

DOTD FORM: 24-102

PROPOSAL TO PROVIDE CONSULTANT SERVICES

(Revised December 12, 2024)

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

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

1. Contract Name as shown in the advertisement	IDIQ CONTRACT FOR STRATEGIC PLAN FOR LOUISIANA ADVANCED AIR MOBILITY STATEWIDE
2. Contract Number(s) as shown in the advertisement	4400032348
3. State Project Number(s), if shown in the advertisement	N/A
4. Prime consultant name (name must match <u>exactly</u> as registered with the Louisiana Secretary of State (SOS) where such registration is required by law; including punctuation; <u>include screenshot from SOS at the end of Section 20</u>)	DELOITTE CONSULTING LLP
5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law)	Deloitte doesn't have a license number with LAPELS
6. Prime consultant mailing address	100 NORTH STREET, SUITE 803 BATON ROUGE, LA 70802
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	100 NORTH STREET, SUITE 803 BATON ROUGE, LA 70802
8. Name, title, phone number, and email address of prime consultant's contract point of contact	SCOTT HUNTSMAN 832-771-4936 SHUNTSMAN@DELOITTE.COM
9. Name, title, phone number, and email address of the official with signing authority for this proposal	SCOTT HUNTSMAN 832-771-4936 SHUNTSMAN@DELOITTE.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.



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

JUNE 13, 2025

Date:

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

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

Firm(s):
N/A

Firm(s)' %:

12. Discipline Table:

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

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

Discipline(s)	% of Overall Contract	Deloitte (Prime)	Emergent Method	Michael Baker	Thales	N/A	Each Discipline must total to 100%
CPM	5%	100%	0%	0%	0%		100%
Data Collection	10%	25%	20%	55%	0%		100%
Environmental	5%	25%	0%	75%	0%		100%
Planning	5%	0%	0%	80%	20%		100%
Survey	5%	0%	0%	100%	0%		100%
Other: Strategic Planning	20%	70%	25%	5%	0%		100%
Other: Economic Analysis	10%	50%	50%	0%	0%		100%
Other: Aviation Systems	15%	40%	0%	5%	55%		100%
Other: Policy and Regulatory Analysis	5%	80%	15%	5%	0%		100%
Other: Web Design and Hosting	5%	60%	40%	0%	0%		100%
Other: Stakeholder Engagement	10%	60%	35%	5%	0%		100%
Other: Grant Management	5%	75%	20%	5%	0%		100%
Identify the percentage of work for the overall contract to be performed by the prime consultant and each sub-consultant.							
Percent of Contract	100%	51%	19%	21%	9%		100%

13. Firm Size:

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

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

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

Firm name	DOTD Job Classification	Number of personnel <u>committed to this contract</u>	Total number of personnel available in this DOTD Job Classification (if needed)
Deloitte Consulting LLP	Professional	5	2,500
Emergent Method	Professional	4	100
Michael Baker International, Inc.	Engineer	4	280
Thales USA, INC	Engineer	1	3
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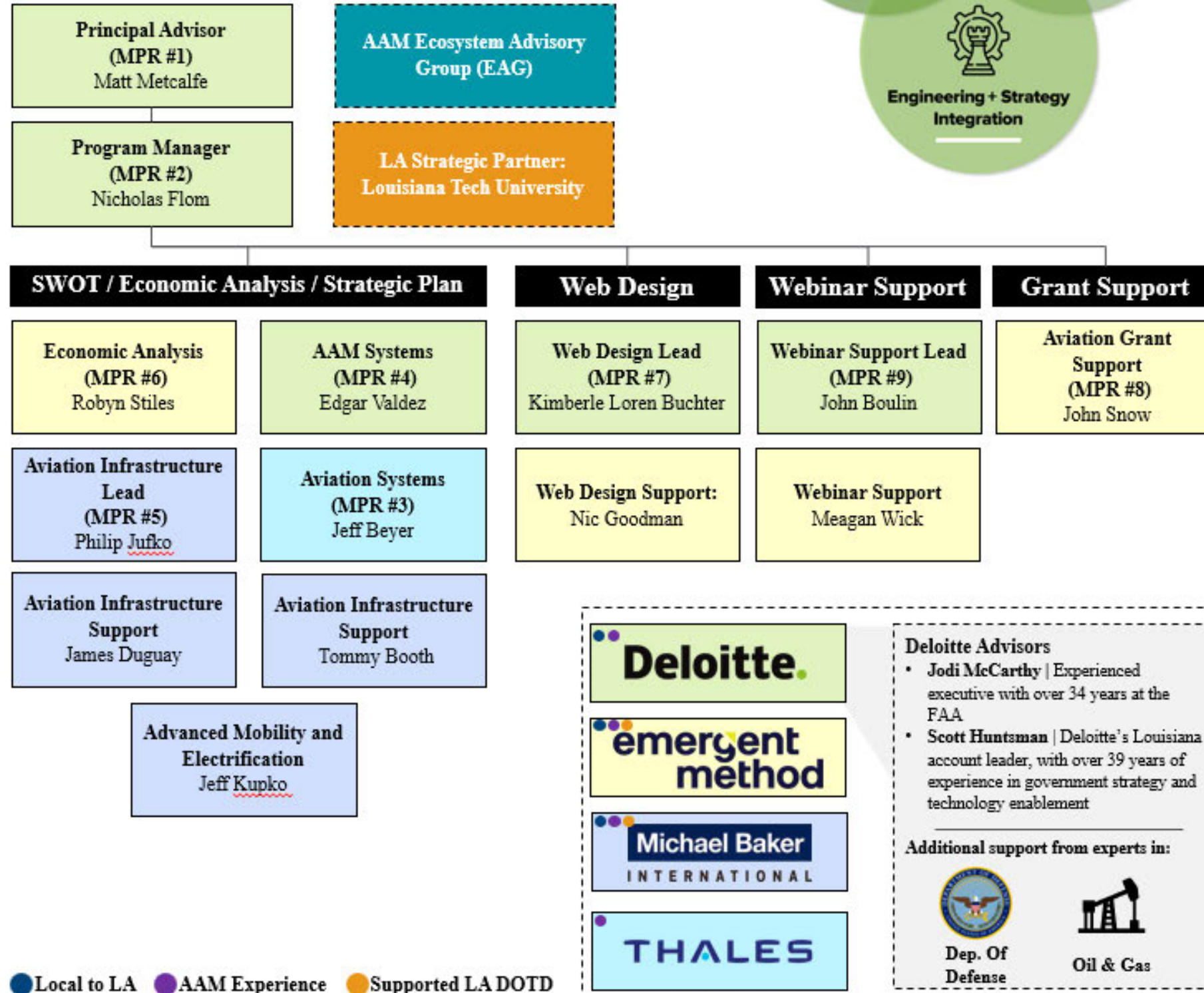
(Add rows as needed)

14. Organizational Chart:

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

Team Deloitte Organizational Chart

Our team integrates AAM and aviation systems expertise with Louisiana-specific economic and engineering knowledge, enabling rapid, tailored analysis using our global research and relationships. We are committed to Louisiana's future, with four of our partners maintaining local offices, and decades of experience supporting both the state's private and public sector.



Core Team

Deloitte: Deloitte brings deep AMM expertise gained supporting AAM stakeholders across the full-cycle of implementation – including NASA's ConOps development, FAA's implementation in the National Airspace, DOD's use case identification and support, DHS's UAS and C-UAS security planning, commercial market and use case analysis spanning UAS, Oil & Gas, and Aviation OEMs, and successful development and implementation of several strategic planning efforts for similar states and localities. Our strategy-first approach and existing repository of research, reports, and relationships will enable a targeted approach that maximizes the return of investment on Louisiana's AAM initiatives.

Emergent Method: Emergent Method brings deep Louisiana expertise and a proven record supporting state agencies, including DOTD, with advanced economic analysis, stakeholder engagement, web design, and strategic planning. Our local knowledge and experience helping develop Louisiana's 2025 "Positioning Louisiana to Win" statewide economic development strategy provides a repository of existing research and analysis and a deep understanding of the current economic landscape.

Michael Baker International: Michael Baker International is a leading A&E firm with extensive experience supporting Louisiana DOTD and delivering airport and aviation infrastructure projects statewide. With proven capabilities in integrating new technologies, infrastructure development, and planning, we are exceptionally well-positioned to assess and deliver safe, innovative, integrated Advanced Air Mobility solutions for Louisiana.

Thales: Thales is a global leader in aviation technology and CNS infrastructure, with a strong track record in advanced airspace management and integration. Our experience supporting the implementation and management of AAM assets in North Dakota's VANTIS program gives us the understanding necessary to assess and recommend technical, regulatory, and policy standards for successful integration of AAM initiatives in Louisiana, and other aviation infrastructure requirements.

LA Strategic Partner

Louisiana Tech: Louisiana Tech, a core FAA UAS ASSURE partner, provides leading research and workforce development in unmanned systems and AAM, delivering applied solutions and training aligned with Louisiana's needs.

AAM Ecosystem Advisory Group

In addition to our core team, we've compiled a Louisiana-focused AAM Ecosystem Advisory Group to provide immediate, meaningful perspective on Louisiana's investment into AAM. This group combines leaders from across the ecosystem, including former FAA executives, oil and gas helicopter operators, academic institutions selected for the FAA UAS ASSURE program, resilient unmanned system software developers, and vertiport infrastructure experts.



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	Matt Metcalfe	Deloitte Consulting, LLP			
2	Nicholas Flom	Deloitte Consulting, LLP	FAA ATP – 3236218		N/A
3	Jeff Beyer	Thales USA, Inc			
4	Edgar Valdez	Deloitte Consulting, LLP	FAA Remote Pilot, Bar	KY	N/A
5	Philip Jufko	Michael Baker International, Inc.			
6	Robyn Stiles	Emergent Method			
7	Kimberle Loren Buchter	Deloitte Consulting, LLP			
8	John Snow	Emergent Method			
9	John Boulin	Deloitte Consulting, LLP			

(Add rows as needed)

16. Staff Experience:

Résumés shall be provided for all prime and sub-consultant personnel listed in Sections 14 and/or 15 of the proposal. Résumés of personnel not identified in Section 14 or Section 15 of the proposal should not be included and will not be evaluated. Résumés are **limited to 2 pages per person**. Any certificates required by the advertisement are to be placed in Section 20.

Firm employed by			
Name			Years of relevant experience with this employer
Title			Years of relevant experience with other employer(s)
Degree(s) / Years / Specialization			
Active registration number / state / expiration date			
Year registered		Discipline	
Contract role(s) / brief description of responsibilities			
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		

(Add rows as needed)

Name	Matt Metcalfe		Years of relevant experience with this employer	6.5
Title	Managing Director		Years of relevant experience with other employer(s)	17.5
Degree(s) / Years / Specialization			Master's Degree (M.S.), Resource Economics and Policy Bachelor of Science (B.S.)	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	CPM, Data Collection, Environmental, Planning, Other (Strategic Planning, Economic Analysis, Aviation Systems, Policy and Regulatory Analysis, Stakeholder Engagement)	
Contract role(s) / brief description of responsibilities			Has over two decades of experience in strategic consulting, with a specialized focus on AAM, economic modeling, and infrastructure innovation. As Managing Director at Deloitte, he has led statewide AAM strategy engagements, including the "Elevating West Virginia" initiative, as well as NASA ConOps.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
10/18-Current	Organization: Deloitte Consulting LLP Role(s): Managing Director <ul style="list-style-type: none"> Advised state and municipal agencies in New Jersey, North Dakota, Maryland, and West Virginia on strategic investments in Advanced Air Mobility, delivering in-depth analyses of feasibility, economic outcomes, and policy considerations. Oversaw a range of public sector initiatives, collaborating with the FAA on UAS integration and security efforts, and partnering with NASA on projects advancing both Unmanned Aircraft Systems and next-generation air mobility solutions. 			
06/01-10/18	Organization: Booz Allen Hamilton Role(s): Principal <ul style="list-style-type: none"> Managed a \$25M Volpe Center program supporting FAA Administrator-driven strategic initiatives, including the development and implementation of FAA's first International Strategy and Global Leadership Initiative, by assembling and guiding teams of aviation data scientists, policy experts, and technology specialists. Led large, cross-functional teams in delivering advanced aviation analytics and technology strategies for FAA and airports, enabling the successful integration of Unmanned Aircraft Systems (UAS), Commercial Space, and Performance Based Navigation, and driving adoption of new operational procedures that reduced noise, costs, and community concerns. Directed a high-profile, multi-year NASA Urban Air Mobility study, leading a Strategic Advisory Group of 35 nationally recognized experts to shape long-term unmanned systems strategies for NASA and the FAA, addressing public acceptance, regulatory, safety, and market integration challenges. 			

Name	Nicholas Flom		Years of relevant experience with this employer	3.5
Title	Specialist Leader / Senior Manager		Years of relevant experience with other employer(s)	11
Degree(s) / Years / Specialization			Bachelor of Science in Aeronautics – Commercial Aviation / 20+ years / Commercial Aviation and Advanced Air Mobility	
Active registration number / state / expiration date			3236218 ATP ASMEL / FAA / No expiration	
Year registered	N/A	Discipline	CPM, Data Collection, Environmental, Planning, Other (Strategic Planning, Economic Analysis, Aviation Systems, Policy and Regulatory Analysis, Stakeholder Engagement)	
Contract role(s) / brief description of responsibilities			With over 14 years of specialized experience in commercial aviation and AAM, Nicholas Flom has led strategic planning and regulatory integration efforts across federal and state agencies, serving as Program Manager for AAM transportation plans in New Jersey, North Dakota, Maryland, and West Virginia.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
10/21-Current	<p>Organization: Deloitte Consulting LLP </p> <p>Role(s): Specialist Leader / Senior Manager</p> <ul style="list-style-type: none"> • Led feasibility, economic impact, policy guidance for states or local governments investing in Advanced Air Mobility (AAM), in New Jersey, North Dakota, Maryland, & West Virginia. • Led multiple civil government projects, supporting the FAA within their UAS Integration Office and UAS and Emerging Entrants Security Office, and NASA on projects related to AAM and Unmanned Aircraft Systems (UAS). • Supported multiple go-to-market studies for UAS and AAM companies, across the Aerospace and Defense, Telecom, and Retail industries. 			

03/14-10/21	<p>Organization: Northern Plains UAS Test Site</p> <p>Role(s): Executive Director</p> <ul style="list-style-type: none"> • Led the vision and mission of the Test Site while advancing UAS across the National Airspace System by working with Federal agencies and private companies. • Led the state's \$50M statewide BVLOS network, Vantis. • Awarded contracts to support FAA UTM Pilot Program, NASA UTM, DOD UTM, and CBP northern border testing. • Selected as one of 10 participants in the FAA's UAS Integration Pilot Program with North Dakota's Department of Transportation as the lead participant. • Supported private industry including General Atomics, Northrop Grumman and Xcel Energy to receive approvals to fly beyond visual line of sight without a chase aircraft or ground observers. • Created a Test Site Operator Independent Safety Review Board (ISRB) that reviews UAS airworthiness information and makes recommendations before any flight operations commence. • Implemented a Safety Management System, which meets 14 CFR Part 5 and FAA SMS Voluntary Program requirements. • Worked closely with the FAA to expand capabilities of UAS in the national airspace system. Developed safety cases that gained approval for the first broad area COA, daisy chain operations, and night operations. Provided safety processes and mitigations for a concept of operation that has been submitted to the FAA to support a beyond visual line of sight COA.
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Name	Edgar Valdez		Years of relevant experience with this employer	3.5
Title	Senior Consultant		Years of relevant experience with other employer(s)	2.5
Degree(s) / Years / Specialization			Doctor of Law (J.D.); Bachelor of Science (B.S.) – Political Science and Government Concentration in Law and Public Policy / 14+ Years / Aviation Policy and Regulation	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	Data Collection, Other (Strategic Planning, Policy and Regulatory Analysis)	
Contract role(s) / brief description of responsibilities			Has conducted in-depth market analyses to identify viable business cases and supported go-to-market strategies for autonomous vehicle and UAS platforms.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
10/21-Current	Organization: Deloitte Consulting LLP Role(s): Senior Consultant <ul style="list-style-type: none"> Managed the creation of holistic AAM strategies for clients, focusing on economic impact assessments and identifying infrastructure gaps to support integration and scalability. Conducted in-depth market analysis to identify viable business cases for both new and existing customer segments. Formulated and executed go-to-market strategies to drive adoption and market penetration. Supported initiatives to optimize fleet operations and conducted thorough vendor reviews to support enterprise-level deployment and commercialization of autonomous vehicle solutions. Performed detailed regulatory gap analyses for Unmanned Aircraft Systems (UAS) and AAM platforms, ensuring compliance and facilitating regulatory reviews. 			
02/19-10/21	Organization: UPS Flight Forward Role(s): Regulatory & Strategy Manager <ul style="list-style-type: none"> Maintain compliance with all applicable Federal and State regulations in regard to employment practices Oversee the workforce planning strategy and direction of a new aviation industry Participated in the creation and development of first Unmanned Part 135 Air Carrier Assist in developing regulatory strategy for UPS Flight Forward and Unmanned Aircraft Systems 			

Name	Kimberle Loren Buchter		Years of relevant experience with this employer	16
Title	Senior Manager		Years of relevant experience with other employer(s)	0
Degree(s) / Years / Specialization			Bachelor of Science (B.S) - Information Science & Technology / 16 Years / Information Technology	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	Other (Web Design and Hosting, Stakeholder Engagement)	
Contract role(s) / brief description of responsibilities			With over a decade of experience in web design and hosting as well as specializes in front-end development, UI/UX design, and integrated web marketing.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
09/09-Current	<p>Organization: Deloitte Consulting LLP.</p> <p>Role(s): Senior Manager</p> <ul style="list-style-type: none"> • Led a team of 10+ in the design and implementation of user interfaces for a large-scale state health insurance system modernization, focusing on UI/UX best practices, intuitive content layout, responsive web design, and accessibility standards to ensure compliance with state and federal regulations, supporting health coverage for over 4 million individuals. • Oversaw the end-to-end development and modernization of web applications supporting SNAP, TANF, and Medicaid programs, managing integration of business rules, data collection modules, and external interfaces to deliver scalable, secure, and maintainable solutions. • Led deployment and web hosting strategy for mission-critical health and human services platforms, collaborating with infrastructure teams to ensure high availability, robust security, and optimal performance for web applications accessed by millions of users. • Managed teams of 30+ resources in user acceptance testing (UAT), establishing rigorous test management and defect tracking processes, and overseeing successful launches of web solutions, ensuring quality and reliability for state agency clients. • Developed comprehensive training materials and user documentation, and led knowledge transfer sessions for client teams, empowering state agency staff to effectively utilize and maintain new web platforms and processes post-launch. 			

Name	John Boulin		Years of relevant experience with this employer	8.5
Title	Manager		Years of relevant experience with other employer(s)	1.5
Degree(s) / Years / Specialization			Bachelor of Arts (B.A) - International Studies / 10 years / Project Management	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	Other (Strategic Planning, Stakeholder Engagement, Aviation Systems)	
Contract role(s) / brief description of responsibilities			With 10 years of experience in stakeholder engagement and economic modeling, led the FAA BEYOND program workshops, developed cost-benefit models for BVLOS operations.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
03/17-Current	<p>Organization: Deloitte Consulting LLP.</p> <p>Role(s): Manager</p> <ul style="list-style-type: none"> Supported project delivery for FAA’s BEYOND program, overseeing logistics, stakeholder communications, and event execution, while supporting data collection and reporting to FAA and USDOT leadership. Planned and coordinated biannual roundtable webinars for the FAA, convening 30–50 participants from 10+ organizations—including state, tribal, and county governments, utilities, and logistics companies—to address community engagement and societal impacts of drone integration Led end-to-end production of FAA-sponsored webinars, developing agendas, coordinating speakers, and creating interactive workshop materials to ensure seamless knowledge sharing among BEYOND program stakeholders. Delivered high-impact webinars for FAA by facilitating discussions, managing live Q&A sessions, and synthesizing lessons learned, resulting in actionable insights that directly informed federal UAS community engagement policy. Procured and managed licensing for webinar and collaboration platforms on behalf of FAA, ensuring secure, compliant, and cost-effective technology solutions to support virtual engagement for over 70 stakeholders annually. Designed and facilitated strategic workshops and knowledge-sharing initiatives with key Federal Railroad Administration stakeholders, driving operational improvements and enhancing onboarding materials. 			
09/15-03/17	<p>Organization: Airbus Group Inc. </p> <p>Role(s): Market Analyst</p> <ul style="list-style-type: none"> Developed a comprehensive research report on the history and viability of the 100-130 seat market in the United States detailing competitive threats and opportunities for Airbus Presented to senior marketing leadership the recommended critical airlines with potential sales numbers to target in 100-130 seat aircraft segment over five years. Spearheaded development of Airbus’ North America Pocket Guide detailing industry fleet by airline including order book, retirement profiles and future growth needs. Crafting and presenting various decks for senior leadership including optimization of long-range layouts to maximize revenue potential for legacy carriers. 			

Name	John Snow		Years of relevant experience with this employer	12
Title	Partner		Years of relevant experience with other employer(s)	6
Degree(s) / Years / Specialization			Master of Business Administration, Bachelor of Arts — Mass Communication / 18+ years / Outreach & Engagement, Strategic Planning, Grant/Proposal Writing	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	Other (Strategic Planning, Economic Analysis, Stakeholder Engagement, Grant/Proposal Writing)	
Contract role(s) / brief description of responsibilities			Outreach and engagement lead responsible for the coordination of stakeholder engagement, communication, grant/proposal writing, and marketing efforts.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
07/13-Current	Organization: Emergent Method Role(s): Partner <ul style="list-style-type: none">Oversees strategic planning, organizational design, operational improvement, stakeholder engagement, and communication across the public, private, and nonprofit sectors, advising high-profile organizations and leading initiatives in areas such as economic development, higher education, infrastructure, resilience, and workforce development.Advised Louisiana Economic Development (LED) in the creation of a comprehensive statewide economic development strategy and currently leading regional planning stakeholder engagement to align local priorities with state goals.Worked closely with the Baton Rouge Metropolitan Airport over several years starting in 2015 to quantify and expand the regional airport’s economic and community impact, including helping to secure grant funding through the U.S. Department of Transportation’s SCASD program that ultimately led to new direct service from BTR to Washington, D.C.Served as a senior advisor in the development of a strategic plan for England Airpark, one of central Louisiana’s top economic drivers that includes Alexandria International Airport.Led the development of a new institutional strategic plan and various organizational and brand strategies for Kansas State University, including K-State’s Salina Aerospace and Technology Campus.Served as a senior advisor for the Louisiana Watershed Initiative, directing outreach and communications for \$1.2 billion in federal mitigation funding and coordinating large convenings, including a statewide listening tour and interstate summit.Developed a U.S. EPA grant application for the City of Baton Rouge to secure a \$2 million for wastewater infrastructure.Led the Baton Rouge’s smart city planning efforts for multiple years, including developing a comprehensive smart city strategic plan, serving as the chairman of the Metro Council’s Smart City Committee, leading the development of a federal grant application for \$40 million in smart city funding, managing a strategic broadband plan on behalf of the City-Parish, and helping to launch the City-Parish’s award winning open data program.			
10/07-07/13	Organization: SSA Consultants Role(s): Senior Consultant <ul style="list-style-type: none">Led strategic planning and communications for major public-sector initiatives across the Gulf Coast, including Baton Rouge’s \$750 million Green Light Plan, post-hurricane small business recovery efforts, a comprehensive reorganization of the City-Parish’s Public Works Department, and public engagement for Louisiana’s 2012 Coastal Master Plan.			

Name	Nic Goodman	Years of relevant experience with this employer	4
Title	Web Development Director	Years of relevant experience with other employer(s)	10
Degree(s) / Years / Specialization	Bachelor of Arts — Multimedia Arts & Sciences / 14+ years / Web Development, Graphic Design, Strategic Communication		
Active registration number / state / expiration date	N/A		
Year registered	N/A	Discipline	Other (Stakeholder Engagement, Web Design and Hosting)
Contract role(s) / brief description of responsibilities	Web Development/Graphic Design Specialist responsible for front-end web development, UI/UX design, and integrated web marketing efforts.		
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
06/21-Current	<p>Organization: Emergent Method</p> <p>Role(s): Web Development Director</p> <ul style="list-style-type: none"> Manages web development projects from concept to launch, bringing expertise in JavaScript, HTML, and CSS; designs visually compelling interfaces using Adobe Illustrator and Photoshop; and creates clear, engaging web content tailored to target audiences. Designed, developed, and currently maintains a public-facing informational website for a private-sector energy company in Louisiana, using a headless Craft CMS backend and SvelteKit frontend to support transparent community outreach and engagement. Created a front-end interface for a confidential client’s employee database, developing custom search and filter logic to enable intuitive sorting of more than 1,000 employee profiles based on detailed work experience attributes, all powered by a Craft CMS backend. Designed and maintains the informational portal for the Restore Louisiana Homeowner Assistance Program, leveraging Craft CMS to provide timely, accessible disaster recovery information and strengthen public engagement with a federally funded statewide recovery effort. Built an interactive mapping application for the Louisiana Coastal Protection and Restoration Authority’s annual plan, integrating multiple environmental data sources into a Craft CMS backend and a SvelteKit single-page app to improve public understanding of key coastal restoration initiatives. Developed and maintains the Louisiana Watershed Initiative’s main informational website and project mapping tool, combining GIS data with a Craft CMS backend and SvelteKit frontend to enhance public transparency and engagement around statewide watershed planning and project implementation. 		
11/12-03/21	<p>Organization: ninebar</p> <p>Role(s): Creative Director, CTO, & Lead Developer</p> <ul style="list-style-type: none"> Established the company’s identity, expanded service offerings to include complex CMS-driven web experiences, oversaw UX/UI design and full stack development, and implemented technologies such as Craft CMS, Tailwind CSS, Alpine.js, Vue.js, Svelte, AWS, Java, and Docker to deliver custom digital solutions for a range of clients. 		

Name	Robyn Stiles		Years of relevant experience with this employer	7
Title	Managing Director		Years of relevant experience with other employer(s)	7
Degree(s) / Years / Specialization			Doctor of Philosophy — Mass Communication & Public Affairs, Master of Political Science — Political Management, Bachelor of Arts — Political Science / 14+ years / Strategic Planning, Economic Analysis, Research, Quantitative & Qualitative Analysis	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	Other (Strategic Planning, Economic Analysis, Policy and Regulatory Analysis, Stakeholder Engagement)	
Contract role(s) / brief description of responsibilities			Research and Data Specialist responsible for strategic planning, economic research and analysis, stakeholder engagement, and qualitative and quantitative analysis efforts.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
08/18-Current	Organization: Emergent Method Role(s): Managing Director <ul style="list-style-type: none">Oversees the firm’s quantitative research practice and brings demonstrated experience in economic theory, quantitative analysis, and strategic planning to support data-driven decision-making for clients.Led development of an economic development strategic plan for Queen Anne’s County, MD, including stakeholder engagement, community surveys, and a five-year implementation roadmap with benchmarks and timelines.Led multiple economic and workforce analyses for the Las Vegas Global Economic Alliance, the regional economic development agency for Southern Nevada, including target industry assessments, workforce alignment analyses, and more.Oversaw economic development strategy and target industry analysis for the cities of Reno, NV and Henderson, NV, including stakeholder engagement, data analysis, sector profiling, and opportunity identification.Led research and analysis for the Louisiana Department of Education’s Market Rate Survey, collecting data from 800+ childcare providers and focus groups to inform policy decisions and expand access to subsidized childcare.Led strategic planning for multiple NC State University colleges and initiatives, facilitating 125+ interviews, 30+ focus groups, interdisciplinary workshops, and analyzing 10,000+ survey responses to inform organizational development.			
01/18-08/18	Organization: Stiles Consulting Role(s): Principal <ul style="list-style-type: none">Led public policy and economic research, field experiments, and strategy for various clients in the public sector.			
05/17-08/17	Organization: I-360 Role(s): Data Fellow <ul style="list-style-type: none">Designed, implemented, and analyzed field experiments for policy efforts and measured the statistical impact of efforts.			
11/13-10/16	Organization: Eberle Communications Group Role(s): Fundraising Manager <ul style="list-style-type: none">Led the design and management of field experiments to measure behavioral responses to economic incentives—particularly in financial decision-making, donations, and philanthropy.			

Name	Meagan Collman Wick	Years of relevant experience with this employer	4
Title	Senior Manager	Years of relevant experience with other employer(s)	5
Degree(s) / Years / Specialization	Master of Mass Communication — Strategic Communication / 9+ years / Strategic Communication, Marketing, Outreach & Engagement		
Active registration number / state / expiration date	N/A		
Year registered	N/A	Discipline	Other (Strategic Communication, Stakeholder Engagement)
Contract role(s) / brief description of responsibilities	Communication and Outreach Specialist responsible for branding, public relations, marketing, and public outreach efforts.		
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
04/21-Current	<p>Organization: Emergent Method</p> <p>Role(s): Senior Manager</p> <ul style="list-style-type: none"> Brings extensive experience in public sector communication and outreach, including leading public meetings and webinars, developing clear and accessible messaging for varied audiences, overseeing the buildout and maintenance of various websites for Louisiana state agencies, and managing communication strategies for high-profile state programs. Serves as the lead for all strategic communication efforts at Aventia, overseeing messaging, branding, and alignment across portfolio companies; led the full rebranding of the company, including positioning, identity development, and external rollout; develops leadership messaging, promotional content, stakeholder materials, and social media strategy, while tracking analytics to assess campaign performance. Manages stakeholder engagement, community outreach, and community benefits compliance for a large energy company in Louisiana; leads all communication efforts, including messaging strategy, educational campaign planning, and coordination with the client to ensure cohesive and compliant outreach. Oversees statewide communication and outreach for the Louisiana Office of Community Development’s Restore Louisiana Homeowner Assistance Program, crafting strategic plans and implementing integrated messaging across channels, including planning and coordinating webinars and writing letters, press releases, program materials, and technical documents, while ensuring communication aligns with federal guidelines and program milestones. Directed the communication strategy for Louisiana’s Emergency Rental Assistance Program, developing and executing the program closure plan; managed updates to all public-facing content, communicated with applicants and federal partners, and ensured a smooth and informed wind-down process. Led all outreach and stakeholder engagement for the Louisiana Homeowner Assistance Fund, coordinating communication from launch to portal closure; developed content for outreach campaigns, stakeholder updates, legislative resources, and Treasury reporting, while managing centralized messaging and tracking performance metrics. 		
06/19-04/21	<p>Organization: Covalent Logic</p> <p>Role(s): Account Manager</p> <ul style="list-style-type: none"> Served as an embedded communication specialist for a global organization and managed integrated communication efforts for a team spanning several offices across two continents. 		

Name	Jeff Beyer		Years of relevant experience with this employer	4
Title	Project Design Authority		Years of relevant experience with other employer(s)	20
Degree(s) / Years / Specialization			MS, Electrical Engineering, Michigan Technological University, 2001; BS, Electrical Engineering, Michigan Technological University, 2000; 20+ years; Systems Engineering / Architect	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	Data Collection, Environmental, Planning, Strategic Planning, Other (Aviation Systems, Policy and Regulatory Analysis)	
Contract role(s) / brief description of responsibilities			As the Project Design Authority, Mr. Beyer will be responsible for analyzing the requirements and leading the solution design and implementation.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
2021 - Present	Organization: Thales USA, Inc. – ATC Role: Project Design Authority <ul style="list-style-type: none"> - Lead Systems Architect for first of its kind North Dakota’s Beyond Visual Line of Sight UAS Network, Vantis - Lead the design and implementation of service offerings to support BVLOS operations - Analyzed system safety to support BVLOS waivers to the FAA - Analyzed cybersecurity needed to integrate FAA radar data 			
2006-2021	Organization: Clarius, LLC Role: Principal Consultant <ul style="list-style-type: none"> - Served as Principal Consultant providing professional engineering expertise to clients nationally and internationally to develop, commission, and maintain next generation ATM systems - Designed decision support systems that integrate disparate data from a variety of sources improving the scale, efficiency, and safety of operations. - Created statistical analysis techniques and algorithms to forecast and measure system performance. 			
2001-2006	Organization: Sensis Corporation Role: Systems Engineer and Technical Lead <ul style="list-style-type: none"> - Lead Systems Safety Engineering on the first commercial aviation-grade surveillance service (ADS-B) - Analyzed the initial system architecture and designed continuity and integrity improvements using industry best practices and tools including FTAs and FMEAs; analyzed system changes in accordance with ICAO safety methodologies - Articulated the design assurance of safety critical software components - Served in a variety of engineering roles in support of the FAA’s SBS program including systems, software, and test - Developed tools for automated design qualification and test - Developed statistical reporting tools for the U.S. FAA's DTAP program. The tools consolidate information from several sources into a unified, monthly report for the FAA - Lead Systems Engineering for the Precision Runway Monitoring System at Detroit Metropolitan Airport (DTW) ; responsible for system design, integration, and test 			

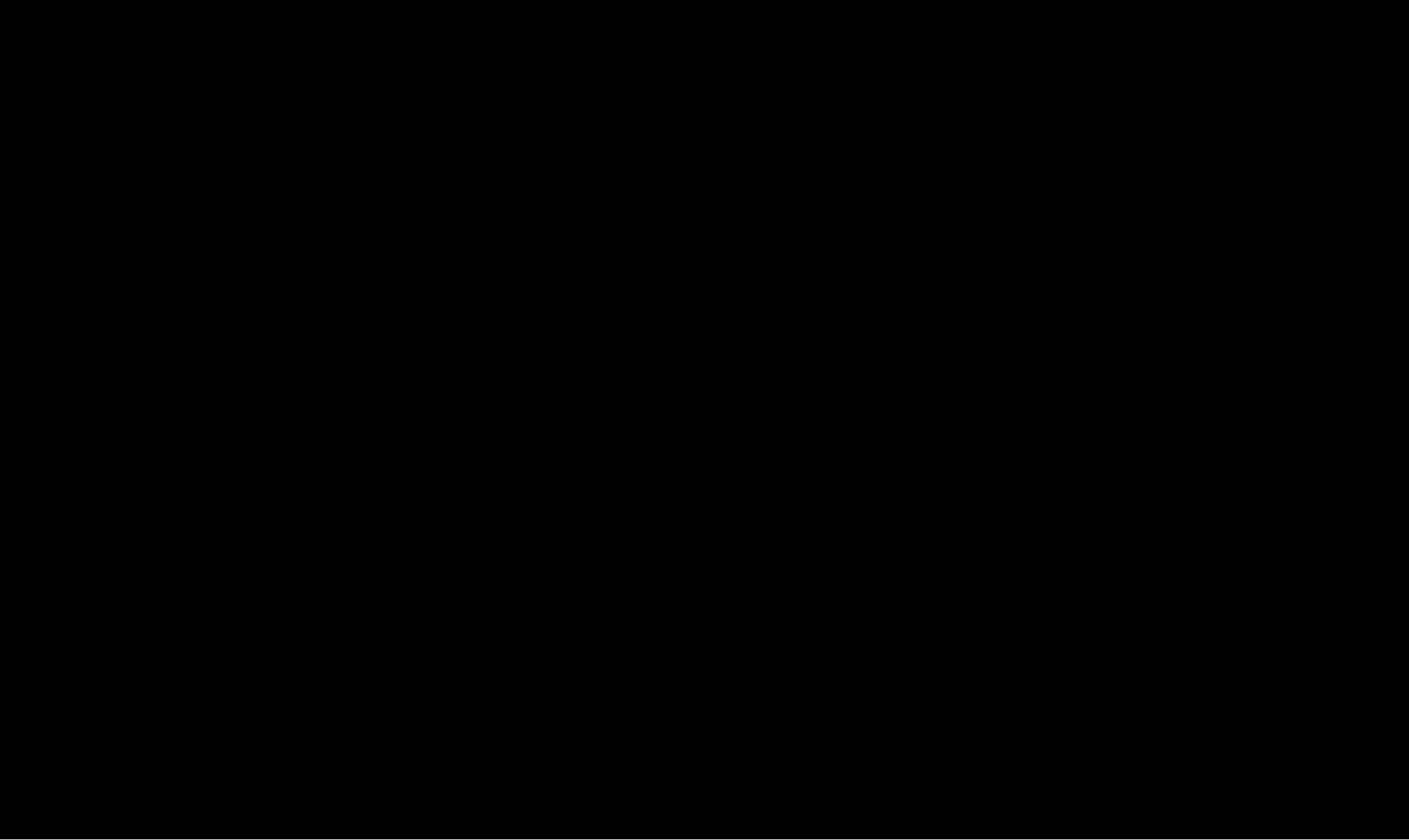
Name	Philip Jufko		Years of relevant experience with this employer	23
Title	Director, Aviation Planning/Sr. Aviation Planner		Years of relevant experience with other employer(s)	10
Degree(s) / Years / Specialization			Embry-Riddle Aeronautical University / BS / 1990 / Aviation Business Administration	
Active registration number / state / expiration date			N/A	
Year registered	N/A	Discipline	CPM, Data Collection, Environmental, Other (Aviation Systems, Policy and Regulatory Analysis, Strategic Planning, Grant Management)	
Contract role(s) / brief description of responsibilities			Over 75 global airport planning projects' worth of experience—spanning master planning, airspace and environmental analysis, and public engagement—offering a comprehensive, systems-level perspective to lead multidisciplinary aviation initiatives with strategic, regulatory, and community alignment.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
07/03-Current	<p>Organization: Michael Baker International, Inc.</p> <p>Role(s): Director of Aviation Planning / Senior Aviation Planner / Senior Project Manager / Public Involvement Officer</p> <ul style="list-style-type: none"> • Mr. Jufko’s entire professional career has been devoted specifically to airport development, with experience in all aspects of aviation planning. • He has served as a Project Manager and Sr. Aviation Planner for over 75 airport planning projects worldwide, which includes airport master planning, system planning, airport design, airspace analyses, environmental assessment, noise mitigation and land use compatibility planning, airport governance, and airport-related transportation studies. • Phil led numerous public involvement campaigns associated with airport, transportation, transit, and environmental planning initiatives. He also specializes in public engagement for controversial projects and serves on Michael Baker’s national public involvement team in support of high profile, large-scale transportation planning projects. • Over his career, Phil has worked on several metropolitan, regional, and statewide aviation system planning projects throughout the nation. • He has also led multiple On-Call Airport Planning and Multi-discipline Professional Services contracts for airports and state aeronautics agencies. • His broad base of experience affords Phil a “big picture” perspective that he can translate to the successful delivery of aviation planning projects that are an example of smart spending and commitment to the aviation community. 			

Name	James Duguay		Years of relevant experience with this employer	25
Title	Aviation Planning Manager/ Sr. Aviation Planner		Years of relevant experience with other employer(s)	32
Degree(s) / Years / Specialization			Auburn University / BS / 1995 / Aviation Management	
Active registration number / state / expiration date			Private Pilot – Instrument Rated / FAA 3942794 Part 107 sUAS Remote Pilot / FAA / 6/14/2027	
Year registered	N/A	Discipline	CPM, Data Collection, Environmental, Other (Aviation Systems, Strategic Planning), Planning (Aviation Planning, System Planning, Land Use)	
Contract role(s) / brief description of responsibilities			Over 30 years of experience in airport system planning and environmental evaluation and is a national leader in AAM and UAS integration having recently led vertiport planning aligned with FAA guidance, conducted airspace and infrastructure design, and pioneered UAS operations at major commercial airports to inform practical, policy-aligned AAM strategies.	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
10/21-Current	<p>Organization: Michael Baker International, Inc.</p> <p>Role(s): Manager, Aviation Planning / Senior Aviation Planner / Senior Project Manager</p> <ul style="list-style-type: none"> Nationally respected aviation planner with nearly 32 years of experience leading complex airport master plans, statewide system strategies, airspace studies, and environmental evaluations. Since 2016, Jim has been at the forefront of AAM and UAS integration, positioning him as a technical leader in emerging aviation planning. Recently led multiple vertiport planning projects aligned with the FAA’s Engineering Brief 105A and AC 150/5390-2D, including Gwinnett County Airport and Fulton County Executive Airport in Georgia. In both cases, he developed vertiport-compatible Airport Layout Plans, conducted airspace evaluations, designed landing pad and apron layouts, and integrated access and utility improvements-providing direct parallels to DOTD’s AAM infrastructure needs. As an active UAS and general aviation pilot, Jim brings operational insights to every planning engagement. His FAA-authorized drone inspections at Hartsfield-Atlanta International Airport marked the first UAS airfield operations at a major US commercial airport, and his leadership in ATL’s safety risk assessments showcases his real-world experience implementing UAS protocols in controlled airspace. Jim’s broader statewide planning experience includes key aviation components for the South Carolina LRTP (Momentum 2050), Kentucky LRTP, Alaska Long-Term Transportation and Freight Plan, and the Arkansas State Airport System Plan. Through these efforts, he has delivered aviation needs assessments, scenario planning, and economic impact analyses – all which will inform a strategic and grounded AAM plan for Louisiana. 			
03/14-10/21	<p>Organization: DeKalb-Peachtree Airport</p> <p>Role(s): Airport Noise and Environmental Manager</p> <ul style="list-style-type: none"> Responsible for all noise and environmental programs at one of the busiest and sometimes more controversial general aviation airports in the US. Specific experience included incompatible land use mitigation, noise monitoring, zoning, environmental oversight, community relations and development of noise standards and procedures. 			

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|--|---|
| | <ul style="list-style-type: none">• Public relations duties included presentations to the airport's advisory board, homeowner's associations, pilot organizations and public officials. |
|--|---|

Name	Tommy Booth		Years of relevant experience with this employer	4
Title	Senior Aviation Project Manager		Years of relevant experience with other employer(s)	35
Degree(s) / Years / Specialization			Bachelor of Science in Civil Engineering – Mississippi State University Airport Infrastructure Planning and Design / 39+ years	
Active registration number / state / expiration date			11388 Professional Engineer / MS / December 31, 2026 4676993 Part 107 sUAS Remote Pilot / FAA / May 14, 2026	
Year registered	N/A	Discipline	CPM, Data Collection, Other (Aviation Systems, Strategic Planning, Stakeholder Engagement), Planning (Aviation Planning, System Planning, Land Use)	
Contract role(s) / brief description of responsibilities			Technical Advisor / Subject Matter Expert – Airport Planning, Design, and Statewide Aviation Policy	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).			
08/21-Current	<p>Organization: Michael Baker International, Inc.</p> <p>Role(s): Senior Aviation Project Manager</p> <ul style="list-style-type: none"> Nationally respected aviation leader with nearly 40 years of experience in public-sector aviation development, aviation engineering, and regulatory coordination. His extensive background includes oversight of airport master plans, airport layout plans, sustainability programs, and airfield safety improvements across the Southeast – including direct engagements at Meridien Regional Airport, Mid-Delta Regional Airport, Heart of Georgia Regional Airport, and others. A certified FAA Part 107 UAS Remote Pilot, Tommy also understands the operational nuances of integrating emerging aviation technologies such as eVTOL and UAS into existing airport systems. His work on airside electrical improvements, safety area grading, and terminal development provides for an essential foundation for Louisiana’s next generation vertiport and intermodal planning needs. 			
10/99-06/21	<p>Organization: Mississippi Department of Transportation</p> <p>Role(s): State Aeronautics Director/Assistant Director of Aeronautics/Airport Engineer</p> <ul style="list-style-type: none"> As a former State Aeronautics Director for the Mississippi Department of Transportation, Mr. Booth brings a rare combination of statewide aviation policy expertise and deep technical understanding of airport infrastructure planning. For the Louisiana AAM Strategic Planning Study, he offers strategic leadership grounded in public agency experience. Created a funding program to assist airports with air service development and improved processes for funding programs to help airport sponsors seek reimbursement for grants. Through decades of coordination with FAA ADOs, local sponsors, and state legislatures, Mr. Booth has built a reputation for advancing complex projects through technical precision and stakeholder consensus. His leadership will ensure DOTD’s AAM initiative is visionary, feasible, and grounded in best practices. 			

Name	Jeff Kupko, PE, PTOE	Years of relevant experience with this employer	9
Title	National Director of Advanced Mobility and Vehicle Electrification	Years of relevant experience with other employer(s)	12
Degree(s) / Years / Specialization		University of Pittsburgh / MS / 2015 / Transportation Engineering University of Pittsburgh / BS / 2005 / Civil Engineering, Transportation Emphasis	
Active registration number / state / expiration date		PE077556 / PA Professional Engineer / 09/30/2025 3097 / Professional Traffic Operations Engineer / 07/31/2026	
Year registered	PE 2010 PTOE 2011	Discipline	CPM, Data Collection, Other (Strategic Planning, Economic Analysis, Stakeholder Engagement), Planning, Road, Traffic
Contract role(s) / brief description of responsibilities		Technical Advisor / Subject Matter Expert – AAM and EV Integration	
Experience dates (mm/yy–mm/yy)	Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s).		
01/16-Current	<p>Organization: Michael Baker International, Inc.</p> <p>Role(s): National Director of Advanced Mobility and Vehicle Electrification</p> <ul style="list-style-type: none"> • Mr. Kupko brings 20 years of experience in advanced transportation systems, vehicle electrification, and strategic infrastructure planning. He leads nationwide efforts that intersect directly with AAM infrastructure, particularly in eVTOL charging networks, intermodal integration, and smart mobility hubs. • Served as SME and project manager for numerous statewide EV readiness initiatives and multimodal planning studies, including Alaska’s NEVI Plan, the Ohio Smart Mobility Ambassadors program, and the Smart Columbus initiative. • He also supports PennSTART, where he has contributed to the planning of autonomous and electric vehicle testing zones – paralleling key elements of vertiport development. • Mr. Kupko’s national insights into AAM policy, EV infrastructure development, and community engagement make him a critical asset to DOTD’s vision for statewide AAM planning. 		



17. Firm Experience:

Identify the team's project experience **most relevant** to the scope in the advertisement. **The projects*** should be limited to a total of 20, with no more than 5 projects being represented by the prime consultant and with no more than 3 projects represented by each sub-consultant on the team. If more than 5 projects are identified for the prime consultant, all projects identified after the first 5 will not be evaluated. If more than 3 projects are identified for a single sub-consultant, all projects identified after the first 3 from that sub-consultant will not be evaluated.** Include no more than one page per project. Projects identified shall only include work performed by firms on the team. The projects identified do not necessarily need to have been DOTD projects.

Firm name			Discipline(s)*		
Project name				Firm responsibility (prime or sub?)	
Project number		Owner's name			
Project location			Owner's Project Manager		
Owner's address, phone, email					
Services commenced by this firm (mm/yy)		Total consultant contract cost (\$1,000's)			
Services completed by this firm (mm/yy)		Cost of consultant services provided by this firm (\$1,000's)			

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

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

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

The only disciplines to be used are: Appraiser, Bridge, CE&I/OV, CPM, Data Collection, Environmental, Geotech, ITS, Other (must specify), Planning, Right-of-Way, Road, Survey, and Traffic.

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

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

Firm name	Deloitte LLP	Discipline(s)* CPM, Data Collection, Other	Other (Strategic Planning, Economic Analysis, Aviation Systems, Policy and Regulatory Analysis, Stakeholder Engagement)
Project name	Elevating West Virginia	Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	Vertx Partners
Project location	Charleston, WV	Owner's Project Manager	Mary Cook
Owner's address, phone, email	602 Virginia Street E, Suite 202 Charleston, WV 25301 (304) 444-2243, mary.cook@vertxpartners.org		
Services commenced by this firm (mm/yy)	10/23	Total consultant contract cost (\$1,000's)	\$220
Services completed by this firm (mm/yy)	01/24	Cost of consultant services provided by this firm (\$1,000's)	\$220

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

Deloitte Consulting LLP served as the prime consultant, leveraging its national leadership in Advanced Air Mobility (AAM) strategy, economic modeling, and transportation innovation. The team executed a structured, three-phase methodology to support the development of a strategic roadmap tailored to West Virginia's unique geographic, economic, and infrastructural context.

Phase I: Data Collection

- Conducted a comprehensive literature review of 60+ sources to establish a foundational understanding of the AAM ecosystem.
- Facilitated over 40 stakeholder interviews across industry, government, academia, and trade associations to capture diverse perspectives and identify regional priorities.

Phase II: Market Analysis

- Delivered a current-state and landscape analysis of West Virginia's AAM readiness, focusing on ecosystem maturity, funding mechanisms, infrastructure capacity, and policy environment.
- Identified and prioritized high-impact AAM applications and operational use cases aligned with the state's economic development goals.
- Performed a statewide economic impact analysis for top AAM applications, quantifying potential job creation and tax revenue generation.

Phase III: Reporting and Strategic Recommendations

- Synthesized findings into a comprehensive report outlining key insights, strategic recommendations, and a phased implementation roadmap.
- Provided actionable next steps and follow-on work to position West Virginia as an early adopter and national leader in AAM.

It allowed for an outcome-driven approach enabled the identification of six high-priority AAM applications and the development of a roadmap aligned with the requirements outlined in the IDIQ contract for the Strategic Plan for Advanced Air Mobility

The staff members listed in this proposal who were involved in this project include Matt Metcalfe, Nick Flom, and Edgar Valdez.

Firm name	Deloitte LLP	Discipline(s)* CPM, Data Collection, Other	CPM, Data Collection, Other (Strategic Planning, Economic Analysis, Aviation Systems, Policy and Regulatory Analysis, Stakeholder Engagement)
Project name	DroneUp UTM Go to Market		Firm responsibility (prime or sub?) Prime
Project number	N/A	Owner's name	DroneUp
Project location	Rosslyn, VA	Owner's Project Manager	Matt Beatty
Owner's address, phone, email	160 Newton Rd. Suite 500, Virginia Beach, VA 23462 (877) 601-1860, matt.beatty@droneup.com		
Services commenced by this firm (mm/yy)	04/22	Total consultant contract cost (\$1,000's)	\$300
Services completed by this firm (mm/yy)	07/22	Cost of consultant services provided by this firm (\$1,000's)	\$300

DroneUp engaged with Deloitte to develop a Go-to-Market (GTM) strategy for its Unmanned Aircraft System Traffic Management (UTM) platform, AirMap. The engagement focused on evaluating product-market fit, prioritizing metropolitan statistical areas (MSAs), and designing a phased roadmap to scale UTM operations across the United States.

Phase I: Foundation – Market Assessment and SWOT Analysis

- Conducted a structured SWOT analysis across eight target MSAs to assess strengths, weaknesses, opportunities, and threats related to UTM deployment.
- Evaluated each market using a multi-dimensional framework including procurement complexity, socio-economic indicators, aviation environment, and UAS community acceptance.
- Developed a tiered prioritization matrix to guide investment decisions and GTM sequencing.

Phase II: Exploration – Stakeholder Engagement and Strategic Alignment

- Mapped key stakeholders across government, aviation, community, and industry sectors to identify champions and potential authority users.
- Aligned with strategic partners including Walmart, regional chambers of commerce, and public safety organizations to support early adoption and demonstration efforts.

Phase III: Demonstration – Proof of Concept and Deployment Planning

- Designed and executed limited-scale UTM demonstrations tailored to each MSA's operational environment and stakeholder needs.
- In Dallas, partnered with Dallas PD and Hillwood to integrate UTM into public safety drone operations and Walmart delivery hubs.

Phase IV: Operation – Scaling and Continuous Improvement

- Developed a scalable operations model with phased expansion based on user adoption, flight volume, and jurisdictional coverage.
- Modeled multiple business scenarios (e.g., pay-per-flight, joint venture) to assess breakeven timelines and investment requirements.
- Established a continuous improvement loop to refine product functionality, stakeholder engagement, and market strategy based on operational feedback.

This structured, data-driven approach enabled DroneUp to position AirMap as a viable UTM solution in high-opportunity markets, while building the foundation for long-term growth and public-private collaboration in the evolving UAS ecosystem

The staff members listed in this proposal who were involved in this project include Matt Metcalfe, Nick Flom, and Edgar Valdez.

Firm name	Deloitte LLP	Discipline(s)* CPM, Data Collection, Other	Other (Strategic Planning, Aviation Systems, Policy and Regulatory Analysis, Stakeholder Engagement)
Project name	NASA UAM ConOps	Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	NASA
Project location	Rosslyn, VA	Owner's Project Manager	Nancy Mendonca
Owner's address, phone, email	NASA HQ 300 Hidden Figures Way SW, Washington DC 20024, (202) 358-3051, nancy.mendonca@nasa.gov		
Services commenced by this firm (mm/yy)	3/19	Total consultant contract cost (\$1,000's)	\$1,300
Services completed by this firm (mm/yy)	1/21	Cost of consultant services provided by this firm (\$1,000's)	\$1,300

Deloitte supported the development of NASA's Urban Air Mobility (UAM) Concept of Operations (ConOps) for the UAM Maturity Level 4 (UML-4) framework which was led by Matt Metcalfe. This effort focused on enabling the safe and scalable integration of complex Advanced Air Mobility (AAM) operations—including autonomous, passenger-carrying aircraft—into the National Airspace System (NAS).

Approach

- Facilitated working groups with NASA, FAA, and industry stakeholders to define and refine AAM use cases and operational scenarios.
- Evaluated the feasibility of proposed use cases, considering airspace complexity, infrastructure readiness, and stakeholder alignment.
- Conducted targeted interviews and workshops with NASA, FAA, and commercial AAM stakeholders to gather insights on operational needs, regulatory gaps, and technology readiness.
- Gained deep domain knowledge in airspace management, air traffic management (ATM), and UTM integration, including performance-based separation and dynamic trajectory-based operations (TBO).
- Assessed the maturity of enabling technologies such as CNS (communication, navigation, surveillance), sense-and-avoid systems, and vehicle automation.
- Analyzed AAM use cases to identify operational benefits, formulate system and regulatory requirements, and address integration challenges.
- Evaluated AAM capabilities across vehicle technology, ground infrastructure, certification pathways, and manufacturing standards.
- Supported the development of a comprehensive ConOps document that outlines the operational framework, stakeholder roles, and system interactions necessary for UML-4 operations.

This engagement provided Deloitte with critical experience in AAM system design, stakeholder coordination, and regulatory strategy—capabilities that continue to inform its support for both public and private sector AAM initiatives.

The staff members listed in this proposal who were involved in this project include Matt Metcalfe, Nick Flom, and Edgar Valdez.

Firm name	Deloitte LLP	Discipline(s)* CPM, Data Collection, Other	Other (Strategic Planning, Aviation Systems, Policy and Regulatory Analysis, Stakeholder Engagement)
Project name	FAA UAS Integration Pilot Program (IPP) and BEYOND		Firm responsibility (prime or sub?) Prime
Project number	N/A	Owner's name	FAA
Project location	Washington, D.C.	Owner's Project Manager	Corbin Jones
Owner's address, phone, email	800 Independence Ave SW, Washington, DC 20591, (202) 641-8950, corbin.t.jones@faa.gov		
Services commenced by this firm (mm/yy)	05/22	Total consultant contract cost (\$1,000's)	\$788
Services completed by this firm (mm/yy)	02/23	Cost of consultant services provided by this firm (\$1,000's)	\$788

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

Deloitte supported the FAA's UAS Integration Pilot Program (IPP) and its successor, the BEYOND program, by leading community engagement efforts, facilitating stakeholder collaboration, and developing data-driven methodologies to assess the societal and economic benefits of advanced UAS operations. These efforts were instrumental in advancing complex UAS integration into the National Airspace System (NAS).

Stakeholder Engagement

- Facilitated workshops with state, local, and tribal government partners to identify desired UAS use cases and educate stakeholders on regulatory pathways and operational requirements.
- Evaluated mission-specific requirements across diverse use cases, including public safety, infrastructure inspection, and package delivery.
- Conducted interviews with industry partners, operators, and community stakeholders to gather detailed operational data and inform program design.

Program Coordination

- Supported the FAA's IPP by coordinating with nine Lead Participants to gather and evaluate information on complex UAS operations.
- Delivered an executive report to the President and Congress summarizing program accomplishments, challenges, and lessons learned.
- Facilitated technical, regulatory, and policy solutions to enable safe and scalable UAS operations in the NAS.

Community Engagement

- Under the BEYOND program, developed quantitative and qualitative methodologies to assess community engagement strategies and societal and economic benefits of advanced UAS operations
- Coordinated with FAA offices (APO, AEE, AUS) and Lead Participants to define benefit metrics, collect data, and analyze outcomes.
- Planned and facilitated multiple UAS industry-wide roundtables to gather feedback, share best practices, and align stakeholders.

This work positioned Deloitte as a trusted advisor in UAS integration, with deep expertise in stakeholder engagement, regulatory strategy, and operational analysis—capabilities that continue to support the advancement of AAM and UAS initiatives nationwide.

The staff members listed in this proposal who were involved in this project include Matt Metcalfe, Nick Flom, and John Boulin

Firm name	Deloitte LLP	Discipline(s)* Data Collection, Other	Other (Web Design and Hosting, Stakeholder Engagement)
Project name	Louisiana Division of Admin. – Grants Hub	Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	Louisiana Division of Administration
Project location	Baton Rouge, LA	Owner's Project Manager	Mike Allison
Owner's address, phone, email	1201 N 3rd St # 7-210, Baton Rouge, LA 70802, (225) 342-7144, Michael.Allison@LA.GOV		
Services commenced by this firm (mm/yy)	09/2022	Total consultant contract cost (\$1,000's)	\$200
Services completed by this firm (mm/yy)	02/2024	Cost of consultant services provided by this firm (\$1,000's)	\$200

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

Deloitte was contracted with the State of Louisiana to support the strategic coordination and public communication of infrastructure initiatives funded by the American Rescue Plan Act (ARPA), the Infrastructure Investment and Jobs Act (IIJA), and the Inflation Reduction Act (IRA). This engagement focused on enabling transparency, accessibility, and stakeholder empowerment through digital platforms and targeted outreach. Managed by Kimberle Buchter.

Strategy Development

- Collaborated with state leadership to define communication objectives aligned with the administration's priorities: increasing public awareness of infrastructure and resilience projects, and equipping grant applicants with actionable resources.
- Designed a comprehensive communications strategy to support statewide engagement and interagency coordination.

Content Architecture

- Developed and maintained a centralized repository of funding opportunities, including sponsoring agencies, eligibility criteria, federal match requirements, and application deadlines.
- Curated content to support prospective applicants, including FAQs, guidance documents, and program summaries tailored to Louisiana's infrastructure priorities.

Website Design & Technical Implementation

- Designed, developed, and launched two public-facing websites using a modern Content Management System (CMS), ensuring accessibility, scalability, and ease of use for state staff.
- Integrated the websites with Louisiana's existing digital infrastructure to ensure seamless user experience and long-term maintainability.

This engagement demonstrated Deloitte's ability to integrate strategic communications, digital design, and technical implementation to support large-scale public sector initiatives—ensuring transparency, accessibility, and alignment with state and federal funding goals.

The staff member listed in this proposal who were involved in this project include Kimberle Loren Buchter.

Firm name	Emergent Method	Discipline(s)* Other	Other (Strategic Planning, Economic Analysis, Policy and Regulatory Analysis, Stakeholder Engagement)
Project name	England Airpark Strategic and Economic Planning/"Fly Local" Campaign		Firm responsibility (prime or sub?) Prime
Project number	N/A	Owner's name	England Airpark
Project location	Alexandria, LA	Owner's Project Manager	Ralph Hennessy, Executive Director
Owner's address, phone, email	1611 Arnold Dr, Alexandria, LA 71303 318-427-6414 rhennesy@englandairpark.org		
Services commenced by this firm (mm/yy)	02/23	Total consultant contract cost (\$1,000's)	\$224.5
Services completed by this firm (mm/yy)	03/25	Cost of consultant services provided by this firm (\$1,000's)	\$224.5

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

Emergent Method supported England Airpark in 2023 developing a new strategic plan and the development and implementation of a 2024 "Fly Local" campaign, playing a key role in shaping the long-term growth of Alexandria International Airport (AEX).

In 2023, Emergent Method developed a comprehensive strategic plan to outline the airpark's priorities, goals, and strategies in navigating challenges and opportunities that would enable the airpark to become an even more powerful economic development engine for Central Louisiana in the coming years. This planning process included significant stakeholder engagement to identify business and economic development needs of partners throughout the region and state, community engagement to better position and align the airpark with community demands, and business engagement with tenants across and surrounding the airpark to understand economic growth potential and how the airpark could help facilitate that. Emergent Method also conducted significant research into other comparable airparks and economic opportunities for the airpark that helped to inform goals and strategies in the airpark's new strategic plan.

For the 2024 "Fly Local" campaign, Emergent Method conducted an in-depth analysis of passenger data and developed an opportunity cost methodology to compare the benefits of flying from AEX versus competing airports. The team engaged key stakeholders, coordinated roundtable discussions, and crafted compelling messaging that emphasized AEX's cost savings, convenience, and community pride. Emergent Method created a strong brand identity for the campaign and developed a user-friendly microsite to promote local air travel and engage the community. Finally, Emergent Method coordinated a highly successful campaign launch event, which generated excitement and rallied local support. This work was designed to increase AEX's visibility, drive demand for local air travel, and support England Airpark's long-term strategic growth and success.

The staff members listed in this proposal who were involved in this project include John Snow and Nic Goodman.

Firm name	Emergent Method		Discipline(s)* Other	Other (Strategic Planning, Economic Analysis, Policy and Regulatory Analysis, Stakeholder Engagement)	
Project name	2025 Comprehensive Statewide Strategic Plan — "Positioning Louisiana to Win"			Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	Louisiana Economic Development		
Project location	Baton Rouge, LA			Owner's Project Manager	Rachel Shields, Chief Engagement Officer
Owner's address, phone, email	617 N 3rd St, Baton Rouge, LA 70802 225-342-3023 rachel.shields@la.gov				
Services commenced by this firm (mm/yy)	10/24	Total consultant contract cost (\$1,000's)			\$250
Services completed by this firm (mm/yy)	Ongoing	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.)

As Louisiana Economic Development (LED) embarks on a bold vision to strengthen the state's economy, Emergent Method has led critical strategic planning, stakeholder engagement, and strategic alignment efforts to support the development of a comprehensive statewide economic development plan for Louisiana.

Emergent Method worked closely with LED leadership to design the framework for this statewide planning process, including conducting over 50 in-depth stakeholder interviews with local elected officials, business leaders, industry groups, and economic development organizations to ensure diverse perspectives inform the strategic plan. These interviews included meeting with leadership at other state agencies like DOTD to identify ways for all of state government to contribute to positive economic outcomes and goals for the state as part of a "whole-of-government" economic development strategy. Additionally, Emergent Method coordinated and facilitated regional workshops across all eight economic development regions, providing a structured forum for gathering regional insights and identifying economic priorities. As part of the statewide strategic plan, sectors like energy, aerospace, and defense have been prioritized for growth over the next five years, with supporting strategies to help guide LED and the state's efforts to accelerate their impact across Louisiana.

To further support regional economic alignment, Emergent Method developed region-specific frameworks that outline how each regional economic development organization (REDO) can align their strategies with LED's statewide plan. By combining stakeholder feedback and regional priorities, the work ensures that LED's strategic plan is actionable, locally informed, and built for long-term success.

The staff members listed in this proposal who have been involved in this project include John Snow and Robyn Stiles.

Firm name	Emergent Method	Discipline(s)* Other	Other (Strategic Planning, Economic Analysis, Policy and Regulatory Analysis, Stakeholder Engagement, Web Design and Hosting)	
Project name	Restore Louisiana Homeowner Assistance Program		Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	Louisiana Office of Community Development	
Project location	Baton Rouge, LA		Owner's Project Manager	Gina Campo, Executive Director
Owner's address, phone, email	1201 N 3rd St Suite 7-210, Baton Rouge, LA 70802 225-219-9600 gina.campo@la.gov			
Services commenced by this firm (mm/yy)	03/17	Total consultant contract cost (\$1,000's)		\$5,000
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)		\$5,000

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

Emergent Method has played a critical role in supporting the Louisiana Office of Community Development's (OCD) Restore Louisiana Program, driving recovery efforts for homeowners impacted by the 2016 floods and the 2020-21 disaster events. Emergent Method serve in a day-to-day program management role in coordination with the partners on the program, providing policy advice, guidance, training, and QA/QC to facilitate the efficient distribution of funds. Emergent Method also lead applicant relations and public outreach for the program, addressing inquiries and coordinating with local, state, and federal officials to resolve challenges.

Over the past few years, Emergent Method have designed and executed statewide communication campaigns for the program using direct mail, phone calls, text messaging, media outreach, and in-person canvassing to reach eligible homeowners effectively. Emergent Method also developed the Restore Louisiana brand, website, and communication materials, including a library of resources to guide homeowners through the application process.

For the 2016 program, Emergent Method launched a statewide awareness initiative, canvassing over 18,000 homes, conducting 10,000 outbound calls, and sending 46,000 text messages, resulting in 56,262 survey completions. Emergent Method also developed the program's branding and communication strategy to establish a trusted presence for applicants and led key functions related to program policy, procedures, quality assurance, and production.

In response to the 2020-21 disaster events, Emergent Method expanded it's efforts, creating a comprehensive resource library for applicants. Emergent Method coordinated statewide direct mail, executed 34 rounds of targeted text messages, and engaged media outlets to promote program successes. As a result, 91% of surveyed and phased applicants were deemed eligible, with 82% qualifying as low-to-moderate income.

The staff members listed in this proposal who have been involved in this project include Meagan Collman Wick, Robyn Stiles, and Nic Goodman.

Firm name	Thales USA, Inc.	Discipline(s)* CPM, Planning, Other	Other (Strategic Planning, Economic Analysis, Policy and Regulatory Analysis, Stakeholder Engagement)
Project name	Vantis	Firm responsibility (prime or sub?)	Prime
Project number		Owner's name	State of North Dakota
Project location	Grand Forks, ND	Owner's Project Manager	Erin Roesler
Owner's address, phone, email	4201 James Ray Dr., Grand Forks, ND 218.230.9132, emroesler@nd.gov		
Services commenced by this firm (mm/yy)	02/20	Total consultant contract cost (\$1,000's)	\$55M+
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)	

On the Vantis project, Mr. Beyer, is the Lead Systems Architect responsible for the design and implementation of all service offerings to support BVLOS operations.

Thales is currently serving as the competitively selected, long-term systems engineering / systems integrator (SE/SI) partner responsible for developing, implementing, operating, and maintaining surveillance and communications systems and services that enable UAS Beyond Visual Line of Sight (BVLOS) operations for commercial and public sector customers throughout the state of North Dakota. Thales is fully integrating all elements (systems, subsystems, hardware, software, and training) necessary for a successful integration and deployment of the BVLOS system as an end-to-end UAS solution.

Specifically, the project required the following items to deploy the state-wide network for BVLOS UAS operations:

- Air/Ground Communications and Ground Surveillance infrastructure
- Backhaul data network
- Mission Network Operations Center (MNOC) including UTM services
- UAS platforms and services

Thales is currently executing on the 9th Task Order for the Vantis program.

Thales continues to work closely with the FAA and University of North Dakota / Northern Plains UAS Test Site (NPUASTS) to deliver industry-leading UAS BVLOS solutions, and in the process, has received more waivers and Certificates of Waivers of Authorization (COAs) from the FAA than any other test site.

The staff members listed in this proposal who have been involved in this project include Jeff Beyer.

Firm name	Thales USA, Inc.		Discipline(s)* CPM, Planning, Other	Other (Strategic Planning, Aviation Systems, Policy and Regulatory Analysis, Stakeholder Engagement)	
Project name	Feasibility Study for UAS Connected Corridor Michigan DOT AERO			Firm responsibility (prime or sub?)	Sub
Project number		Owner's name	Michigan DOT Aeronautics		
Project location	State of Michigan and Windsor, Ontario			Owner's Project Manager	Bryan Budds
Owner's address, phone, email	425 W Ottawa St, Lansing, MI 48933, 517-230-1367, BuddsB@michigan.gov				
Services commenced by this firm (mm/yy)	01/2024	Total consultant contract cost (\$1,000's)			\$1.3M
Services completed by this firm (mm/yy)	Ongoing (until 01/2026)	Cost of consultant services provided by this firm (\$1,000's)			

Thales, in partnership with Airspace Link, successfully executed a comprehensive Feasibility Assessment project for the Michigan Department of Transportation Office of Aeronautics (AERO), evaluating the potential for a UAS Connected Corridor across Michigan and Ontario, Canada.

Strategic Assessment & Methodology

- Applied a proven system-of-systems methodology, drawing on Thales' extensive experience as a designer, developer, and implementer of complex, mission-critical solutions for Air Traffic Management (ATM).
- Conducted in-depth analyses of current infrastructure and identified gaps and opportunities for integrating UAS operations safely and efficiently within both controlled and uncontrolled airspace.

Innovation & Accelerated Approval Pathways

- Leveraged valuable lessons learned from the Vantis program in North Dakota to inform the Michigan assessment, accelerating the timeline for AERO to pursue approval for Beyond Visual Line of Sight (BVLOS) UAS operations.
- Developed and evaluated a hybrid approach utilizing a combination of non-cooperative sensors to maximize airspace coverage, enhance situational awareness, and ensure the protection of UAS operations from potential conflicts with commercial, general aviation, and military flight paths.

Stakeholder Engagement & Cross-Border Collaboration

- Facilitated coordination among multiple stakeholders, including state and provincial agencies, local governments, and aviation authorities, to align project objectives and ensure regulatory compliance across international borders.

Demonstrated Impact

- Enabled AERO to advance toward the realization of a BVLOS UAS Connected Corridor by delivering a comprehensive feasibility assessment, actionable strategies, and a clear understanding of the regulatory landscape.
- Positioned Michigan and Ontario as leaders in UAS integration by identifying scalable solutions that address both current operational needs and future technological advancements.

Thales' leadership in airspace assessment, innovative use of sensor technology, and collaborative approach have delivered significant value to AERO, supporting the advancement of UAS operations and setting a precedent for future connected corridor initiatives.

The staff members listed in this proposal who have been involved in this project include Jeff Beyer.

Firm name	Thales USA, Inc.		Discipline(s)* CPM, Planning, Other	Other (Aviation Systems, Policy and Regulatory Analysis, Stakeholder Engagement)
Project name	MICH-AIR			Firm responsibility (prime or sub?) Prime
Project number		Owner's name	Battle Creek Unlimited	
Project location	Kellogg, Michigan			Owner's Project Manager Robert Corder
Owner's address, phone, email	4950 West Dickman Road, Suite 1 Battle Creek, Michigan 49037 269.719.6829, corder@bcunlimited.com			
Services commenced by this firm (mm/yy)	07/2024	Total consultant contract cost (\$1,000's)		\$270K
Services completed by this firm (mm/yy)	09/2024	Cost of consultant services provided by this firm (\$1,000's)		\$270K

Thales played a key role in advancing unmanned aerial systems (UAS) integration for Battle Creek Unlimited (BCU) by preparing a comprehensive Engineering Study for a Ground Based Sense and Avoid (GBSAA) system to enable Beyond Visual Line of Sight (BVLOS) UAS operations at Kellogg Airport in Battle Creek, Michigan.

Engineering Study & Technical Evaluation

- Conducted an in-depth technological evaluation of the requirements and challenges associated with implementing a GBSAA system tailored to the unique operational environment of Kellogg Airport.
- Assessed current airport infrastructure, airspace characteristics, and local regulatory considerations to ensure the proposed solution would support safe and effective BVLOS UAS operations.
- Leveraged Thales' extensive expertise in airspace management and surveillance technologies to identify optimal integration strategies.

Strategic Planning & Recommendations

- Developed a detailed, actionable equipment list for the GBSAA system, specifying the technologies and components best suited to meet BCU's operational needs and regulatory requirements.
- Delivered a Strategic Integration Plan outlining a phased approach for system deployment, stakeholder engagement, and regulatory compliance, providing BCU with a clear roadmap for successful implementation.
- Provided guidance on aligning the GBSAA system with broader state and federal UAS integration initiatives, ensuring scalability and future-proofing of the solution.

Advancing UAS Integration & Regional Leadership

- Supported BCU's vision to establish the MICH-AIR facility as Michigan's first dedicated hub for advanced urban air mobility, positioning Battle Creek as a leader in UAS innovation and integration.
- Facilitated collaboration among local stakeholders, airport authorities, and state agencies to build consensus and drive project momentum.

Demonstrated Impact

- Enabled BCU to make informed decisions regarding technology investments and operational planning for BVLOS UAS operations.
- Laid the foundation for Battle Creek's emergence as a regional center for advanced air mobility, supporting economic development and technological leadership within Michigan.

Thales' comprehensive engineering analysis, strategic planning, and commitment to innovation have provided BCU with the tools and insights necessary to advance UAS integration and establish the MICH-AIR facility as a pioneering force in the state's urban air mobility landscape.

The staff members listed in this proposal who have been involved in this project include Jeff Beyer.

Firm name	Michael Baker International, Inc.	Discipline(s)* Data Collection, ITS, Other, Planning	Other (Strategic Planning, Stakeholder Engagement)
Project name	Pennsylvania Safety Transportation and Research Track (PennSTART)	Firm responsibility (prime or sub?)	Prime
Project number	RIDC 28AUG23	Owner's name	Regional Industrial Development Corporation of Southwestern Pennsylvania
Project location	Pittsburgh, PA	Owner's Project Manager	Keith Miller Director of Site Development
Owner's address, phone, email	267 Kappa Drive, Pittsburgh, PA 15238; (412) 471-3939; kmiller@ridc.org		
Services commenced by this firm (mm/yy)	09/23	Total consultant contract cost (\$1,000's)	\$942
Services completed by this firm (mm/yy)	Present	Cost of consultant services provided by this firm (\$1,000's)	\$942

Michael Baker International serves as the program manager for the PennSTART facility, a statewide transportation research and testing center dedicated to advancing connected and autonomous vehicles, drone operations, Advanced Air Mobility (AAM), and other next-generation transportation technologies.

Program Scope & Technical Services

- Led facility siting and infrastructure compatibility assessments to ensure the PennSTART center supports a wide range of emerging transportation technologies.
- Conducted technology readiness evaluations and ensured regulatory compliance throughout the planning and implementation process.
- Oversaw all phases of design and construction, providing comprehensive project management and technical oversight.
- Developed safety protocols, site feasibility analyses, and systems integration strategies tailored to specialized infrastructure needs.

Strategic Parallels & Methodology

- PennSTART's technical and strategic approach aligns closely with Louisiana's AAM planning goals, including specialized infrastructure development, safety protocol design, and policy alignment.
- Applied a methodology that combines data-driven analysis with robust stakeholder engagement, ensuring that technical recommendations are responsive to community needs and support economic development objectives.

Impact

- Positioned PennSTART as a model for statewide transportation innovation, supporting research, education, and deployment of next-generation mobility solutions.
- Provides a proven framework for DOTD to adopt AAM in Louisiana, leveraging experience in statewide transportation planning, educational program development, and specialized facility implementation.
- Ensured that infrastructure and policy recommendations are both technically sound and aligned with broader community and economic goals.

Michael Baker International's leadership in managing PennSTART underscores its capacity to deliver comprehensive, future-ready strategies for AAM adoption and transportation innovation in Louisiana.

The staff members listed in this proposal who have been involved in this project include Jim Katsafanas and Jeff Kupko.

Firm name	Michael Baker International, Inc.		Discipline(s)* Data Collection, Other, Planning	Other (Strategic Planning, Stakeholder Engagement)
Project name	Transformational Technology Roadmap			Firm responsibility (prime or sub?) Prime
Project number	205782	Owner's name	Pennsylvania Department of Transportation	
Project location	Harrisburg, PA		Owner's Project Manager	Derrick Herrmann, PE, Chief of Transformational Technology
Owner's address, phone, email	400 North Street, 6 th Floor, Harrisburg, PA 17120-0064; deherrmann@pa.gov			
Services commenced by this firm (mm/yy)	06/24	Total consultant contract cost (\$1,000's)		\$150
Services completed by this firm (mm/yy)	Present	Cost of consultant services provided by this firm (\$1,000's)		\$150

Michael Baker International is currently preparing the Transformational Technology Roadmap, a strategic initiative designed to guide the Pennsylvania Department of Transportation (PennDOT) through the rapidly evolving landscape of transportation technologies.

Project Scope & Strategic Planning

- Developed a comprehensive roadmap that outlines PennDOT's approach to adopting and implementing innovative solutions in transportation.
- Addressed nine critical technology areas: Connected Vehicles, Automated Vehicles, Alternative Fueling, Advanced Air Mobility (AAM), Last Mile Delivery, Shared and Micro-Mobility, Digital Infrastructure, Artificial Intelligence, and Advanced Data Analytics.
- Provided actionable direction for PennDOT leadership, staff, and stakeholders on how to prepare for, embrace, and deploy emerging technologies.

Methodology & Stakeholder Engagement

- Employed a collaborative approach, engaging with internal and external stakeholders to ensure the roadmap reflects diverse perspectives and operational realities.
- Combined strategic visioning with practical implementation frameworks, ensuring the roadmap is both aspirational and actionable.

Impact

- Established a clear vision and practical framework for the future of transportation in Pennsylvania, positioning PennDOT as a leader in technological innovation.
- Enabled PennDOT to proactively address challenges and opportunities associated with next-generation transportation technologies.
- Supported informed decision-making and resource allocation, ensuring the Department is prepared to adapt to and capitalize on technological advancements.
- Fostered alignment among leadership, staff, and stakeholders, promoting a unified approach to innovation and change management.

Michael Baker International's expertise in strategic planning and technology integration ensures that PennDOT is equipped to lead the Commonwealth into a future defined by innovation, efficiency, and adaptability.

The staff members listed in this proposal who have been involved in this project include Jim Katsafanas and Jeff Kupko.

Firm name	Michael Baker International, Inc.		Discipline(s)* Data Collection, Other, Planning	Other (Strategic Planning, Stakeholder Engagement)
Project name	Kentucky 2022-2045 Long-Range Statewide Transportation Plan			Firm responsibility (prime or sub?) Prime
Project number	KYTC-2021-10-11 STW LR -1	Owner's name	Kentucky Transportation Cabinet	
Project location	Harrisburg, PA		Owner's Project Manager	Mikael Pelfrey Director of Division Planning
Owner's address, phone, email	Division of Planning, 200 Mero Street, Frankfort, KY 40601; (502) 564-7183; Mikael.Pelfrey@ky.gov			
Services commenced by this firm (mm/yy)	08/21	Total consultant contract cost (\$1,000's)		\$1,243
Services completed by this firm (mm/yy)	01/23	Cost of consultant services provided by this firm (\$1,000's)		\$1,243

Michael Baker International served as the lead consultant for the update of Kentucky's Long-Range Statewide Transportation Plan (LRSTP), a comprehensive, multimodal planning initiative that unified highway, transit, freight, and aviation modes into a cohesive, performance-based strategy.

Project Scope & Technical Approach

- Developed statewide transportation goals and led extensive public and stakeholder engagement to ensure the plan reflected diverse needs and priorities.
- Conducted detailed infrastructure assessments to inform long-term investment planning and support data-driven decision-making.
- Integrated scenario modeling and strategic investment frameworks to evaluate future transportation needs and opportunities.
- Coordinated across multiple jurisdictions to align transportation infrastructure planning with emerging technologies.

Relevance to Advanced Air Mobility (AAM)

- The LRSTP's scale and complexity mirror the requirements for Louisiana's AAM planning, particularly in aligning infrastructure with new mobility technologies.
- Scenario modeling and phased investment strategies developed for Kentucky are directly applicable to planning AAM deployment across both urban and rural environments.
- Experience in integrating multimodal infrastructure and policy frameworks supports the statewide implementation of vertiports, charging infrastructure, and regulatory alignment.

Impact

- Delivered an implementable, future-ready roadmap that positions Kentucky to adapt to evolving transportation technologies and mobility trends.
- Demonstrated success in managing complex, statewide planning efforts involving multiple stakeholders and modes of transportation.
- Provided a proven methodology for DOTD to integrate AAM infrastructure and policy across Louisiana, ensuring readiness for phased deployment and statewide adoption.
- Enhanced the state's ability to make strategic, performance-based investments that support economic growth and technological innovation.

Michael Baker International's expertise in multimodal planning, stakeholder engagement, and strategic investment positions the team to support DOTD in building a robust, future-focused AAM ecosystem for Louisiana.

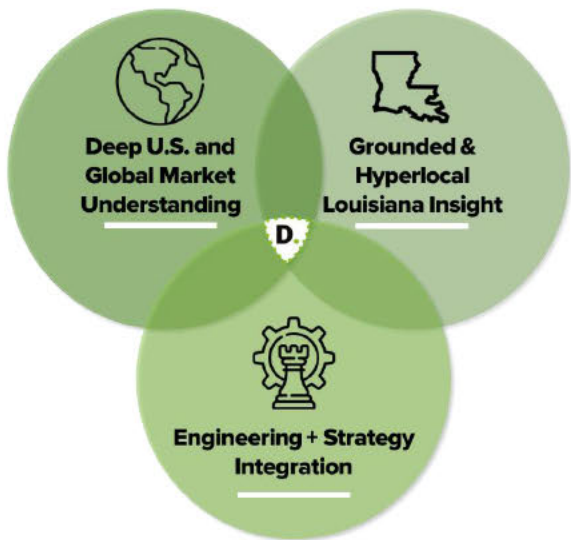
The staff members listed in this proposal who have been involved in this project include Jim Duguay, Phil Jufko, and Jim Katsafanas.

18. Approach and Methodology:

Provide a description of how the work will be performed and **provide the proposed project schedule**. Include any additional information or description of unique resources that are planned to be used to produce the deliverables. Include any proprietary technologies, methods or approaches that will be used on this project to improve quality or efficiency. If the proposal is for an IDIQ contract, the consultant should review the scope of services in Attachment A to the advertisement to obtain a general understanding of what a typical task order would entail. **Based upon that understanding, the consultant should provide a sample schedule that identifies the major milestones, deliverables, tasks, etc., to demonstrate sufficient understanding of a typical task order. The duration of the task order is not required.** This section shall be limited to four pages. **If more than four pages are included, all pages after the fourth page will not be evaluated.**

If the consultant has information it believes is proprietary, label it accordingly.

Why Team Deloitte: Our team has extensive experience in Advanced Air Mobility (AAM) strategy, evidenced by our work in regions like Louisiana, such as the Gulf South, Appalachia, and the Mountain West. We have collaborated with global OEMs, airlines, and local governments to create Strategic Plans that align with regional economic goals, focusing on key sectors like oil & gas, defense, transportation and agriculture. Our approach, rooted in our proprietary strategic choice method, helps clients make well informed decisions that that focus their strategy on where they can win in the market maximize returns (jobs and investment) for the state. We work backward from desired outcomes like job creation, regional competitiveness, private investment attraction, and future readiness, developing an integrated Strategic Plan with clear direction on areas with the highest return on investment (ROI). The team’s expertise includes statewide AAM and drone deployment strategies supporting oil and gas operations, mobility, energy, logistics, military base coordination, and agricultural inspection. They are also aware of notable initiatives involving AAM and drone deployment at Houma-Terrebonne Airport with Bristow and at Fort Johnson with the National Guard. By leveraging our knowledge of local AAM activity and proprietary tools, we deliver tailored solutions that drive high ROI and long-term value for Louisiana, ensuring the state’s AAM strategy is both efficient and focused.



Our Proven Approach to AAM Strategy and State Development: Our team offers unique resources, experience, and proprietary tools, positioning us as the ideal partner for Louisiana’s AAM strategic planning. We use the Deloitte Strategic Cascade framework to guide organizations through clarifying ambitions, identifying priority markets, and making informed decisions. Our approach ensures every recommendation leads to a cohesive, actionable strategic plan tailored to Louisiana’s goals. We combine industry-leading skills with technical engineering expertise, ensuring recommendations are both visionary and feasible. Local knowledge of Louisiana’s infrastructure, economy, and stakeholder landscape ensures our approach is relevant and effective.

Phase	Summary of Work Activities	RFP Deliverables
1. Define the Aspiration	<p>A series of workshops will be conducted with state agencies, industry leaders, and other key stakeholders, applying the expert choice methodology to guide decision-making and prioritize initiatives. These sessions are grounded in five years of research and insights, drawing on prior collaborations with industry partners, state governments, the FAA, and NASA.</p> <p>Results / Outcomes: A clear vision and definition of success for AAM in Louisiana, job sectors, economic investment, and national reputation</p>	<ul style="list-style-type: none">• Vision and Mission Statements• Goals, Objectives, Performance Measures• Strategic Initiatives• Briefing Materials and Visual Aids

2. Identify Where to Play	<p>The process begins with a clear vision and success criteria, including how ROI will be measured. A local and state-level market analysis will assess the landscape for AAM applications, followed by industry workshops to gather insights and validate assumptions. These efforts will be informed by existing research from sectors such as oil and gas, the AAM industry, and FAA policy frameworks. A two-phased SWOT analysis will identify the AAM sectors with the highest ROI potential for Louisiana, followed by a deep dive into their specific needs.</p> <p>Results/Outcomes: The specific sectors and use cases to focus investment for greatest return</p>	<ul style="list-style-type: none"> • SWOT analysis and related deliverables • Opportunity Assessment • Economic Impact Report
3. Determine How to Win	<p>The process begins by identifying priority sectors and use cases—focusing on those with the greatest impact and alignment with Louisiana’s goals. This is followed by market trend and policy analysis, incorporating stakeholder input to ensure local relevance. Proven success factors from past state strategies guide the approach, while critical investments are identified and prioritized with state officials. The plan concludes by defining the market enablers needed to unlock growth in targeted areas.</p> <p>Results/Outcomes: The policies, investments infrastructure, technology, messaging and stakeholders to communicate with and needed role of state vs. industry</p>	<ul style="list-style-type: none"> • Policy Recommendations • Infrastructure Development Plan • Technology Roadmap • Stakeholder Engagement Plan • Financial and Investment Recommendations
4. Roadmap and Milestones	<p>A strategic roadmap will define the timing and sequencing of key investments across infrastructure, technology, policy, and stakeholder engagement. It will identify potential funders—such as state agencies, federal programs, and industry partners—and outline strategies to secure those investments in line with state goals. Key milestones will track progress and ensure accountability, while targeted communications and outreach will build awareness and support.</p> <p>Results/Outcomes: The timing and sequencing of investments along with milestones, and success measures</p>	<ul style="list-style-type: none"> • Strategic Plan • Implementation Timeline • Pilot Project Proposal • Performance Metrics • Final Report with all analyses and stakeholder feedback
5. Activate Activities	<p>Implementation will launch based on the established roadmap and milestones, supported by focused communication strategies designed to engage stakeholders—tailored to inform, persuade, and generate momentum. The team will identify and pursue relevant federal and state funding opportunities to support priority investments, while collaborating with industry partners and other stakeholders to design and execute “market unlock” events such as pilot programs and technology demonstrations.</p> <p>Results/Outcomes: AAM Pilots, targeted communication activities, policy actions, grant/investment actions and infrastructure</p>	<ul style="list-style-type: none"> • Website Development / Hosting • Targeted Communications / Webinars • Six Webinars (produced and delivered) • Grant Proposals and Submission Reports

Deloitte Team Accelerators: To support Louisiana’s AAM strategy efficiently, we’ll apply Deloitte’s proprietary tools, research, and proven methods across each project phase. The table below shows how these assets will be used throughout the engagement.

Proprietary Tools, Research and Methods by Phase

1. Define the Aspiration	2. Identify Where to Play	3. Determine How to Win	4. Roadmap and Milestones	5. Activate Activities
Strategic Choice Workshop Series Facilitated sessions that align stakeholders around shared goals and inform strategic planning.	AAM Market Attractiveness Model Ranks sectors and regions by ROI and feasibility to guide strategic focus and use case selection.	Infrastructure and Tech Fit Matrix Aligns use cases with infrastructure readiness to support phased implementation planning.	AAM Roadmap Framework A structured model for sequencing investments, setting milestones, and aligning funding sources.	Stakeholder Communication Cascade Maps outreach strategies to key audiences, guiding content, timing, and engagement.
AIA National Research Report National-level insights and benchmarks published with Aerospace Industries Association.	Strategic SWOT Methodology Evaluates strengths, weaknesses, opportunities, and threats to prioritize high-impact AAM opportunities.	Deloitte AAM Policy Analysis Comparative review of federal, state, and local policies to identify regulatory enablers and gaps.	Infrastructure and Tech Fit Matrix Used to prioritize infrastructure rollouts based on readiness and strategic value.	Webinar Development Framework End-to-end toolkit for planning and delivering accessible, high-impact webinars.
Analysis Framework for State Strategy A structured approach to define objectives, assess readiness, and guide early-stage planning for statewide AAM strategies.	Use Case Library Curated examples of AAM applications from past projects to inform use case selection and feasibility.	Investment Strategy Examples Illustrative models showing how public and private sectors can share investment responsibilities.	Implementation Planning Toolkit Tools and checklists to support execution planning, resource allocation, and risk management.	Grant Writing Toolkit Templates and guidance for identifying, writing, and submitting competitive AAM-aligned grant proposals.

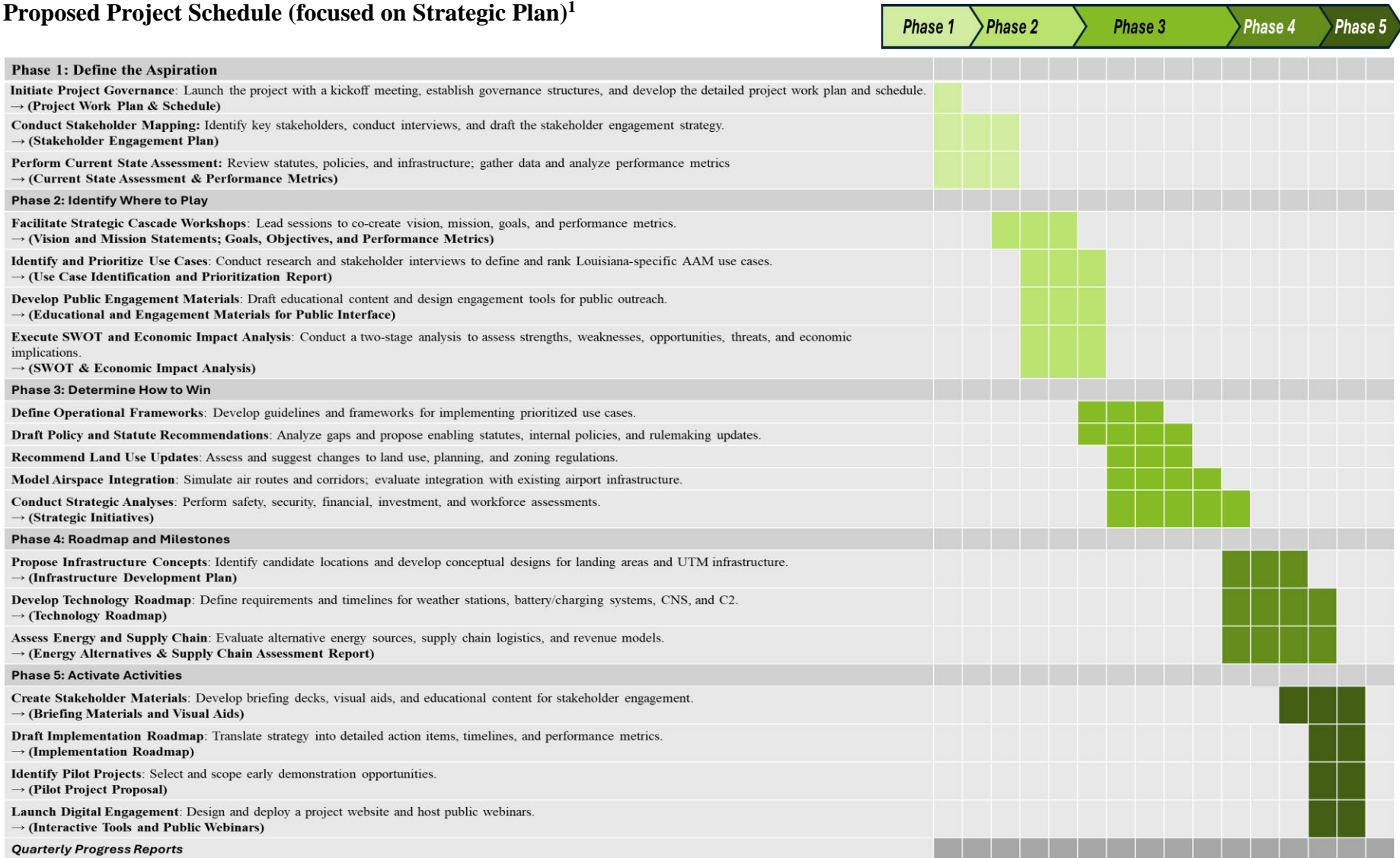
Our Point of View

To enhance the value of this engagement, we recommend two refinements to the proposed scope:

Task Area	Our Suggestions
SWOT Analysis Approach	First, pinpoint the AAM sectors and use cases with the highest ROI for Louisiana. Second, conduct a focused SWOT on those areas to concentrate resources on high-impact opportunities and ensure strategic alignment.
Diversified Communication Strategy	Instead of relying solely on webinars, shift some funding to reusable, high-impact formats like short videos, social media, and podcasts. These offer broader reach, longer shelf life, and better engagement—especially with younger and non-traditional audiences

These enhancements will help Louisiana move faster, spend smarter, and build a more resilient and inclusive AAM strategy.

Proposed Project Schedule (focused on Strategic Plan)¹



¹ Deloitte Consulting notes that, as per the Advertisement for Engineering and Related Services dated May 16, 2025, the “*selected consultant will perform the specific services covered in an Indefinite Delivery/Indefinite Quantity (IDIQ) contract as detailed in individual Task Orders (TOs), which will specify TO-specific scope of services, contract time, and compensation*”.

The approaches, methodology, scope of work and deliverable set out in this proposal is offered subject to the condition that Deloitte Consulting and DOTD subsequently reach and enter a mutually agreeable IDIQ contract and Work Order for the proposed services to include such scope, contract time, and compensation along with any specific assumptions and dependencies. If we are awarded this engagement, we intend to negotiate in good faith with DOTD to reach such an agreement as expeditiously as possible.

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.

<i>Firm(s)</i> ALL FIRMS MUST BE REPRESENTED IN THIS TABLE	<i>Past Performance Evaluation Discipline(s)</i>	<i>Contract Number and State Project Number</i>	<i>Project Name</i>	<i>Remaining Unpaid Balance **</i>
Michael Baker International, Inc.	Road Bridge	Contract No. 4400021519 S.P. No. H.012030.5 F.A.P. No. H012030	US 371: KCS RR Overpasses HBI	\$67,107 (Rd) \$31,334 (B)
Michael Baker International, Inc.	Road Bridge	Contract No. 4400025026 S.P. No. H.015338 F.A.P. No. H015338	Infrastructure Investment and Jobs Act (IIJA) Off-System Bridge Program – District 07, Supplemental Agreement No. 1	\$186,695 (Rd) \$186,695 (B)
Michael Baker International, Inc.	Road Bridge Environmental	Contract No. 4400019379 S.P. No. H.013797 F.A.P. No. H013797	LA 30: EBR PL-I-10	\$84,000 (Rd) \$75,000 (B) \$150,475 (E)
Michael Baker International, Inc.	Environmental	Contract No. 4400005484 S.P. No. H.005168 F.A.P. No. DE-9208 (500)	NORG EIS, New Orleans, Louisiana	\$256,293
Michael Baker International, Inc.	Environmental	Contract No. 4400005484 S.P. No. H.005168	NORG – Avondale PEL Study, New Orleans, Louisiana Supplemental Agreement	\$289,764
Michael Baker International, Inc.	Environmental	Contract No. 4400005484 S.P. No. H.005168	NORG (Jefferson) GHG/Renderings	\$50,720
	Other (Water Resource)	Contract No. 4400017092 Task Order No. 4	Collection of Existing Watershed Datasets, Models, and Studies; and Proposition of Modeling Design Approach, Schedule and Costs, Region 6	\$400,000

Michael Baker International, Inc.)			
Michael Baker International, Inc.	Other (Aviation)	Contract No. 4400019130 Task Order No. 1	IDIQ Contract for Statewide Aviation Program Update – Phase II Statewide	N/A
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 1 S.P. No. H.013997 F.A.P. No. H013997	IDIQ Contract for Construction Engineering and Inspection Services in District 61, Loc Rd. over Borrow Pit (Blind RV BT LNCH), St. James Parish	\$72,130
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 2 S.P. No. H.012936 F.A.P. No. H012936	IDIQ Contract for Construction Engineering and Inspection Services in District 61, LA 78: US 190- LA 1	\$2,787
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 3 S.P. No. H.013458 F.A.P. No. H013458	IDIQ Contract for Construction Engineering and Inspection Services in District 61, Manchac Acres & HH Wilson Rd Bridges	\$9,911
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 4 S.P. No. H.015604 F.A.P. No. H015604	IDIQ Contract for Construction Engineering and Inspection Services in District 61, Pear St. at LA 1: Drainage	\$74,133
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 5 S.P. No. H.012057 F.A.P. No. H012057	IDIQ Contract for Construction Engineering and Inspection Services in District 61, LA 431: Villar Canal and Drainage Bridges	\$723,433
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 6 S.P. No. H.013956	IDIQ Contract for Construction Engineering and Inspection Services in District 61, Beamon Rd over Bayou Maringouin	\$20,821

		F.A.P. No. H013956		
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 7 S.P. No. H.014319 F.A.P. No. H014319	IDIQ Contract for Construction Engineering and Inspection Services in District 61, Cedarcrest Avenue over Wiener Creek	\$98,015
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 8 S.P. No. H.015944 F.A.P. No. H015944	IDIQ Contract for Construction Engineering and Inspection Services in District 61, LA 3125 (LA 70 – LA 3213)	\$410,277
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 9 S.P. No. H.016026 F.A.P. No. H.016026	IDIQ Contract for Construction Engineering and Inspection Services in District 61, Grosse Tete Emergency Project	\$246,906
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 10 S.P. No. H.014088.6 F.A.P. No. H.014088	IDIQ Contract for Construction Engineering and Inspection Services in District 61, US 61: INT. Improvements at LA 427	\$336,795
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 11 S.P. No. H.015440.9 F.A.P. No. H015440	IDIQ Contract for Construction Engineering and Inspection Services in District 61, LA 69: 0.5 Mi N of LA 404-LA 1	\$285,706
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400025536 Task Order No. 12 S.P. No. H.014993.6	IDIQ Contract for Construction Engineering and Inspection Services in District 61, Lemon Rd over Drainage Bayou	\$166,062

		F.A.P. No. H014993		
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400024660 Task Order No. 1 H.013958.6 S.P. No. H.013958.6	IDIQ Contract for Construction Engineering and Inspection Services (CE&I) with Majority of Work in District 03 Carpenter Bridge Rd over Whisky Chitto Creek	\$94,920
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400024660 Task Order No. 2 H.014415.6 S.P. No. H.014415.6	IDIQ Contract for Construction Engineering and Inspection Services (CE&I) with Majority of Work in District 03 LA 352 Drainage Improvement	\$139,881
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400024660 Task Order No. 3 H.009629.6 S.P. No. H.009629.6	IDIQ Contract for Construction Engineering and Inspection Services (CE&I) with Majority of Work in District 03 US 90 RR-Pinhook_ LA 92-LA 88	\$318,233
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400024660 Task Order No. 4 S.P. No. H.005967.6 F.A.P. H.005967	IDIQ Contract for Construction Engineering and Inspection Services (CE&I) with Majority of Work in District 03 Nelson Rd Ext & Bridge	\$423,003
Michael Baker International, Inc.	CE&I/OV	Contract No. 4400024660 Task Order No. 5 S.P. No. H.005967.6 F.A.P. H.005967	IDIQ Contract for Construction Engineering and Inspection Services (CE&I) with Majority of Work in District 03 I-10: JEFF DAV PL-I-49(OGFC/SLAB REPAIR)	\$447,172

(Add rows as needed)

DO NOT SUM

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

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

20. Certifications/Licenses:

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

State of
Louisiana
Secretary of
State



COMMERCIAL DIVISION
225.925.4704

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

Name	Type	City	Status
DELOITTE CONSULTING LLP	Partnership (Non-Louisiana)	.	Active

Previous Names

Business: DELOITTE CONSULTING LLP
Charter Number: 35647549L
Registration Date: 2/17/2004

Domicile Address

DOMICILE: DELAWARE

Mailing Address

8690 VIRGINIA PKWY
APT 125
MCKINNEY, TX 75071

Principal Business Office

8690 VIRGINIA PKWY
APT 125
MCKINNEY, TX 75071

Registered Office in Louisiana

Principal Business Establishment in Louisiana

701 POYDRAS STREET
SUITE 4050
NEW ORLEANS, LA 70139

Status

Status: Active
Registered: 2/17/2004
Last Report Filed: 2/13/2025
Type: Partnership (Non-Louisiana)

Registered Agent(s)

Agent:	SONITA HAWKINS
Address 1:	4721 SUMRALL DR
City, State, Zip:	BATON ROUGE, LA 70811

Appointment Date:	3/24/2025
Officer(s)	
<small>Additional Officers: No</small>	
Officer:	STEVEN SOLSTAD
Title:	General Partner, Partner
Address 1:	8690 VIRGINIA PKWY
Address 2:	APT 125
City, State, Zip:	MCKINNEY, TX 75071

Mergers (1)

Filed Date	Effective Date:	Type	Charter#	Chater Name	Role
4/17/2009	4/17/2009	MERGE	35647549L	DELOITTE CONSULTING LLP	SURVIVOR
			35526663Q	DELOITTE CONSULTING (NEVADA) LLC	NON-SURVIVOR

Amendments on File (5)

Description	Date
Merger	4/17/2009
Stmt. of Chg or Chg Prin Bus Off	12/28/2015
Stmt. of Chg or Chg Prin Bus Off	2/26/2016
Stmt. of Chg or Chg Prin Bus Off	9/1/2023
Stmt. of Chg or Chg Prin Bus Off	3/24/2025

[Print](#)

State of
Louisiana
Secretary of
State



COMMERCIAL DIVISION
225.925.4704

Fax Numbers

225,932,5317 (Admin. Services)
225,932,5314 (Corporations)
225,932,5318 (UCC)

Name	Type	City	Status
MICHAEL BAKER INTERNATIONAL, INC.	Business Corporation (Non-Louisiana)	PITTSBURGH	Active

Previous Names

MICHAEL BAKER, JR., INC. (Changed: 7/6/2015)

Business: MICHAEL BAKER INTERNATIONAL, INC.

Charter Number: 30035020F

Registration Date: 12/29/1972

Domicile Address

500 GRANT STREET
SUITE 5400
PITTSBURGH, PA 15219

Mailing Address

100 AIRSIDE DRIVE
MOON TOWNSHIP, PA 15108

Principal Business Office

500 GRANT STREET
SUITE 5400
PITTSBURGH, PA 15219

Registered Office in Louisiana

3867 PLAZA TOWER DR.
BATON ROUGE, LA 70816

Principal Business Establishment in Louisiana

2600 CITIPLACE DRIVE
SUITE 450
BATON ROUGE, LA 70808

Status

Status: Active

Annual Report Status: In Good Standing

Qualified: 12/29/1972

Last Report Filed: 12/1/2022

Type: Business Corporation (Non-Louisiana)

Registered Agent(s)

Agent: C T CORPORATION SYSTEM

Address 1: 3867 PLAZA TOWER DR,
City, State, Zip: BATON ROUGE, LA 70816
Appointment Date: 12/29/1972

Officer(s)

Additional Officers: No

Officer: JOHN M. TEDDER
Title: Director, Secretary
Address 1: 500 GRANT STREET, SUITE 5400
City, State, Zip: PITTSBURGH, PA 15219

Officer: BRIAN A. LUTES
Title: President, Director
Address 1: 500 GRANT STREET, SUITE 5400
City, State, Zip: PITTSBURGH, PA 15219

Officer: JILL G. BELL
Title: Vice-President, Treasurer
Address 1: 500 GRANT STREET, SUITE 5400
City, State, Zip: PITTSBURGH, PA 15219

Officer: RAYMOND G. SHRIFT
Title: Vice-President
Address 1: 500 GRANT STREET, SUITE 5400
City, State, Zip: PITTSBURGH, PA 15219

Officer: DANIEL KIENY
Title: Director
Address 1: 500 GRANT STREET, SUITE 5400
City, State, Zip: PITTSBURGH, PA 15219

Officer: JAMES E. KOCH
Title: Director
Address 1: 500 GRANT STREET, SUITE 5400
City, State, Zip: PITTSBURGH, PA 15219

Officer: KENTON P. ZINN
Title: Director
Address 1: 500 GRANT STREET, SUITE 5400
City, State, Zip: PITTSBURGH, PA 15219

Amendments on File (13)

Description	Date
Stmnt of Chg or Chg Prin Bus Off	2/22/1985
Stmnt of Chg or Chg Prin Bus Off	4/1/1986
Stmnt of Chg or Chg Prin Bus Off	2/1/1993
Disclosure of Ownership	3/5/1998
Stmnt of Chg or Chg Prin Bus Off	1/29/2008
Stmnt of Chg or Chg Prin Bus Off	5/11/2012
Disclosure of Ownership	9/6/2012

Name Change	7/6/2015
Stmnt of Chg or Chg Prin Bus Off	10/18/2015
Appointing, Change, or Resign of Officer	3/6/2017
Appointing, Change, or Resign of Officer	12/28/2020
Appointing, Change, or Resign of Officer	2/3/2021
Appointing, Change, or Resign of Officer	12/2/2021

[Print](#)

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.** NOT REQUIRED

22. Sub-consultant information:

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

Firm Name (Name must match <u>exactly</u> as registered with Louisiana's Secretary of State (SOS): <u>including punctuation, include screenshot(s) from SOS at the end of Section 20</u>)	Address	Point of Contact and email address	Phone Number
Michael Baker International, Inc.	2600 Citiplace Drive, Suite 450 Baton Rouge, LA 70808	Daniel Thornhill, PE Office Executive daniel.thornhill@mbakerintl.com	(225) 218-2846
Thales USA, Inc.	2733 South Crystal Drive, Suite 1200, Arlington, VA 22202	Steve Willer Business Development Manager Steve.willer.e@thalesdigital.io	(909) 712-9998
Emergent Method	200 Laurel St, Baton Rouge, LA 70801	John Snow Partner john@emergentmethod.com	(225) 372-5102

(Add rows as needed)

23. Location:

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

N/A - [REDACTED]

[REDACTED]