuttle, on-demand air taxi, medical, and business aviation) and for cargo delivery, developed the business case analysis for four supply chains (aircraft, operators, Unmanned Air Traffic Management or UATM, and ground infrastructure) and forecasted job creation using the IMPLAN tool.
10/20 - 04/21	State of Ohio DOT AAM EIA. ArcGIS Analyst and Economic Modeler. Phillip examined and confirmed that AAM infrastructure could be viable to develop and construct as well as to recover capital/CAPEX and operational/OPEX costs through user fee regimes. Completed a detailed ArcGIS survey of the entire state, developed the 20-year AAM passenger demand forecasts for five (5) use cases (Regional Air Mobility or RAM, airport shuttle, on-demand air taxi, medical, and business aviation) and for cargo delivery, developed the business case analysis for four supply chains (aircraft, operators, Unmanned Air Traffic Management or UATM, and ground infrastructure) and forecasted job creation using the IMPLAN tool.
01/17 - 02/18	Advanced Air Mobility (AAM) Market and Economic Impact Analysis (EIA) for NASA – Economic Modeling Analyst. Assisted in the development of data analytics and market forecasting tools for three use cases—last-mile delivery, air metro, and air taxi. Projected package and passenger demand for 15 largest US cities, as well as infrastructure costs and ticket prices.

Firm employed by	**NEXA**		
Name	**Benjamin Zevin**	Years of relevant experience with this employer	2
Title	Director	Years of relevant experience with other employer(s)	0

Degree(s) / Years / Specialization			B.S., 2016, Computational Modeling and Data Analytics M.S., 2023, Data Analytics Engineering
Active registration number / state / expiration date			N/A
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities			AAM ArcGIS Analyst, Economic Forecasting Analyst; Assist with market analysis and economic impact analysis and develop ArcGIS tool.

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).
03/25 - Present	State of North Carolina Advanced Air Mobility (AAM) Economic Impact Analysis (EIA). ArcGIS and Financial Analyst. ▪ Produced a geospatial inventory of the entire state containing demand factors, existing infrastructure, and demographic information. ▪ Produced maps and geospatial analysis to identify demand levels of AAM around the state. ▪ Developed a report providing key insights to the geospatial inventory and analysis while acting as a data dictionary. ▪ Currently developing a business case for AAM in North Carolina, including demand levels and CAPEX and OPEX expenditure values for both ground infrastructure and UATM.
11/24 - Present	State of Maine AAM EIA for MaineDOT. ArcGIS and Financial Analyst. ▪ Produced a geospatial inventory of the state containing demand factors, existing infrastructure, and demographic information. ▪ Produced maps and geospatial analysis to identify demand levels of AAM around the state. ▪ Developed a report providing key insights to the geospatial inventory and analysis while acting as a data dictionary. ▪ Led the development of a business case for AAM in Maine, including demand levels and CAPEX and OPEX expenditure values for both ground infrastructure and UATM.
08/24 - 02/25	State of Utah AAM EIA. ArcGIS and Financial Analyst. ▪ Produced a geospatial inventory of the state containing demand factors, existing infrastructure, and demographic information. ▪ Produced maps and geospatial analysis to identify demand levels of AAM around the state. ▪ Developed a report providing key insights to the geospatial inventory and analysis while acting as a data dictionary. ▪ Assisted in the development of a business case for AAM in Utah, including demand levels and CAPEX and OPEX expenditure values for both ground infrastructure and UATM.

07/23 - 07/24	Kingdom of Saudi Arabia AAM Strategic Plan. ArcGIS Analyst. As part of a consortium of NEXA, at Kearney and NUAIR, Benjamin: ▪ Produced a geospatial inventory of the entire country containing demand factors, existing infrastructure, and demographic information. ▪ Produced maps and geospatial analysis to identify demand levels of AAM around the country and optional vertiport locations. ▪ Developed presentations designed to provide the General Authority of Civil Aviation (GACA)—the Saudi equivalent of the FAA—with the necessary information for decision-making involving the AAM roadmap.
10/23 - 02/24	State of Oklahoma AAM EIA. ArcGIS and Financial Analyst. ▪ Produced a geospatial inventory of the state containing demand factors, existing infrastructure, and demographic information. ▪ Produced maps and geospatial analysis to identify demand levels of AAM around the state and optional vertiport locations. ▪ Assisted in the development of a business case for AAM in Oklahoma, including demand levels and capital/CAPEX and operational/ OPEX expenditure values for both ground infrastructure and Unmanned Air Traffic Management or UATM.

Firm employed by	**NUAIR**		
Name	**Andrew Osantowske**	Years of relevant experience with this employer	1.5
Title	Solutions Engineer	Years of relevant experience with other employer(s)	10
Degree(s) / Years / Specialization	B.S., 2007 Aerospace		
Active registration number / state / expiration date	N/A		
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities	Technology Solutions Engineer; Support tasks related to the technology roadmap, the operational framework, and Unmanned Traffic Management (UTM) 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).
12/23 - Present	NUAIR. Solutions Engineer ▪ FAA's Near-Term Approval Process for UAS Traffic Management (UTM): Leading company effort to obtain authority (or approval) from FAA to provide 3rd party services to UAS operators for advanced UAS operations as a Supplemental Data Service Provider (SDSP) within the UTM ecosystem. Developed the Concept of Use, Service Level Agreement, Safety Risk Management, and other service delivery documents and artifacts in pursuit of FAA approval to offer surveillance as a service. Ensured compliance with performance standards and technical requirements per the applicable ASTM F38 standards related to SDSPs and Detect & Avoid systems. ▪ New York State Thruway Authority – USDOT SMART Grant Project: Technical and programmatic lead for the integration and use of UAS platforms for the inspections of bridges, light-masts, and additional Thruway owned and operated infrastructure elements across their highway system as provided by their USDOT SMART Grant Stage 1 award. Developed and demonstrated the application of various automated technologies and data exchanges to enable more safe and secure infrastructure inspections by NYSTA staff including seamless integration into their legacy IT systems through web-based applications and resulting final report generation. Program success supported by the timely submission of a final implementation report per Stage 1 requirements led to Stage 2 award enabling system-wide implementation and roll-out of the concepts developed in Stage 1.
05/21 - 11/23	LS Technologies. Consultant/Program Analyst. Lead Contractor for FAA's Enterprise UAS Services office within ATO PMO (AJM-337): Responsible for the overall financial, technical, and performance management of the 25-member contractor team for the AJM-337 program office. Led design, development, and integration of multiple Air Traffic and Mission Support systems and services including ongoing LAANC system support and enhancements including integration of B4UFLY requirements. Responsibilities included defining and grooming system requirements, FAA acquisition approach and funding capture, regulatory compliance, policy development, workflows and user experience, support and O&M models, and metrics/performance requirements for multiple systems including LAANC, UGIMS, GDFS, DISCVR, UAFR.

04/19 - 01/21	Robotic Skies. Director of Operations. Pre-seed to pre-Series "A" start-up for world-wide UAS maintenance services and support. Developed requirements, workflows (technical, operational, financial, and regulatory compliance), maintenance procedures and technician training for the end-to-end maintenance life cycle for over 45 UAS platforms/OEMs to be used by 240+ existing Part 145 (or equivalent) certificated repair stations throughout 40+ countries. Deployed and integrated our custom application/portal, on-demand digital maintenance procedures and just-in-time parts supply chain with global reach, and numerous workflows enabling in-country/ sometimes local UAS maintenance services.
01/05 - 04/07	Sensis Corporation, Syracuse, NY. Airport Surface Detection Equipment, Model X (ASDE-X) Test Lead Lead Engineer / design, implementation, and fielding of surveillance radars for military and FAA use including the digitization of multiple FAA and foreign aviation systems. Chief Engineer and Strategy / development and test of surface and terminal detection systems for airport environments including test lead for ASDE-X/3X system currently deployed at over 40 airports in the US. Test lead for the acceptance test and integration of the ASDE-X system into General Mitchell International Airport (MKE), the initial site of the program. The project included integration with the Air Traffic Control Tower (ATCT) and working with ATCT personnel to obtain feedback used in the final operational design of the system.
01/93 - 12/01	Designed, developed, tested, and delivered radar signal and data processor to digitize existing Airport Surveillance Radars (ASRs)-7/8 and integrated them into USAF military ATC systems.
11/87 - 01/93	Sensis Corporation, Syracuse, NY. Technical Lead and Project Manager Design/system engineer / Designed, implemented, and test advanced signal processing for radars and sonar systems

Firm employed by	**NUAIR**		
Name	**John Gustafson**	Years of relevant experience with this employer	13
Title	Director Of Technology and Product	Years of relevant experience with other employer(s)	12
Degree(s) / Years / Specialization		N/A	
Active registration number / state / expiration date		N/A	
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities		Technology and Product Subject Matter Expert (SME); Support tasks related to the technology roadmap, the operational framework, and Unmanned Traffic Management (UTM) 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).
01/23 - 5/25	Upgrade and install X band radars for NUAIR corridor, integrate data into Systems Assurance Monitoring and Common operating picture for the purpose of translating ASTERIX data to a map screen for easy human interpretation.
01/23 - 05/25	Coordinate four (4) different software providers to fulfill the FAA’s Notice to Airmen Publication (NTAP) program and create a data product for surveillance as a service.
01/18 - 05/25	Use Ardupilot and Mission Planner to program PX4 based flight controllers for automated missions.
07/24 - 01/25	Create digital twins of vertiports with Beta’s and Joby’s simulated aircraft for UFA, Inc’s. Tower simulator, John F Kennedy International Airport (JFK), Newark Liberty International Airport (EWR) and Syracuse Hancock International Airport (SYR).
12/23 - 01/25	Implement and coordinate multiple software sources to create a unified “Common Operating Picture” for surveillance as a service and enable Beyond Visual Line of Sight (BVLOS) Unmanned Aerial System (UAS) operations.
01/18 - 03/19	Build FPV Unmanned Aerial System (UAS) using PX4 for test flight integration of Red, Green, Blue (RGB) cameras and Digital Video Transmitter (VTX).

Firm employed by	**NUAIR**		**MPR No. 3**
Name	**David Whitaker**	Years of relevant experience with this employer	5
Title	Chief of Development	Years of relevant experience with other employer(s)	40

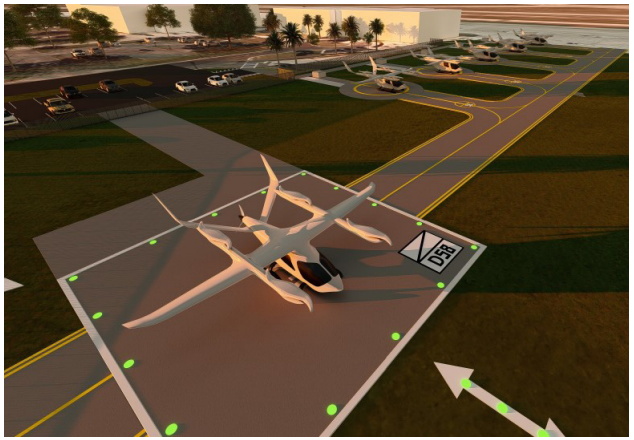
Degree(s) / Years / Specialization			M.B.A., 1991, Business Strategy and Management; M.S.E.E., 1984, Communication Systems, Detection Systems, System Engineering; B.S.E.E./C.S., 1981, Computer Engineering and Communication Systems
Active registration number / state / expiration date			N/A
Year registered	N/A	Discipline	Planning
Contract role(s) / brief description of responsibilities			Technology Subject Matter Expert (SME); Lead tasks related to the technology roadmap, the operational framework, and Unmanned Traffic Management (UTM) 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).
03/20 - 12/24	Performed maintenance and led operations of the primary and secondary surveillance network to support low-altitude operations for small and large Unmanned Aerial Systems (UAS), including Beyond Visual Line of Sight (BVLOS) operations by integrating with an Unmanned Traffic Management (UTM) system.
04/16 - 03/20	Gryphon Sensors / SRC Inc., Syracuse, NY. Director of Program Management Developed, tested, and installed 50 mile primary and secondary surveillance corridors for low-altitude traffic management including transition to uncrewed operations. Development, installation, and maintenance of primary and secondary sensor network covering both a Class C and a Class D airport in upstate NY.
01/05 - 04/07	Sensis Corporation, Syracuse, NY. Airport Surface Detection Equipment, Model X (ASDE-X) Test Lead Lead Engineer / design, implementation, and fielding of surveillance radars for military and FAA use including the digitization of multiple FAA and foreign aviation systems. Chief Engineer and Strategy / development and test of surface and terminal detection systems for airport environments including test lead for ASDE-X/3X system currently deployed at over 40 airports in the US. Test lead for the acceptance test and integration of the ASDE-X system into General Mitchell International Airport (MKE), the initial site of the program. The project included integration with the Air Traffic Control Tower (ATCT) and working with ATCT personnel to obtain feedback used in the final operational design of the system.
01/93 - 12/01	Designed, developed, tested, and delivered radar signal and data processor to digitize existing Airport Surveillance Radars (ASRs)-7/8 and integrated them into USAF military ATC systems.
11/87 - 01/93	Sensis Corporation, Syracuse, NY. Technical Lead and Project Manager Design/system engineer / Designed, implemented, and test advanced signal processing for radars and sonar systems.

17. Firm Experience:

Firm name	**AtkinsRéalis**	Discipline(s)*	Planning
Project name	1. SEF Vertiport planning, FAA Airport Layout Plan Approval	Firm responsibility (prime or sub?)	Prime
Project number	100072045	Owner's name	Sebring Airport Authority
Project location	Sebring, FL	Owner's Project Manager	Andrew Bennett
Owner's address, phone, email	128 Authority Lane, Sebring, FL 33870 | 863.314.1319 | andrew@sebring-airport.com		
Services commenced by this firm (mm/yy)	06/24	Total consultant contract cost ($1,000's)	$42
Services completed by this firm (mm/yy)	05/25	Cost of consultant services provided by this firm ($1,000's)	$42

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)



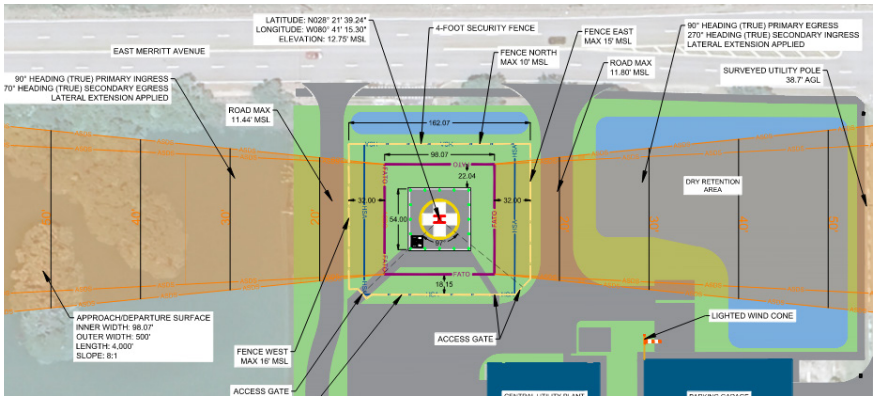
The Sebring Airport Authority engaged AtkinsRéalis planning expertise to develop a new vertiport facility at Sebring Regional Airport (SEF), update the Airport Layout Plan (ALP), and coordinate Federal Aviation Administration (FAA) approval. The planning team began with an extensive site selection process that included general exhibit development to illustrate potential sites to the Airport Authority. A preferred site was selected that met the siting requirements outlined in Engineering Brief 105A (EB105A), Vertiport Design, Supplemental Guidance to Advisory Circular (AC) 150/5390-2D, Heliport Design and also made efficient use of the existing terminal building, auto parking infrastructure/landside access, and terminal apron space. Using the selected site, a full vertiport layout was designed to EB 105A standards, including approach/departure path modelling, parking and charging infrastructure, and maintenance hangar connectivity.

Following the site layout development and approval from the Airport Authority Board, three-dimensional renderings of the facility were completed alongside a thorough technical report outlining every element and design choice of the proposed vertiport facility. The technical report was submitted to the FAA with the vertiport layout and updated ALP. The ALP updates included an added vertiport data table on the overall data sheet of the ALP, the vertiport on the ALP sheet itself, and an inner approach plan and profile sheet for the vertiport's two approach/departure paths. The AtkinsRéalis team coordinated submittal, review, response, and approval of the proposed vertiport and ALP pen and ink update with the FAA. The ALP was conditionally approved to include the proposed vertiport in May of 2025.

- **Key Staff:**
  Kurt Krier, CM, AICP – Senior Planner. Kurt led the technical side of the project and completed the vertiport siting, design, and approval processes with the Airport Authority and FAA. Having worked extensively on heliports with FAA Flight Standards while at the FAA, Kurt leveraged his experience to ensure the vertiport would satisfy the design standards and approval requirements of the FAA. Kurt utilized Civil 3D and Infraworks to design and 3D model the vertiport.
- **Meghan Sheehan, PE** – Project Manager. Meghan managed this project and was the key team member to present the vertiport to the Airport Authority Board. Her work focused on presenting the need for the vertiport to the Board as well as the general public. This understanding was critical in exciting the community and board members about the project, and spurring the green light to proceed with FAA approval pursuit.

Firm name	**AtkinsRéalis**	Discipline(s)*	Planning
Project name	2. Merritt Island Health First Hospital Heliport	Firm responsibility (prime or sub?)	Prime
Project number	100085206	Owner's name	Health First
Project location	Merritt Island, FL	Owner's Project Manager	Jonathan Flyte
Owner's address, phone, email	1575 W Nasa Boulevard, Melbourne, FL 32901 | 321.434.1848 | Sherry.Hoffman@hf.org		
Services commenced by this firm (mm/yy)	04/23	Total consultant contract cost ($1,000's)	$1,121
Services completed by this firm (mm/yy)	06/25	Cost of consultant services provided by this firm ($1,000's)	$1,121

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)



AtkinsRéalis planning team designed a heliport for a brand new hospital being built in Merritt Island, Florida. The initial design was a rooftop raised heliport structure laid out by the AtkinsRéalis team; however, after architectural changes were made to the hospital design, the heliport was relocated to a standard ground-based helipad. The helipad was oriented into the predominant winds to ensure up-wind primary approaches and departures. A noise analysis and obstruction evaluation was completed to identify potential impacts (in both noise and obstruction removal) to the surrounding community. The heliport was designed to full compliance with FAA AC 150/5390-2D, Heliport Design as well as National Fire Protection Association (NFPA) 418, Standard for Heliports and was coordinated with FAA Flight Standards to ensure all design elements of the newly released 2D were integrated appropriately. A complete heliport layout plan (HLP) was developed to include a cover sheet, data sheet, HLP sheet, and inner approach plan and profile sheet. Additionally, a Google Earth file was created to portray the heliport's approach/departure paths in 3D to the client, FAA, and Florida Department of Transportation (FDOT). AtkinsRéalis team submitted the heliport to the FAA for review, and promptly received a conditional no objection letter. Following the FAA letter, the AtkinsRéalis team began the FDOT process for heliport approval. This process included publishing a notice in local newspapers, obtaining letters of agreement with airports in a ten mile radius, identifying all objects underlaying the approach/departure surfaces, and developing a spherical marker ball plan for adjacent powerlines. AtkinsRéalis team handled the complete submittal and coordination process with FDOT.

Key Staff:

- **Gavin Fahnestock** – Project Manager. Gavin provided technical insight for the heliport portion of this hospital development program. He oversaw the development of all deliverables, coordinated with stakeholders, and provided technical guidance to the client.
- **Kurt Krier, CM, AICP** – Senior Planner. Kurt led the technical planning for this project, tasks included the completion of the heliport siting, heliport design, HLP set development, community impact analysis, and government coordination.

Firm name	**AtkinsRéalis**	Discipline(s)*	Planning
Project name	3. Vertiport Costing at Airport 1 and 2	Firm responsibility (prime or sub?)	Prime
Project number	100091656	Owner's name	Confidential
Project location	East Coast, USA	Owner's Project Manager	Confidential
Owner's address, phone, email	Confidential		
Services commenced by this firm (mm/yy)	07/24	Total consultant contract cost ($1,000's)	$166
Services completed by this firm (mm/yy)	02/25	Cost of consultant services provided by this firm ($1,000's)	$166

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

AtkinsRéalis provided independently contracted cost estimating services for a confidential private client planning to install eVTOL landing and charging facilities at two large-hub, international airports on the East Coast of the U.S.

The proposed facility at Airport 1 was comprised of multiple landing/charging areas on an elevated structure adjacent to a terminal. The proposed layout provided direct access to an existing airport terminal building as well as additional emergency egress.

The proposed facility at Airport 2 was comprised of multiple landing/charging areas on a proposed elevated platform, on the top of a parking garage, adjacent to a terminal, as well as a passenger waiting area in a retail connector from the garage to the terminal. The proposed layout provided direct access to an existing airport terminal building as well as additional emergency egress.

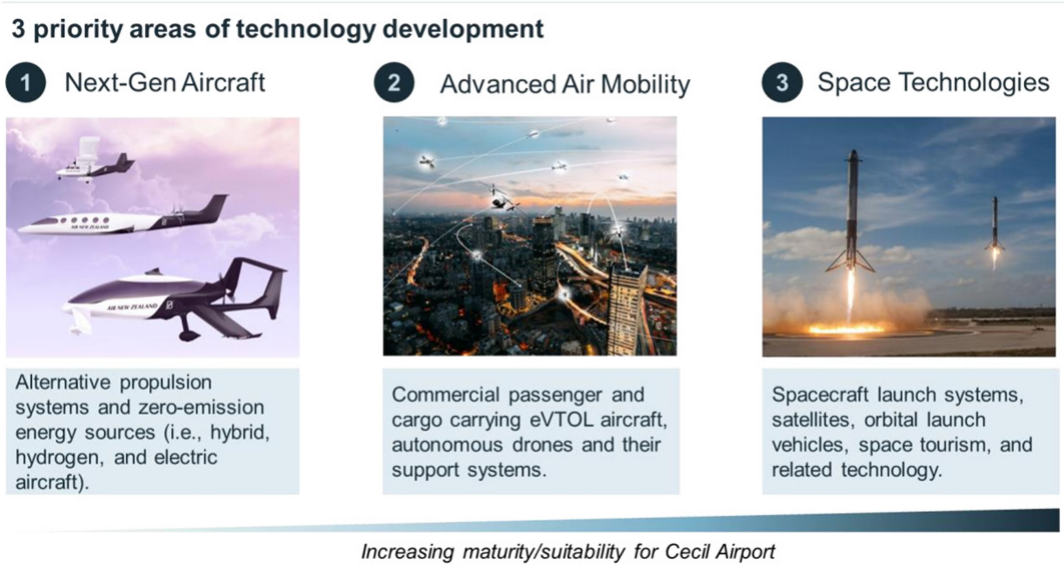
Cost estimates included all site work, architectural, structural, mechanical, electrical, and fire/life safety elements.

Key Staff:

- **Meghan Sheehan, PE** – Advanced Air Mobility (AAM) Subject Matter Expert (SME). Meghan reviewed the work for completeness and reasonableness for this project.
- **Siva Rajan, LEED AP** – Lead Cost Estimator. Siva led the cost estimating effort for this project by leveraging his extensive cost estimating experience for numerous U.S. airport projects.

Firm name	**AtkinsRéalis**	Discipline(s)*	Planning
Project name	4. FDOT Cecil Airport AAM Assessment	Firm responsibility (prime or sub?)	Prime
Project number	100067331	Owner's name	Florida Department of Transportation (FDOT), Region 2
Project location	Cecil Airport, Cecil, FL	Owner's Project Manager	Jordan L. Green, PE CPM
Owner's address, phone, email	1109 South Marion Avenue, Lake City, FL 32025 | 386.961.7840 | jordan.green@dot.state.fl.us		
Services commenced by this firm (mm/yy)	12/23	Total consultant contract cost ($1,000's)	$25
Services completed by this firm (mm/yy)	01/24	Cost of consultant services provided by this firm ($1,000's)	$25

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)



On behalf of FDOT Region 2, AtkinsRéalis' multi-disciplinary, global Future Flight team performed an assessment of the potential use of Cecil Airport, in the Jacksonville, Florida area, as a testing and research facility for Advanced Air Mobility (AAM). The assessment included a benchmarking exercise focused on global test facilities, development of Cecil Airport's value proposition (including use by academia and the benefits of geography, airspace and existing facilities), a phasing strategy to help future-proof the effort, and direct comparison to another aviation authority in Florida with AAM plans. The assessment looked at enabling infrastructure, location, functionality, and airspace classifications. The final report proposed next steps as well as summarized enablers, barriers, and recommendations for how to address them.

Key Staff:

- **Meghan Sheehan, PE** – AAM Subject Matter Expert (SME). Meghan ensured that the efforts of the Global Future Flight team were tailored to U.S. and specifically the Cecil, Florida area.

Firm name	**AtkinsRéalis**	Discipline(s)*	Planning
Project name	5. SMART MAP 2050 LRTP	Firm responsibility (prime or sub?)	Prime
Project number	100088959	Owner's name	Miami-Dade Transportation Planning Organization (TPO)
Project location	Miami, FL	Owner's Project Manager	Franchesca Taylor, AICP
Owner's address, phone, email	150 West Flagler Street, Suite 1900, Miami, FL 33130 | 305.375.1738 | franchesca.taylor@miamidade.gov		
Services commenced by this firm (mm/yy)	08/17	Total consultant contract cost ($1,000's)	$655
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm ($1,000's)	$655

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

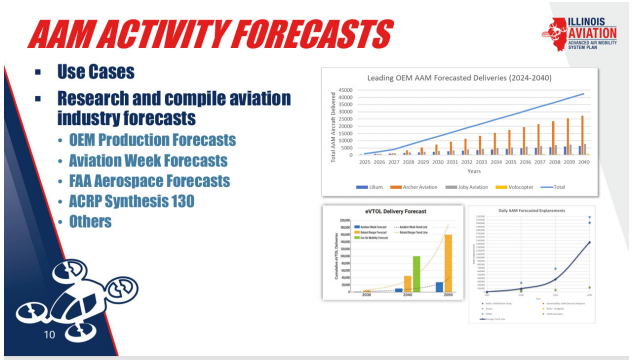
As part on the 2050 Long Range Transportation Plan (LRTP) update, AtkinsRéalis integrated the Advanced Air Mobility (AAM) technology into the People and Policy tasks of the Miami-Dade TPO's LRTP. The People task encompassed public and stakeholder engagement, including outreach meetings across Miami-Dade County and presented AAM within the Needs Plan and Cost Feasible Plan. The Policy task involved compiling deliverables from LRTP teams, evaluating how the plan aligns with established goals and objectives, reviewing related TPO efforts, and submitting major Needs Plan projects, including those for AAM. The 2050 Needs Plan is among Florida's first to incorporate Urban Air Mobility (UAM), a subset of AAM, drawing from the TPO's 2023 Urban Air Mobility Policy Framework and Strategic Roadmap. The Miami-Dade TPO is actively advancing AAM through a dedicated study and UAM Working Group, focusing on evaluating current and emerging AAM technologies, developing a policy framework for integration into the County's transportation network, and identifying infrastructure needs, such as vertiports, to support this transformative transportation system. AAM will continue to shape the TPO's future mobility plans.

Key Staff:

- **Wiley Page, Jr., AICP** – Planning Advisor. Wiley is providing strategic guidance, technical expertise, and oversight to ensure the plan aligns with regional goals, federal and state regulations.

Firm name	**APG**	Discipline(s)*	Planning
Project name	6. Illinois AAM System Plan	Firm responsibility (prime or sub?)	Sub
Project number	IDOT-0002	Owner's name	Illinois Department of Transportation
Project location	Chicago, IL	Owner's Project Manager	BJ Murray
Owner's address, phone, email	2300 S. Dirksen Parkway; Springfield, IL 62764 | 217.782.4118 | BJ.Murray@illinois.gov		
Services commenced by this firm (mm/yy)	09/23	Total consultant contract cost ($1,000's)	$48
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm ($1,000's)	$48

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)



APG was responsible for authoring the forecast chapter. The forecast utilized manufacturer reporting, academic research, and industry outlooks to approximate the growth of Advanced Air Mobility (AAM) in the State of Illinois. APG conducted a literature review of existing studies and industry reports before preparing the forecast chapter. The state, beyond the objective of identifying an approximate number of operations, was seeking to understand the various stakeholders such as operators and manufacturers who might be establishing new services within the state or transitioning existing services to AAM. To enable a system plan which would be an accelerator to stakeholders seeking to grow this industry in the state, IDOT engaged a variety of airport, Office of Environmental Management (OEM), operator, regulatory, and economic development stakeholders through a series of public open house meetings. APG was responsible for conducting these meetings alongside staff from the prime consultant, leading discussions among the group to identify key study objectives and develop insights from stakeholder activities in surrounding states. APG's involvement included the development of land use, airspace, regulatory, financial, and workforce-related opportunities which stakeholders viewed as key to promoting sustainable growth in this sector of the state's overall aviation industry.

Key Staff:

- **Leah Whitfield** – Internal Project Manager. Leah is providing oversight of the project, quality control reviews and serving as a technical subject matter expert.
- **Haseeb Mirza** – Aviation Planner. Haseeb assisted with project administration, participated in the kick-off meeting, facilitated talking points, and prepared meeting notes and action items. Haseeb helped with the Illinois AAM System Plan Project Advisory Committee, facilitating break-out opportunities, threats, and recommendations group discussions.

Firm name	**APG**	Discipline(s)*	Planning
Project name	7. Chehalis-Centralia Airport Master Plan and On-call	Firm responsibility (prime or sub?)	Prime
Project number	CLS-0001,0002,0003	Owner's name	City of Chehalis
Project location	Chehalis, WA	Owner's Project Manager	Brandon Rakes
Owner's address, phone, email	880 NW Airport Road; Chehalis, WA 98532 | 360.748.1230 | brakes@ci.chehalis.wa.us		
Services commenced by this firm (mm/yy)	06/23	Total consultant contract cost ($1,000's)	$2,027
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm ($1,000's)	$746

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

Through a series of projects, APG has assisted Chehalis-Centralia Airport (CLS) with the pre-planning, planning, and initial design of Advanced Air Mobility (AAM) infrastructure, stakeholder engagement, siting and feasibility of renewable energy to support AAM, National Environmental Policy Act (NEPA), and funding strategy. The project began in the master plan stage and has advanced to the on-call engineering and planning/environmental contracts. Planned infrastructure includes a hydrogen facility, vertiport, AAM apron, charging infrastructure, terminal, access road and parking, research and development facilities, and space for education/workforce development.

Following the master plan, APG began pre-design tasks including drainage design, a solar feasibility study, environmental studies, geotechnical analysis, survey, and 10% design of Phase I of the AAM apron. Development of a 3D visualization was also completed to help tell the story of the airport's path forward. APG has been actively engaged in legislative meetings and presentations, and overall funding strategy for the projects. CLS was recommended by Washington State Department of Transportation (WSDOT) for a solar canopy and battery storage project in 2025 prior to state budget cuts. The goal of the project is to build resiliency for the fuel farm, while providing weather protection.

APG is also working with CLS and other airports across Washington State to identify a network of charging stations, seeking funding for this system, and will assist in the implementation. APG has developed a strong partnership with BETA Technologies through this work. APG is also actively involved in a Hydrogen Electrification Working Group that meets monthly that has attracted interest from NASA and the National Renewable Energy Laboratory.

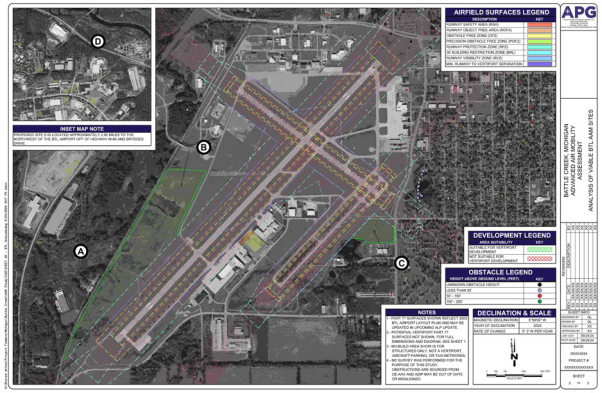
In early 2025, CLS received a nearly $1M grant for a multi-modal hydrogen feasibility study and NEPA review through the Build America Bureau. The hydrogen study has identified a multi-modal production and fueling facility for aircraft and vehicles (buses, trucks, and personal vehicles) be located on the northeast corner of the Airport to support AAM and emerging technologies. The study completed a high-level demand forecast, infrastructure and safety needs analysis and APG will be conducting stakeholder engagement through 2025 and 2026.

Key Staff:

- **Leah Whitfield** – Project Manager. This project is a on-going study funded through a Build America Bureau Grant. Leah was instrumental in the award of the grant. Leah developed a website to inform the public about the study and will host the first advisory committee meeting in June and first open house in September of 2025. Later in 2025, Leah will lead an environmental assessment and access road design to support the project.
- **Haseeb Mirza** – Aviation Planner. Haseeb is responsible for the development of alternatives, including for AAM, charging infrastructure, and renewable energies, and for the ALP development. AAM infrastructure included a vertiport with associated terminal, apron, charging stations, access road, and parking. Performed quality control reviews for other phases of the master plan.

Firm name	**APG**	Discipline(s)*	Planning
Project name	8. Battle Creek Executive Airport at Kellogg Field, AAM Corridor Study	Firm responsibility (prime or sub?)	Sub
Project number	BTL-0001	Owner's name	Battle Creek Unlimited
Project location	Battle Creek, MI	Owner's Project Manager	Robert Corder
Owner's address, phone, email	4950 W. Dickman Road, Suite 1, Battle Creek, MI 49037 | 269.962.7526 | corder@bcunlimited.org		
Services commenced by this firm (mm/yy)	08/24	Total consultant contract cost ($1,000's)	$6
Services completed by this firm (mm/yy)	11/24	Cost of consultant services provided by this firm ($1,000's)	$10

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)



APG was tasked with conducting a thorough analysis of existing planning literature for Battle Creek Executive Airport at Kellogg Field (BTL) and the surrounding region. The client, a local economic development agency, was particularly focused on the creation of a vertiport at BTL to connect the area to a hypothetical corridor connecting Battle Creek to cities further north along the western coast of the State of Michigan. APG conducted site evaluation for four previously-proposed vertiports on and off airport property on the dual basis of both airfield geometry and airspace analysis under the jurisdiction of 14 CFR Part 77 – Safe, Efficient Use, and Preservation of the Navigable Airspace. Hazards to Advanced Air Mobility (AAM) operations given local airspace restrictions and tall structures were evaluated in identifying reasonable AAM navigation transitioning from the airport's airspace to an AAM air corridor. The FAA provided updated vertiport guidance with Engineering Brief 105 during the process of this study, so APG prepared materials for the client to detail the changes to the document and how it would impact the proposed infrastructure updates at BTL.

Key Staff:

- **Leah Whitfield** – Internal Project Manager. Leah provided oversight of the project and quality control reviews. She also conducted a literature review of existing planning material for BTL, provided site assessments for four (4) pre-determined locations on and around the airfield, analyzed local and regional airspace for AAM navigability, and created a technical report depicting findings as well as updated FAA guidance for development.

Firm name	**NEXA**	Discipline(s)*	Planning
Project name	9. State of Ohio Advanced Air Mobility (AAM) Business Case Assessment	Firm responsibility (prime or sub?)	Sub
Project number	NEXA-ODOT-002	Owner's name	Crown Consulting
Project location	State of Ohio	Owner's Project Manager	Shahab Hasan
Owner's address, phone, email	1530 Wilson Boulevard, 9th Floor, Arlington VA 22209 | 703.650.0663 | info@crownci.com		
Services commenced by this firm (mm/yy)	10/20	Total consultant contract cost ($1,000's)	$500
Services completed by this firm (mm/yy)	06/21	Cost of consultant services provided by this firm ($1,000's)	$250

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)


Infrastructure to Support Advanced Autonomous Aircraft Technologies in Ohio

Prepared by:
Dr. Rubén Del Rosario[1]

Prepared for:
The Ohio Department of Transportation,
Office of Statewide Planning & Research

Project ID Number: 111453
June 2021
Final Report

CROWN AIR MOBILITY. ADVANCED.
NEXA Capital Partners, LLC
NEXA Capital powers the industry
University of CINCINNATI
RESEARCH
U.S. Department of Transportation Federal Highway Administration

[1] Contributing Authors:
Crown: Tom Davis, Dr. Tulinda Larsen, Ben Morran, Basil Yap, Chris Fernando
UC: Dr. Kelly Cohen, Bryan Kowalczyk, Dr. Dan Cuppoletti
NEXA: Michael Dyment, Phillip Dyment, Chase Leeby

Page 1 Project ID: 111453

The State of Ohio Department of Transportation (ODOT), Office of Statewide Planning and Research, commissioned a study titled "Infrastructure to Support Advanced Autonomous Aircraft Technologies in Ohio" which was delivered in June 2021. The State faced both opportunities and challenges with regards to future transportation systems. Advanced Air Mobility (AAM) is an air transportation concept that moves people and cargo between places not conveniently served by surface transportation or underserved by aviation. Driven by the economic and societal promise of AAM, ODOT commissioned this economic impact analysis for autonomous aircraft in Ohio. This report forecasts the industrial and economic benefits of AAM systems and services through Year 2045. NEXA is a specialist investment bank providing corporate and strategic financial advisory services, market intelligence, and capital investment to the aerospace, transportation, logistics and geomatics sectors. For this project, NEXA Subsidiary UAM Geomatics, Inc. provided geospatial mapping and analysis of all relevant geographic features for the State of Ohio. NEXA Subsidiary NEXA Advisors provided business case studies for the Urban Air Mobility (UAM) and other AAM use cases developed therein. NEXA Advisors also performed in-depth economic impact analysis of job creation opportunities for the State of Ohio.

Key Staff:

- **Michael Dyment** – Program Manager. Provided program guidance with respect to the bottom-up business case development of AAM to ensure that the overall ecosystem for AAM would become a resilient and self-funding PPP model for Ohio's economic benefit.
- **Phillip Dyment** – ArcGIS Manager. Phillip developed and maintained the rigorous financial and business case models overlayed to the ArcGIS infrastructure datasets. The team also used the IMPLAN tool to forecast expected job creation and expected incremental local, state and federal tax revenue. What was unique to this analysis was that Ohio was also working to attract an aircraft to build eVTOLs in the State promising thousands of additional jobs, and this was accomplished in a Private-Public Partnership (PPP) format with Joby Aviation in 2023. More information can be found here: https://www.uamgeo.com/post/advanced-air-mobility-business-case-assessment-state-of-ohio.

Firm name	**NEXA**	Discipline(s)*	Planning
Project name	10. State of Oklahoma Advanced Air Mobility (AAM) Economic Impact Analysis (EIA)	Firm responsibility (prime or sub?)	Sub
Project number	HNTB's Project Number 80530	Owner's name	HNTB
Project location	State of Oklahoma	Owner's Project Manager	Thea Ewing
Owner's address, phone, email	715 Kirk Drive; Kansas City, MO 64116 | 614.593.1055 | tewing@hntb.com		
Services commenced by this firm (mm/yy)	10/23	Total consultant contract cost ($1,000's)	Confidential
Services completed by this firm (mm/yy)	02/24	Cost of consultant services provided by this firm ($1,000's)	$150

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

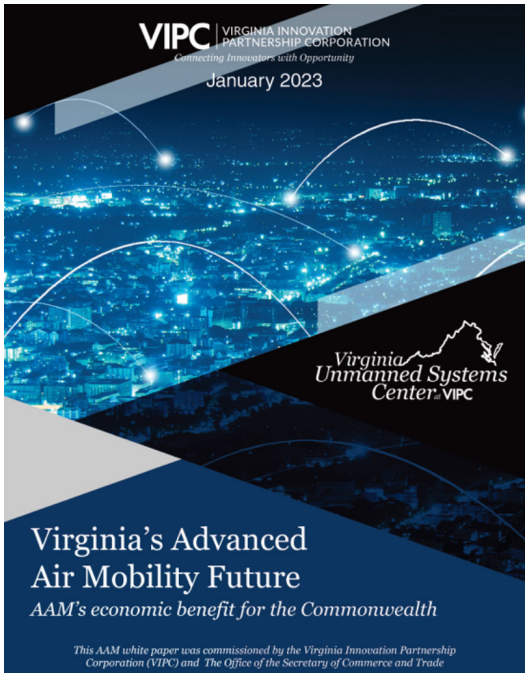
NEXA Advisors performed an Economic Impact Analysis (EIA) for the State of Oklahoma pertaining to the introduction and operations of Advanced Air Mobility (AAM) covering Years 2024-2045. For many reasons, the State of Oklahoma is poised to create a successful AAM industry to generate economic growth and provide residents and businesses with new transportation options and conveniences. The State has a legacy of aviation innovation and success dating back more than a century. There are more than 1,100 aerospace companies in the State and some 120,000 experienced employees in the aerospace and defense industry ready to transition to new aviation technology. The Oklahoma State Legislature sought assurances that AAM could deliver its promise to the state provided that private sector expertise and capital could be deployed, unburdening state coffers in the process. The new AAM industry must, within a few years, become economically viable to pay off investors as well as pay both capital and operating costs for items such as infrastructure (horizontal, vertical, and enabling) and salaries while maintaining public safety and creating convenience. To assess these major business elements of AAM, NEXA first determined the four (4) key supply chain requisites (ground infrastructure and its associated systems), Unmanned Air Management (UTM) system, aircraft, and operators) for the industry to operate, and their estimated costs and revenues. Secondly, Oklahoma passenger demand was assessed to examine whether it could sustain the eVTOL industry, and ticket prices had to be reasonable enough to sustain this passenger demand. Passenger demand for five (5) major passenger use cases (airport shuttle, regional, business aviation, medical, and on-demand) was examined to support all four major supply chains and create a solid and investible business case. Cargo eVTOL demand was modeled separately and quite differently from passenger demand and entailed the delivery of time-sensitive goods and materials to every corner of the State. For this project, NEXA Subsidiary UAM Geomatics, Inc. provided geospatial mapping and analysis of all relevant geographic features for the State of Oklahoma. NEXA subsidiary NEXA Advisors provided business case studies for the Urban Air Mobility (UAM) and other AAM use cases developed therein. NEXA Advisors also performed in-depth economic impact analysis of job creation opportunities for the State of Oklahoma.

Key Staff:

- **Michael Dyment** – Program Manager. Michael provided program guidance with respect to the bottom-up business case development of AAM to ensure that the overall ecosystem for AAM would become a resilient and self-funding Private-Public Partnership (PPP) model for Oklahoma's economic benefit.
- **Phillip Dyment** and **Benjamin Zevin** – ArcGIS Subject Matter Experts. They developed and maintained rigorous financial and business case models overlayed onto the Oklahoma ArcGIS infrastructure datasets. More information can be found here: https://www.uamgeo.com/post/oklahoma-advanced-air-mobility-impact-analysis.

Firm name	**NEXA**	Discipline(s)*	Planning
Project name	11. State of Virginia AAM EIA	Firm responsibility (prime or sub?)	Prime
Project number	VIPC Contract Number: C-23-025-NCP	Owner's name	Virginia Innovation Partnership Corporation (VIPC)
Project location	Virginia	Owner's Project Manager	David Ihrie
Owner's address, phone, email	313 East Broad Street, Richmond, VA 23219 | 703.689.3000 | David.Ihrie@VIPC.org		
Services commenced by this firm (mm/yy)	09/22	Total consultant contract cost ($1,000's)	$250
Services completed by this firm (mm/yy)	01/23	Cost of consultant services provided by this firm ($1,000's)	$250

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)



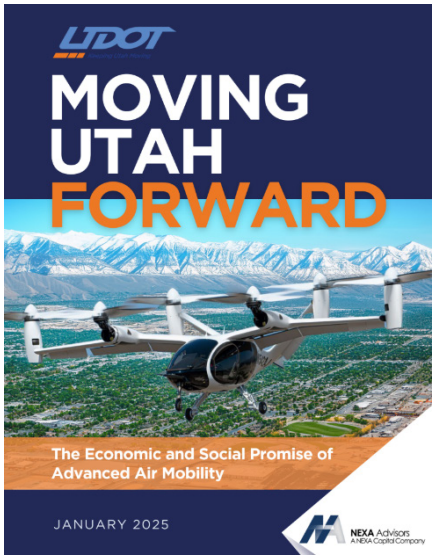
NEXA Advisors conducted an Economic Impact Analysis (EIA) for the State of Virginia through the Virginia Innovation Partnership Corporation on the introduction and operations of Advanced Air Mobility (AAM) for Years 2023 to 2045. The State was interested in Minimum Viable Infrastructure (MVI)— the least complex, lowest-cost set of physical, digital, and regulatory infrastructure elements necessary to safely and efficiently initiate AAM operations in a defined region—focused on enabling early services while remaining scalable and adaptable for future growth. To ensure economic viability without burdening taxpayers, NEXA identified four (4) key supply chains (ground infrastructure and its associated systems), Unmanned Air Management (UTM) system, aircraft, and operators), estimating associated costs and revenues. Virginia's passenger demand was then assessed across five (5) major use cases—airport shuttle, regional, business, medical, and on-demand—to determine if eVTOL services could be sustained at reasonable ticket prices, supporting all supply chains and forming a viable business case. Cargo eVTOL demand, modeled separately, focused on rapid delivery of time-sensitive goods statewide. NEXA subsidiary UAM Geomatics provided geospatial mapping of relevant state features. NEXA Advisors developed business case studies and performed economic impact analysis on job creation. Michael Dyment guided the bottom-up business case for a resilient, self-funding Private-Public Partnership (PPP) model. Phillip Dyment and Benjamin Zevin built and maintained the financial and business case models integrated with Virginia's ArcGIS infrastructure data. The team held stakeholder meetings with government, industry, and academic representatives, and worked closely with Subject Matter Experts (SMEs) in economics, business case analysis, and GIS to synthesize all material into a unified and accessible final report.

Key Staff:

- **Michael Dyment** – Program Manager. Michael guided the bottom-up business case for a resilient, self-funding Private-Public Partnership (PPP) model.
- **Phillip Dyment** and **Benjamin Zevin** – ArcGIS Subject Matter Experts. They developed and maintained rigorous financial and business case models overlayed onto the Oklahoma ArcGIS infrastructure datasets. More information can be foubuilt and maintained the financial and business case models integrated with Virginia's ArcGIS infrastructure data. The team held stakeholder meetings with government, industry, and academic representatives, and worked closely with Subject Matter Experts (SMEs) in economics, business case analysis, and GIS to synthesize all material into a unified and accessible final report.

Firm name	**NEXA**	Discipline(s)*	Planning
Project name	12. State of Utah AAM Economic Impact Analysis	Firm responsibility (prime or sub?)	Sub
Project number	PD 810 2560000039	Owner's name	NEXA
Project location	State of Utah	Owner's Project Manager	Paul Damron
Owner's address, phone, email	135 North 2400 West, Salt Lake City, 84116 | 435.592.5139 | pdamron@utah.gov		
Services commenced by this firm (mm/yy)	08/24	Total consultant contract cost ($1,000's)	$150
Services completed by this firm (mm/yy)	02/25	Cost of consultant services provided by this firm ($1,000's)	$150

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)



Utah is embracing innovative technologies like Advanced Air Mobility (AAM) to address transportation challenges while pursuing broader goals, including reducing emissions to improve air quality, supporting economic development, and enhancing quality of life through new mobility options and job creation. NEXA Advisors conducted an Economic Impact Analysis (EIA) for the State of Utah Department of Transportation to evaluate the introduction and scalability of Advanced Air Mobility (AAM) from 2025 through 2045. With Utah aiming to have AAM operational by the 2034 Winter Olympics, the analysis focused on building a self-sustaining, publicly beneficial ecosystem without relying on taxpayer funding. NEXA conducted some 70 layers of ArcGIS geospatial mapping and analysis for the entire state of Utah, including new layers detailing the state's robust energy industry (refineries, underground storage, processing plants, oil fields, mines, power plants, and pipelines.) The survey helped site vertiports and air corridors based on their impact on the surrounding community, developed 20-year AAM demand forecasts for six (6) passenger use cases (airport shuttle, regional, business, medical, on-demand, and tourism) and for cargo delivery, developed the business case analysis for four supply chains (aircraft, operators, Unmanned Air Traffic Management or UATM, and ground infrastructure) and forecasted job creation using the IMPLAN tool. The client requested NEXA create a tourism forecasting model as the sector is a major economic driver in Utah with many helicopter operators flying tourists over the state's distinctive landscapes and attractions. Cargo eVTOL demand was modeled independently, prioritizing fast delivery of time-critical goods to all regions of the state.

The team also examined and confirmed that AAM infrastructure could be viable to develop and construct and to recover capital/CAPEX and operations/OPEX costs through user fee regimes. The Legislature asked for the creation of the Utah Advanced Air Mobility Working Group to guide all AAM efforts in the state. Additionally, more than 64 stakeholders from government, business, and academia were interviewed to ensure the state's unique transportation issues, culture, capabilities, aspirations, potential obstacles, and priorities were reflected in the final economic report, alongside forecasts and figures. The 70-page report was delivered to every state legislator and uploaded to UDOT-Aeronautics' website: https://www.udot.utah.gov/connect/about-us/operations/aeronautics/aam/

Key Staff:

- **Michael Dyment** – Program Manager. Michael provided strategic program guidance and helped structure the analysis around a resilient, self-funding public-private partnership (PPP) model.
- **Phillip Dyment** and **Benjamin Zevin** – ArcGIS Subject Matter Experts. They developed integrated financial and business case models overlaid with ArcGIS datasets.

Firm name	**NUAIR**	Discipline(s)*	Planning
Project name	13. State of Utah AAM Technology Integration Study	Firm responsibility (prime or sub?)	Prime
Project number	249543	Owner's name	Utah Department of Transportation (UDOT) – Aeronautics Division
Project location	State of Utah	Owner's Project Manager	Paul Damron
Owner's address, phone, email	135 North 2400 West; Salt Lake City, 84116 | 435.592.5139 | pdamron@utah.gov		
Services commenced by this firm (mm/yy)	10/2023	Total consultant contract cost ($1,000's)	$164
Services completed by this firm (mm/yy)	05/25	Cost of consultant services provided by this firm ($1,000's)	$103

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

Conducted a study to inform the Utah Department of Transportation (UDOT) how Utah can leverage new technologies in an Unmanned Aircraft Systems (UAS) airspace awareness application and program. This airspace awareness report focuses on providing the enabling steps for UAS operators across Utah to fly safely and inform other commercial UAS providers/operators of drone operations by providing live data, areas of potential risk, advisories, local events, flight information, emergencies, and other flight planning features. Additionally, this study provides recommendations regarding enabling steps that also benefit General Aviation (GA) and start to pave the way for Advanced Aerial Mobility (AAM). The delivered study report provides a roadmap for the safe integration of an Unmanned Traffic Management (UTM) system, AAM, and autonomy into the Utah aviation system, both technically and economically. Areas covered in the resulting report included:

- Applicable UTM requirements and UAS Service Supplier (USS) capabilities to inform the development and deployment of future USS tools and UAS operations.
- Requirements for Authoritative Flight Information and how flight information can be exchanged and integration into an Unmanned Traffic Management System (UTM) can occur.
- A roadmap outlining the development of evolutionary requirements and deployment models to create a "Sandbox" designed to provide a proving ground for aircraft and operators by providing an equipped flight-testing location including supporting sensors and technology capabilities necessary to support such flights including weather and Communications, Navigations, and Surveillance (CNS). The report covered a description of required facilities, regulations and program requirements, and the development of technical and financial models for assessing the operational and financial success of individual use cases in a realistic environment.
- A public community outreach program that will develop support for UAS and AAM operations and a strategy of community outreach to take advantage of the models developed, lessons learned, and the future community benefits from the prototyping of use cases.

Key Staff:

- **David Whitaker** – Program Manager. David was the lead investigator and primary author.
- **John Gustafson** – Technology and Product Subject Matter Expert. John was the contributing author for recommendations on development facility and technical architecture.
- **Andrew Osantowske** – Solutions Engineer. Andrew was the contributing author for recommendations related to operational concepts and UTM requirements in the context of current and future regulatory actions.

Firm name	**NUAIR**	Discipline(s)*	Planning
Project name	14. AAM Vertiport Automation Prototype	Firm responsibility (prime or sub?)	Prime
Project number	NND15SA8_B	Owner's name	National Aeronautics and Space Administration's (NASA's) Armstrong Flight Research Center
Project location	N/A	Owner's Project Manager	Marcus Johnson
Owner's address, phone, email	P.O. Box 273, M/S 4811-140, Edwards, CA 93523-0273 | 650-604-5619 | marcus.johnson@nasa.gov		
Services commenced by this firm (mm/yy)	07/20	Total consultant contract cost ($1,000's)	$1,197
Services completed by this firm (mm/yy)	07/22	Cost of consultant services provided by this firm ($1,000's)	$427

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

The work conducted under this task developed a prototype of a software-based operationalization of vertiports, the development of infrastructure requirements needed to increase the scale of operations at vertiports and maturing automation technologies to support the growth of traffic throughput at vertiports consistent with maturing requirements for NASA's AAM National Campaign (NC). The project performed a series of trade studies and analyses of existing technologies that would support high density vertiport operations through the use of automation. Vertiports serving UAS cargo delivery and small passenger-carrying aircraft were included with particular focus on vertiport infrastructure, vehicle, and airspace services sensors and automation technologies that would enable large volumes of traffic in and out of a vertiport. Vertiports with multiple take-off and landing areas were included in the analyses characterizing the performance of each automation technology and identifying how that technology supports safety, security, efficiency and resilience of the vertiport operation.

Use cases were constructed and analyzed for vertiport operations requirements associated with heavy lift UAS cargo delivery eVTOL operations and passenger carrying eVTOL operations. Concepts of operations for specific location(s) were developed, including the identification of relevant requirements, considerations, barriers, and enabling technologies to best inform operationalization of vertiports and maturation of vertiport automation technologies. A vertiport automation system architecture and software specification incorporating infrastructure, vehicle, and airspace technologies was developed to build eVTOL business models for passenger carrying and heavy-lift UAS cargo delivery operations. A set of prototypes surrounding vertiport automation systems and software requirements were developed to demonstrate the feasibility of a proposed vertiport automation system architecture and inform the needed maturation of the sensor and automation technologies to support high density vertiport operations.

Key Staff:

- **David Whitaker** – Lead Investigator. David provided technical and regulatory input to the overall architecture and implementation of the physical operating areas, airspace requirements, ground infrastructure implementation, and software implementation. Primary author of required deliverables.

Firm name	**NUAIR**	Discipline(s)*	Planning
Project name	15. Advanced Air Mobility (AAM) Roadmap for the Kingdom of Saudi Arabia (KSA)	Firm responsibility (prime or sub?)	Sub
Project number	N/A	Owner's name	NEXA Capital Partners LLC for KSA's General Authority of Civil Aviation (GACA)
Project location	Kingdom of Saudi Arabia	Owner's Project Manager	Michael Dyment
Owner's address, phone, email	1765 Greensboro Station Place, 9th Floor; McLean, VA 22102 | 202- 499-5089 | michael.j.dyment@nexacapital.com		
Services commenced by this firm (mm/yy)	03/23	Total consultant contract cost ($1,000's)	Unknown
Services completed by this firm (mm/yy)	07/24	Cost of consultant services provided by this firm ($1,000's)	$100

Describe the project including the firm's role and members involved. (Highlight staff to be used in this proposal.)

Project for the Kingdom of Saudi Arabia's (KSA's) General Authority of Civil Aviation (GACA) to provide a roadmap for the implementation of Advanced Air Mobility (AAM) for the Air Navigation Service Provider (ANSP) before 2030, including all regulatory, technical, operational, and economic aspects of the industry through 2040. Developed several scenarios, each with specific benefits and presented them to GACA for their input before setting on three (3) different scenarios for which plans were developed. Detailed analysis of current regulations around aircraft certification, airspace design and usage, pilot certification including the impact of fully autonomous vehicles on the definition of a pilot, and manufacturing certification for in-country manufacturing capabilities. Developed a country wide business plan including air-route development, demand analysis, and economic outcomes and the impact on infrastructure investment to support airspace management and Communications, Navigations, and Surveillance (CNS) for autonomous aircraft. Developed a governance model for CAGA to integrate AAM into their current organization structure including the evolution of the organization as AAM matures from early operations through fully autonomous flight. Provided guidance to GACA on aircraft manufacturing partners and aviation expertise for the development of updated regulations from both the North American and European regulatory organizations to develop a regulatory strategy for the inclusion of AAM into their aviation laws.

Key Staff:

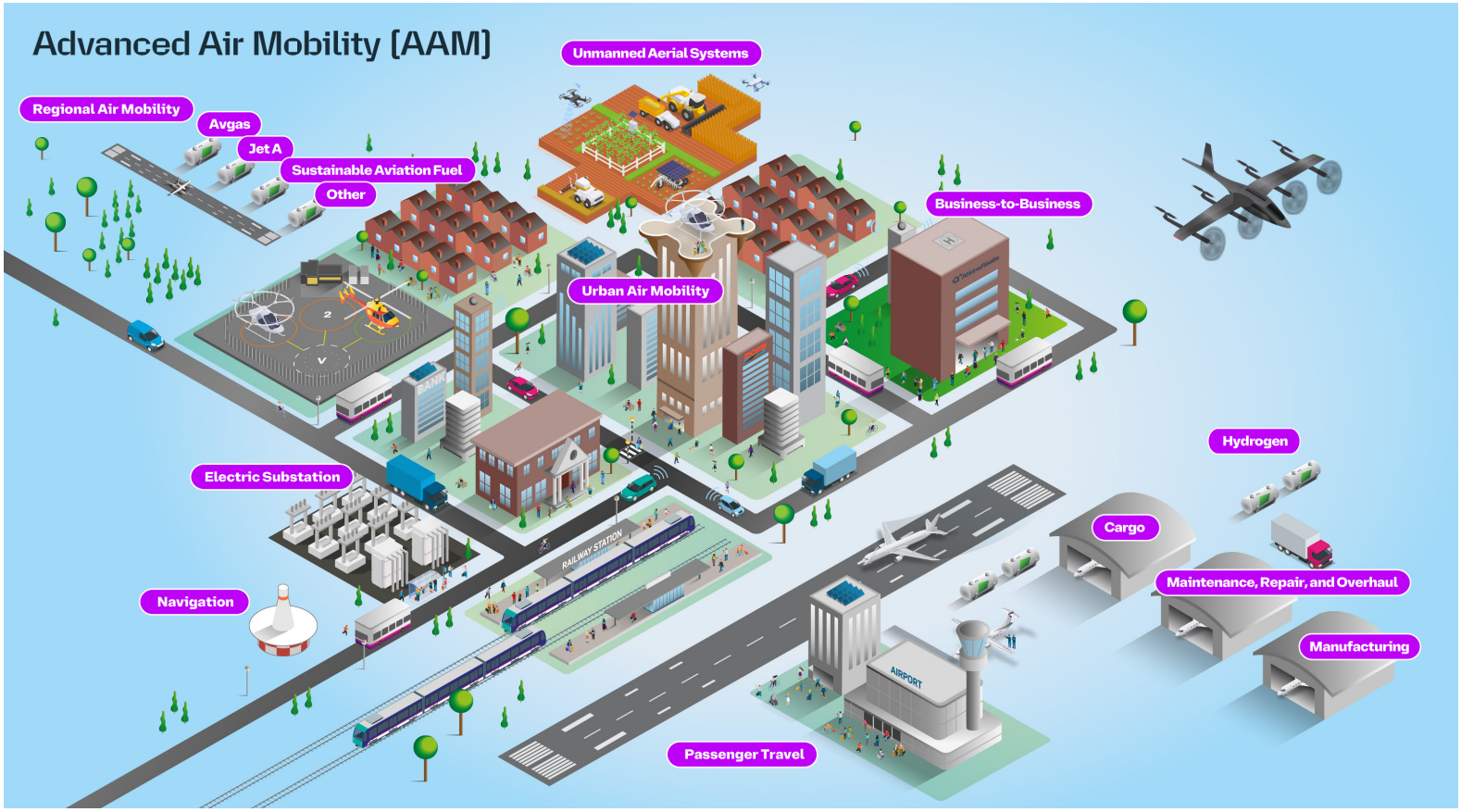
- **David Whitaker** – Program Manager. David provided airspace development roadmap, CNS and other ground infrastructure requirements and recommendations, and contributing author.
- **Andrew Osantowske** – Solutions Engineer. Andrew as a contributing author, provided regulatory recommendations based on Federal Aviation Administration (FAA) current and future regulations.

18. Approach and Methodology:

For the purpose of this response, we understand the term Advanced Air Mobility (AAM) to mean all new emerging technologies in aviation, many of which are represented in ***Figure 1***. The goal of this project is to integrate AAM into Louisiana's transportation network, with due consideration to existing and required infrastructure, policy and regulations, economic impacts, workforce development, and public education. In addition to the items listed in ***Figure 1***, we will also examine the following:

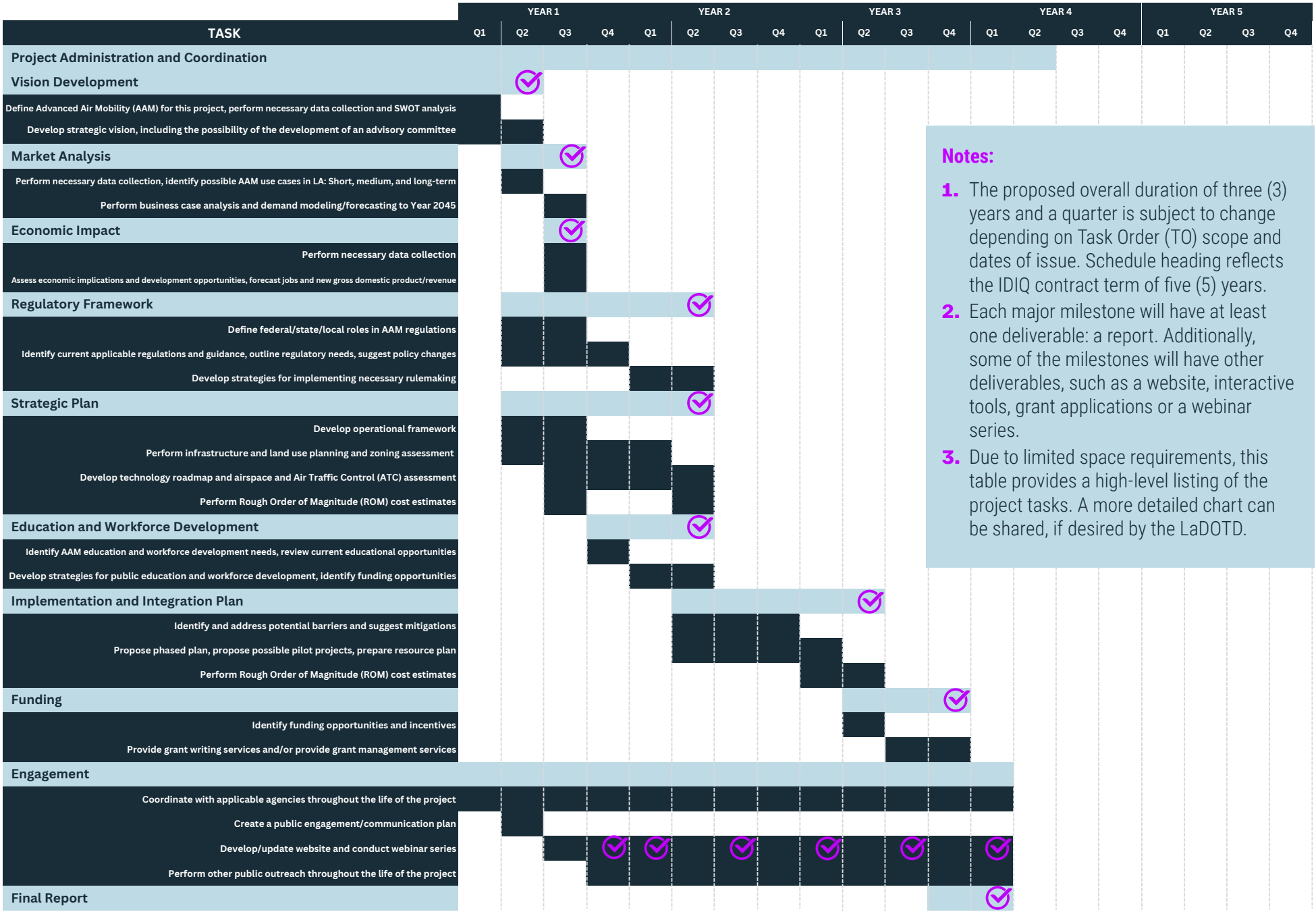
- Daytime and nighttime operations,
- Visual Flight Rules (VFR) and Instrument Flight Rules (IFR),
- The crawl, walk, run approach to ramping up operations (individual aircraft to low volume to full scale) and capabilities (from piloted to remotely piloted to autonomous),
- The ability to use the existing Air Traffic Control (ATC) system now vs the ability to improve or augment said ATC system to allow for high volume and autonomous operations in the future,
- Multiple sources of revenue for the state as well as state-provided grants and incentives, and
- The necessity to work with the public to educate them, develop solutions, and gain their public acceptance.

Figure 1



The proposed project schedule (***Figure 2***), based on the consultant notification, can serve as a good guide to drive state goals and expectations, as well as milestones and high-level tasks. As an Indefinite Delivery/Indefinite Quantity (IDIQ) contract, individual Task Orders (TOs) will be generated based on discussions with the LaDOTD. While the proposed schedule includes possible tasks, the team also has additional details and suggestions to discuss with the LaDOTD. Examples include performing a five forces analysis and/or forecasting Louisiana's AAM Return on Infrastructure (R/I), a key metric used to assess the sector's potential to attract investors. Each TO will specify scope of services, tools to be used, deliverables, contract time, and compensation. We agree to produce electronic deliverables in conformance with current and applicable DOTD Software and Deliverable Standards, upload (or check in) electronic deliverables directly into the DOTD ProjectWise repository, and comply any other documentation requirement the DOTD has.

Figure 2. Proposed Project Schedule



Notes:

1. The proposed overall duration of three (3) years and a quarter is subject to change depending on Task Order (TO) scope and dates of issue. Schedule heading reflects the IDIQ contract term of five (5) years.
2. Each major milestone will have at least one deliverable: a report. Additionally, some of the milestones will have other deliverables, such as a website, interactive tools, grant applications or a webinar series.
3. Due to limited space requirements, this table provides a high-level listing of the project tasks. A more detailed chart can be shared, if desired by the LaDOTD.

Figure 3

Having the right team for the study is critical. In addition to meeting the Minimum Personnel Requirements (MPRs), our capable team was strategically formed with vast experience in all aspects of Advanced Air Mobility (AAM) and tailored for the needs of LaDOTD's upcoming study, as ***Figure 3*** shows. Our multi-disciplined group of experienced aviation personnel includes planners, engineers, economic analysts, cost estimators, schedulers, grant managers, educators, public engagement officers, and Subject Matter Experts (SME) in flight operations, airspace management, policy, infrastructure funding, alternative sources of power generation, and operationalizing and scaling for commercial operations.

Louisiana is at an advantage when thinking about AAM because it is building on an already strong vertical aviation base. AAM will bring some net new opportunities, but it will also replace and augment some existing operations. This Strategic Plan is also not the first attempt to understand what AAM can bring to the state. Existing documentation (such as the Louisiana Statewide Transportation Plan) will need to be considered to ensure alignment. Engaging with stakeholders will be important, including helicopter operators, heliport owners, the Unmanned Aerial Systems (UAS) Gulf of Mexico Center of Excellence (UGC) at Houma-Terrebonne Airport (HUM), the Louisiana Advanced Aviation and Drone Advisory Committee (LAADAC), Vertical Aviation International (VAI), and the U.S. Helicopter Safety Team to name a few. Engaging with new stakeholders will broaden the horizon and opportunities. Collaboration and partnerships will be key to attracting and retaining AAM players. Listening to stakeholder needs, especially those of Original Equipment Manufacturers (OEMs), aircraft operators, and entities engaged in Research and Development (R&D), will be paramount. While we recognize the role of LAADAC, we recommend creating a separate Advisory Board specifically for this project. Even professional athletes have coaches. Membership in the Advisory Board should include industry players and operators (existing and upcoming) covering the broad spectrum of AAM, members of the public from across the state, infrastructure owners and enablers, economic development entities, and government at a minimum.

AAM is evolving fast and so should our approach to this Strategic Plan. A menu of options and solutions that can be flexible and dynamic should be considered for most tasks. In addition to reports, deliverables could include interactive tools that stakeholders (including elected officials and decision makers) and the public can engage with to see what the impact of AAM in their area could mean. The idea is to drive enthusiasm, which would help with public acceptance and even open up more opportunities than originally planned for. For example, we can create a user-friendly Geographic Information Systems (GIS)-based tool with up to 70 layers of information related to AAM, including existing infrastructure (such as airports, heliports, roads, ports), airspace, zoning, demographics, hospitals, fire stations, power data, current public transportation modes, major distribution centers (Walmart, Amazon, etc.), and more to enable decision-making, the development of the strategic plan, and public outreach. Additionally, we can also offer the usage of new, but existing tools to prepare attractive graphics and videos to help with education and the visualization of what could be. For example, LYNEports is a collaborative and visualization planning tool used to support heliport/vertiport site feasibility, compare landing pad requirements based on different criteria (such as design aircraft or type of heliport), early concept development, and connectivity (air corridors) between sites. The deliverables can be 3D graphics or videos, including simulations of aircraft flying from point A to point B. The LYNEports software can speed up project timelines and reduce cost during the early planning phases. Other tools, such as AirTOP, can also be used, if desired. We also intend to use the IMPLAN software to forecast new jobs, increased productivity, and new tax revenues that will attract the attention and support of politicians, industry, investors, and the public.

Our team's unmatched expertise in this emerging topic:

- AtkinsRéalis has provided different Original Equipment Manufacturers (OEMs) with design, testing, and certification services for their eVTOL aircraft. Specifically, the team has provided aircraft component design, testing, and certification, Human Factors and Ergonomics (HFE) support, safety analysis to support flight test teams, and airframe assessment services for crashworthiness.
- AtkinsRéalis is also the leader/organizer of the United Kingdom's Future Flight Challenge – Air Mobility Ecosystem Consortium, providing technical project management, program management, and delivering a digitally enabled passenger journey management tool for infrastructure and flight operations. Most recently, AtkinsRéalis became the first organization to support the UK's Civil Aviation Authority (CAA) as a Recognized Assessment Entity for Flight worthiness (RAE(F) organization) assessing whether commercial UAS operators and designers comply with the CAA's new operational, design, and manufacturing requirements.
- Yasmina Platt led infrastructure efforts for Joby Aviation for several years, influencing Joby aircraft design requirements, outlining facility requirements, influencing infrastructure design and permitting policy, designing ideal infrastructure concepts, prototyping options, flight testing them with real Joby aircraft, thinking outside of the box regarding construction materials and construction methodology, partnering with key entities for infrastructure development, and even identifying funding mechanisms.
- NUAIR, a not-for-profit organization, has had the privilege to provide all the necessary support to get over 100 public-facing organizations (including state agencies, first responders, law enforcement organizations, health care organizations, transportation providers, utilities, and other public service providers) operating UAS aircraft safely, effectively, and compliant with all regulations in all airspaces and operational environments. NUAIR is a service provider, not a software provider trying to sell their applications. NUAIR takes into account the project's and client's individual and unique needs and tailors a solution to meet their goals. Considerations will include developing, implementing, and operationalizing concepts of operations (conops) (and its corresponding infrastructure and technology needs) for a wide range of use cases from relatively straight forward low-volume UAS operations to multi-UAS operations to the full development of AAM in complex airspace environments, including piloted and fully autonomous eVTOLs.
- NEXA has done more market and economic impact analysis for AAM related applications than any other entity.
- APG has completed a mixture of aviation system plans, AAM-specific system plans, AAM infrastructure planning, solar and hydrogen feasibility studies, and grant funding applications. Additionally, Leah Whitfield is the current Chair of the Aviation System Planning Committee (AV020) of the Transportation Research Board (TRB) and Yasmina Platt has served on the Committee for many years as well (as Communications Chair and Young Professional Liaison to TRB for a few of those years). Yasmina also serves on VAI's Vertical Flight Infrastructure (VFI) Industry Advisory Council (IAC).

While we are to submit a QA/QC plan after award notification, we do want to assure that, to deliver the very best for each task, a proper QA/QC process will be followed throughout task execution. This plan includes a five-step quality process (***Figure 4***) so that deliverables are consistent, accurate, and align with the scope of work. Not only do we set high standards by using this quality framework, but we drive continuous improvement across all project delivery processes, including subconsultants.

Figure 4

Five-step QC review process					
1	2	3	4	5	5a
Ready for review	Review	Resolve comments	Changes made	Verify	QA Certified
Originator/Lead technical professional	Independent reviewer	Lead technical professional	Originator	Independent reviewer	Project quality manager

19. Workload:

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

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

For indefinite delivery/indefinite quantity (IDIQ) contracts, list open Task Orders individually.
List only the portion of the fees attributable to firms on the team.

Firm(s) **ALL FIRMS** MUST BE REPRESENTED IN THIS TABLE	Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
AtkinsRéalis	Environmental	Contract No. 4400017067, LWI Task Order 1 (PO# 2000537811)	Watershed Initiative Modeling Region No. 1	$0
AtkinsRéalis	Environmental	Contract No. 4400017067, LWI Task Order 2 (PO# 2000621749)	Watershed Initiative Modeling Region No. 2	$0
AtkinsRéalis	Environmental	Contract No. 4400017067, LWI Task Order 3 (PO# 2000643755)	Watershed Initiative Modeling Region No. 3	$152,571
AtkinsRéalis	Environmental	Contract No. 4400017067, LWI Task Order 4 (PO# 2000856607)	Watershed Initiative Modeling Region No. 4	$901,672

(Add rows as needed) DO NOT SUM

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

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

20. <u>Certifications/Licenses:</u>

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

Per 44-32348 IDIQ Contract for Strategic Plan for Advance Air Mobility.pdf, "Unless otherwise stated in this advertisement, copies of licenses and certificates are not required to be submitted with the proposal."

AtkinsRéalis Louisiana Professional Engineering and Land Surveying Board License

Louisiana Professional Engineering and Land Surveying Board

The Louisiana Professional Engineering and Land Surveying Board has the following information on file:

Name:	Public Address:
ATKINSREALIS USA INC.	4030 West Boy Scout Boulevard, Suite 700 Tampa, Florida 33607

License/Certificate Information w/ Supervision

License	Status	First Issuance Date	Expiration Date	Supervisor(s)
EF.0002444	Active	10/12/1999	03/31/2026	Ms. Sarada Vasikaramanara Kalikivaya # PE.0033612

AtkinsRéalis Secretary of State

UNITED STATES OF AMERICA

State of Louisiana

Nancy Landry

SECRETARY OF STATE

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

ATKINSREALIS USA INC.

A corporation domiciled in TAMPA, FLORIDA,

Filed charter and qualified to do business in this State on September 30, 1998,

I further certify that the records of this Office indicate the corporation has paid all fees due the Secretary of State, and so far as the Office of the Secretary of State is concerned is in good standing and is authorized to do business in this State.

I further certify that this Certificate is not intended to reflect the financial condition of this corporation since this information is not available from the records of this Office.

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

May 27, 2025

Nancy Landry

Secretary of State

Web 34690554F

Certificate ID: 12040549#SWM73

To validate this certificate, visit the following web site, go to Business Services, Search for Louisiana Business Filings, Validate a Certificate, then follow the instructions displayed.
www.sos.la.gov

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AtkinsRéalis SAMS.gov

Last updated by Audrey Mack on May 28, 2024 at 03:52 PM *ATKINSREALIS USA INC*

SAM.GOV

ATKINSREALIS USA INC

Unique Entity ID	CAGE / NCAGE	Purpose of Registration
M9WDC4KT38X4	**1MEC1**	**All Awards**
Registration Status	Expiration Date	
Active Registration	**May 28, 2025**	
Physical Address	Mailing Address	
4030 W Boy Scout BLVD STE 700 **Tampa, Florida 33607-5713** **United States**	**4030 W Boy Scout BLVD STE 700** **Tampa, Florida 33607-5713** **United States**	

Business Information

Doing Business as	Division Name	Division Number
Atkins North America, Inc.	**(blank)**	**(blank)**
Congressional District	State / Country of Incorporation	URL
Florida 14	**Florida / United States**	**https://www.atkinsrealis.com/**

Registration Dates

Activation Date	Submission Date	Initial Registration Date
May 30, 2024	**May 28, 2024**	**Apr 22, 2002**

Entity Dates

Entity Start Date	Fiscal Year End Close Date
Feb 29, 1960	**Dec 31**

Immediate Owner

CAGE	Legal Business Name
4MP29	**ATKINSREALIS USA HOLDINGS LLC**

Highest Level Owner

CAGE	Legal Business Name
3AR31	**ATKINSREALIS GROUP INC.**

Executive Compensation

In your business or organization's preceding completed fiscal year, did your business or organization (the legal entity to which this specific SAM record, represented by a Unique Entity ID, belongs) receive both of the following: 1. 80 percent or more of your annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements and 2. $25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?
No

Does the public have access to information about the compensation of the senior executives in your business or organization (the legal entity to which this specific SAM record, represented by a Unique Entity ID, belongs) through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?
Not Selected

Proceedings Questions

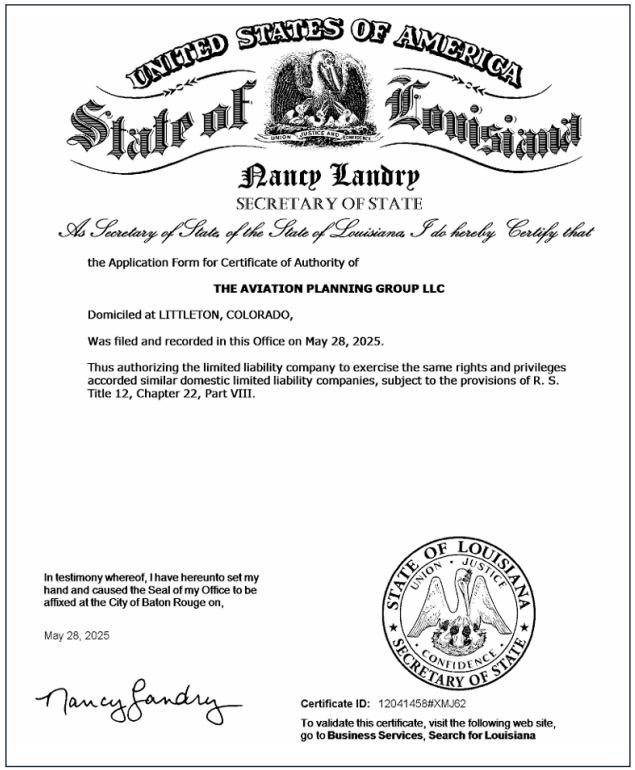
Is your business or organization, as represented by the Unique Entity ID on this entity registration, responding to a Federal procurement opportunity that contains the provision at FAR 52.209-7, subject to the clause in FAR 52.209-9 in a current Federal contract, or applying for a Federal grant opportunity which contains the award term and condition described in 2 C.F.R. 200 Appendix XII?
Yes

Does your business or organization, as represented by the Unique Entity ID on this specific SAM record, have current active Federal contracts and/or grants with total value (including any exercised/unexercised options) greater than $10,000,000?
Yes

Within the last five years, had the business or organization (represented by the Unique Entity ID on this specific SAM record) and/or any of its principals, in connection with the award to or performance by the business or organization of a Federal contract or grant, been the subject of a Federal or State (1) criminal proceeding resulting in a conviction or other acknowledgment of fault; (2) civil proceeding resulting in a finding of fault with a monetary fine, penalty, reimbursement, restitution, and/or damages greater than $5,000, or other acknowledgment of fault; and/or (3) administrative proceeding resulting in a finding of fault with either a monetary fine or penalty greater than $5,000 or reimbursement, restitution, or damages greater than $100,000, or other acknowledgment of fault?
No

Exclusion Summary

APG Secretary of State



UNITED STATES OF AMERICA

State of Louisiana

Nancy Landry

SECRETARY OF STATE

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

the Application Form for Certificate of Authority of

THE AVIATION PLANNING GROUP LLC

Domiciled at LITTLETON, COLORADO,

Was filed and recorded in this Office on **May 28, 2025.**

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

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

May 28, 2025

Nancy Landry

STATE OF LOUISIANA · UNION · JUSTICE · CONFIDENCE · SECRETARY OF STATE

Certificate ID: 12041458#XMJ62

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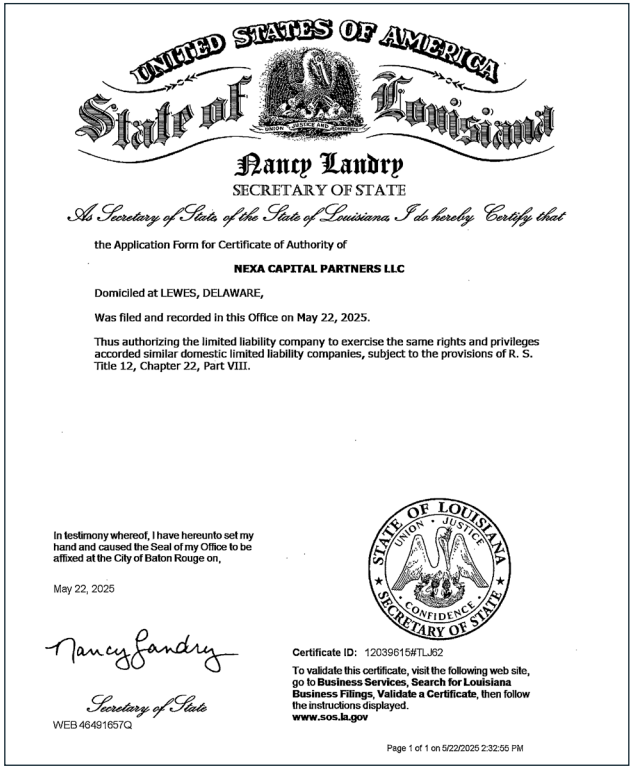
NEXA Secretary of State



UNITED STATES OF AMERICA

State of Louisiana

Nancy Landry

SECRETARY OF STATE

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

the Application Form for Certificate of Authority of

NEXA CAPITAL PARTNERS LLC

Domiciled at LEWES, DELAWARE,

Was filed and recorded in this Office on **May 22, 2025.**

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

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

May 22, 2025

Nancy Landry

Secretary of State

WEB 46491657Q

STATE OF LOUISIANA · UNION · JUSTICE · CONFIDENCE · SECRETARY OF STATE

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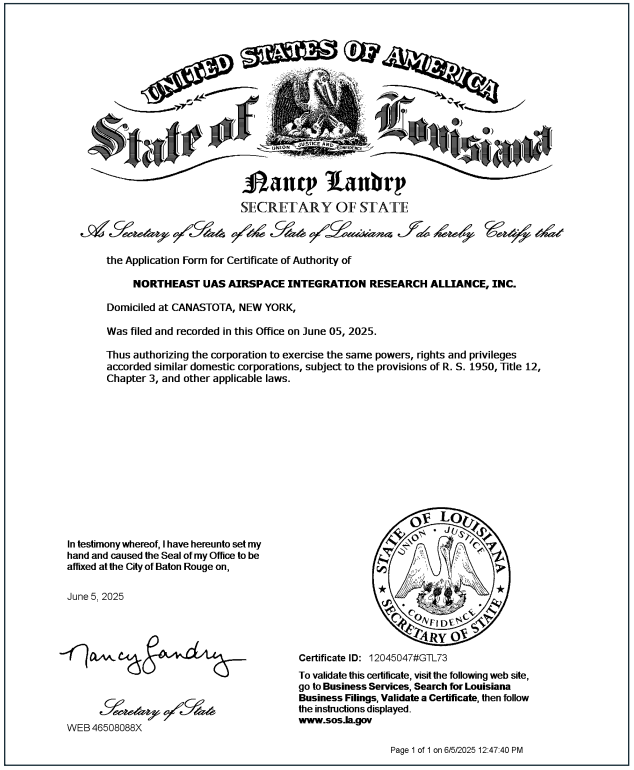
NUAIR Secretary of State



UNITED STATES OF AMERICA

State of Louisiana

Nancy Landry

SECRETARY OF STATE

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

the Application Form for Certificate of Authority of

NORTHEAST UAS AIRSPACE INTEGRATION RESEARCH ALLIANCE, INC.

Domiciled at CANASTOTA, NEW YORK,

Was filed and recorded in this Office on **June 05, 2025.**

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

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

June 5, 2025

Nancy Landry

Secretary of State

WEB 46508088X

STATE OF LOUISIANA · UNION · JUSTICE · CONFIDENCE · SECRETARY OF STATE

Certificate ID: 12045047#GTL73

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www.sos.la.gov

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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**.

Per 44-32348 IDIQ Contract for Strategic Plan for Advance Air Mobility.pdf, "Only the selected consultant must submit their QA/QC plan to the DOTD PM within 10 business days of the award notification to the Consultant (do not include QA/QC plan in the DOTD Form 24-102)."

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**
The Aviation Planning Group LLC	7694 W Quarto Avenue Littleton, CO 80128	Leah Whitfield leah@theaviationplanninggroup.com	307.267.9670
NEXA Capital Partners LLC	1765 Greensboro Station Place, 9th Floor McLean, VA 22102	Michael Dyment Michael.J.Dyment@nexacapital.com	202.321.0389
Northwest UAS Airspace Integration Research Alliance, Inc.	7931 State Route 13 Canastota, NY 13032	Emily DeMarche EDeMarche@nuair.org	315.365.1129

(Add rows as needed)

23. <u>Location:</u>

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 <u>the Evaluation Criteria section</u> of the advertisement**.

Per "44-32348 IDIQ Contract for Strategic Plan for Advance Air Mobility.pdf," location is not an evaluation criterion on page 2.