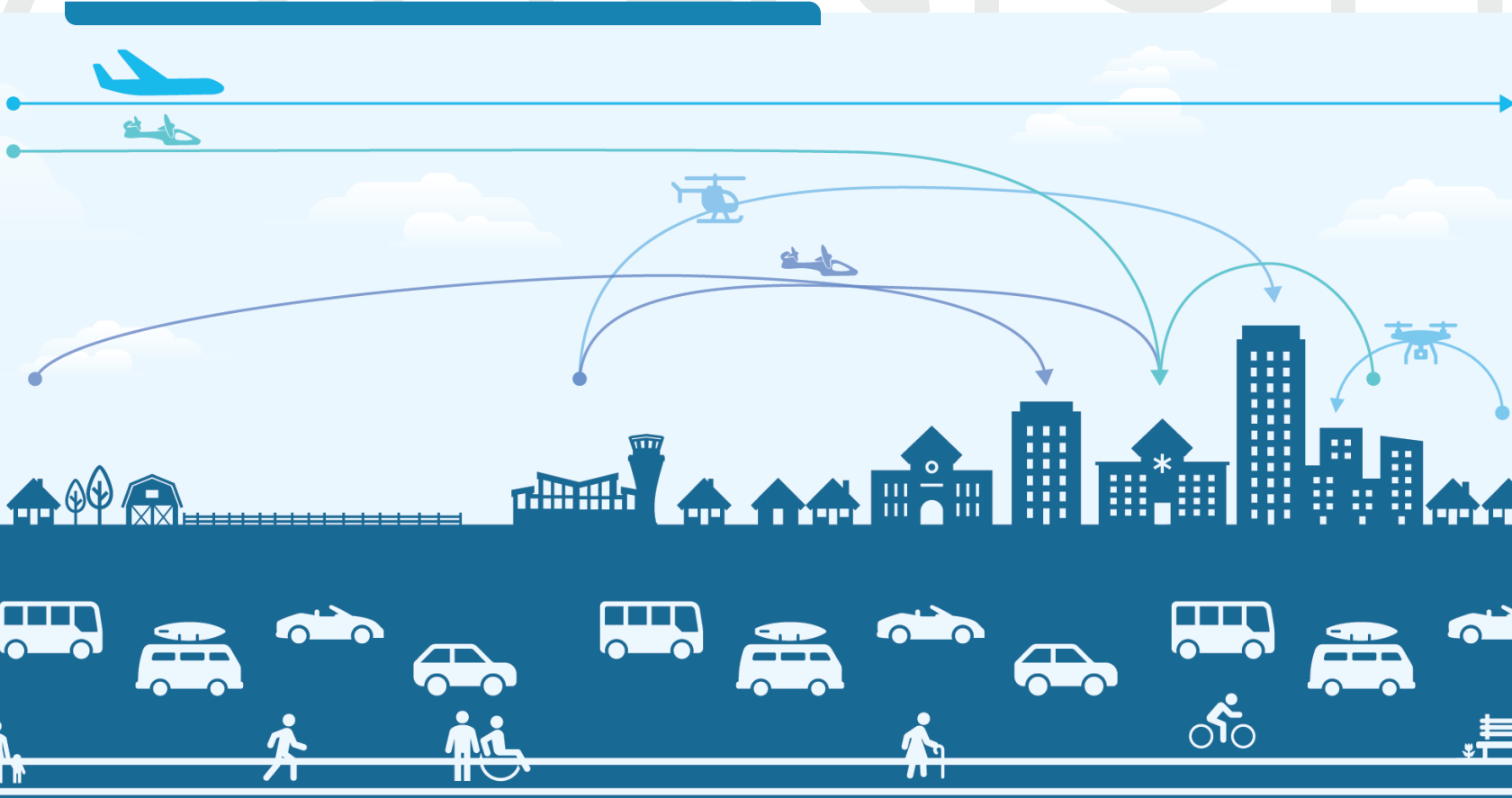


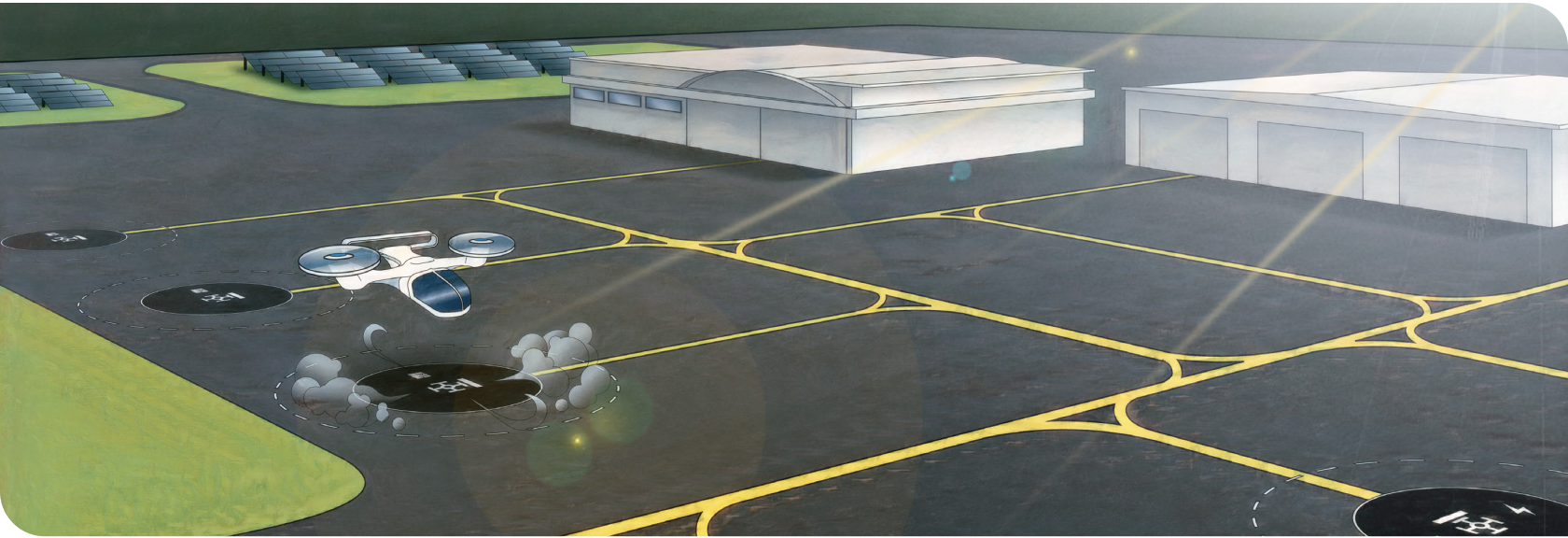
Aviation

Statement of Qualifications



Air Mobility Aircraft Plan for the Washington State Department of Transportation

April 2, 2024



CONTENTS

1	Qualifications/Expertise of Firms on Team Team Members Proposal Highlights	1
2	Qualifications of Proposed Project Manager	14
3	Key Team Members Qualifications Organizational Chart Resumes	15
4	Firm's Project Management System	22
5	Project Delivery Approach	25

SECTION 1

QUALIFICATIONS/EXPERTISE OF FIRMS ON TEAM



Mead & Hunt has assembled a team of subject matter experts from three specialty firms who are uniquely qualified to assist the Washington Department of Transportation (WSDOT) prepare and deliver a statewide plan to integrate Advanced Air Mobility (AAM) into the State's current transportation systems. The Mead & Hunt team will work closely with WSDOT and involved stakeholders to deliver an Air Mobility Aircraft Plan to the Office of Financial Management and Transportation Committees of the Legislature before June 1, 2025. The Mead & Hunt Team includes experts from HMMH, CAMI, and Bronlea M Consulting, who are known nationally and internationally for their knowledge of AAM and demonstrated experience helping state and local agencies evaluate AAM as a new mode of clean transportation that can supplement or augment their current transportation systems in a manner that is safe, equitable, and sustainable.

EMPLOYEE-OWNED
ENGINEERING &
ARCHITECTURE FIRM

1200+
EMPLOYEES

OVER 250


AVIATION PROFESSIONALS



#9

TOP 25
AIRPORT
FIRM

ENGINEERING NEWS RECORD



#83

TOP 500
DESIGN
FIRM

ENGINEERING NEWS RECORD



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SECTION 1 • QUALIFICATIONS/EXPERTISE OF FIRMS ON TEAM

Mead & Hunt’s Visionary Team

The Mead & Hunt team includes strong leadership, diverse talent, and proven expertise to help WSDOT develop a visionary, feasible, and achievable Air Mobility Aircraft Plan. Our project team was assembled to collaborate with WSDOT in a manner that fosters creativity and innovation, along with a useful and relevant final deliverable.

With our proven experience and relevant insight, Mead & Hunt will initiate its efforts to prepare an Air Mobility Aircraft Plan that charts a path to leverage the innovation, utility, and advantages of AAM while addressing the safety, regulation, infrastructure and public acceptance concerns of this emerging industry. We have conducted various similar projects, working papers, toolboxes, and guiding documents for agencies at all levels of government and private sector. Our expertise and project experience will provide the following benefits:

- Recent and relevant air mobility work and airport master planning in the State of Washington
- An in-depth understanding of AAM and how it applies to Washington's transportation system, recent legislation, and policy initiatives that have led Washington to think differently about system planning
- Insights and state-of-the-art knowledge gained from our leadership and participation in support of projects and working groups associated with the Airport

Cooperative Research Program (ACRP), the National Aeronautics and Space Administration (NASA), American Planning Association (APA), the American Association of Airport Executives (AAAE), and others.

- Ongoing work to consider AAM as part of California's State Transportation System
- Nationwide experience performing airport planning projects including statewide aviation system plans, compatible land use plans and policy documents, and economic impacts studies

The Mead & Hunt team will leverage our surface transportation expertise with our aviation, AAM, and airport experts to provide a detailed, relevant, and actionable Air Mobility Aircraft Plan for the State of Washington.

Mead & Hunt has decades of experience integrating aviation and communities, including recent success with policy makers and industry guidance for infrastructure to support electric aircraft. We are excited for the opportunity to support the State of Washington in its air mobility planning and preparation efforts. The Expertise and Key Staff table on the following page provides additional details regarding our experience and ability to deliver the tasks outlined in the WSDOT Request for Qualifications.

Recent Team Experience

Report	Organization	Year	Firm
Report 261 – Advanced Air Mobility and Community Outreach: A Primer for Successful Stakeholder Engagement	Airport Cooperative Research Program	2024	Mead & Hunt CAMI
Planning Advisory Service 606 – Planning for Advanced Air Mobility	American Planning Association	2024	CAMI
Advanced Air Mobility: Opportunities, Challenges, and Research needs for the State of California (2023–2030)	University of California Institute of Transportation Studies, California Resilient and Innovative Mobility Initiative	2024	CAMI
Advanced Air Mobility Community Integration Considerations Playbook	National Aeronautics and Space Administration	2023	CAMI
Report 206 – Guidebook on Effective Land Use Compatibility Planning Strategies for General Aviation Airports	Airport Cooperative Research Program	2019	Mead & Hunt
The Potential Societal Barriers of Urban Air Mobility	National Aeronautics and Space Administration	2018	CAMI

Project Team Qualifications

RFQ Tasks	Expertise and Key Staff
Project Management	<p>Mead & Hunt has completed hundreds of studies and research projects for all levels of government and industry. Effective project management will be integral to successfully deliver the AAM Readiness and Work Plan according to schedule and budget.</p> <p>Lisa Harmon is an experienced project manager (PM) and will work diligently to meet project expectations. By assigning an experienced and successful project manager, we prevent schedule delays due to unforeseen challenges and miscommunication. Lisa recently was the Project Manager for the California Aviation System Plan and is currently the PM for the CalTrans AAM Infrastructure Readiness Study and Work Plan.</p> <p>Principal-in-Charge, Maranda Thompson, has extensive project management experience, including projects such as ACRP Report 261 <i>Successful Community Inclusion in Advanced Air Mobility and AAM Infrastructure Development Framework</i>.</p>
Preparation of Research Studies, Inventories, & Reports	<p>Technical writing is a core competency at Mead & Hunt. Aviation planning requires us to communicate complex data to the public routinely, using text, tables, and graphics in documents such as airport land use compatibility plans, master plans, and ALPs.</p> <p>Our proposed project team includes Krista Robertson, a seasoned technical editor who will support the development and production of the Air Mobility Aircraft Plan.</p> <p>Project manager Lisa Harmon is not only an AAM expert, but is also a publishing school graduate who trained as a technical editor and managed the publications department for a nationwide environmental consulting firm before joining Mead & Hunt.</p>
Air Mobility Infrastructure Development	<p>As airport and transportation experts, we regularly combine these disciplines to advance project outcomes. Task Lead Stephanie Ward, supported by Joakim Osthus and Mihir Rimjha (HMMH), has experience with vertiport design, electrification, airspace planning, utility needs, and transportation infrastructure capacity. Anita Cobb will provide project support to see that transportation equity is considered.</p>
Air Mobility Vertiport Design, Airspace, & Public Access	<p>Mead & Hunt routinely undertakes aviation facility planning, design, and airspace analyses on behalf of clients. Hardy Bullock, AAE, will lead the team tasked with airspace and corridor planning. Hardy is an active pilot and regularly supports clients in procedure and airspace planning and other public and private sector clients.</p> <p>We are also Part 77 experts. Team member Kevin Smith, AAE, has demonstrated knowledge of airspace regulations and how they apply to zoning codes, general plans, and developer concerns, as well as public concerns regarding aviation safety. The Mead & Hunt team has significant experience and insight into state, regional, and local government operations and public outreach related to aircraft operations.</p>
Integration, Implementation, & Recommendations	<p>Mead & Hunt understands that a vision is not enough; proposed plans must be consistent and feasible with planning and policy goals. We have worked with clients nationwide to develop airport master plans, air mobility studies, aviation system plans, land use compatibility plans, and other special-topic plans. We understand the need to integrate long-term visions with policy initiatives and identify specific, concrete steps to achieve long-term goals.</p> <p>We are experts in developing policy recommendations and implementation tools to help agencies consider proposed projects, evaluate project consistency with planning and policy goals, and conduct public outreach and education.</p>

Team Members



Community Air Mobility Initiative

The Community Air Mobility Initiative (CAMI) is a non-profit organization dedicated to educating and supporting communities and local decision-makers about the responsible integration of AAM

into communities through education, communication, and collaboration. CAMI understands the importance of connecting communities and helps equip state and local decision-makers, planners, and the public with the information needed to formulate policy and identify/design the infrastructure and system elements needed to integrate AAM into transportation options for the public. CAMI has developed numerous resource toolkits that function as an interrelated set of educational resources about AAM for state and local communities, their leaders, decision-makers, planners, and residents. CAMI has prepared AAM outreach guidance for NASA, the American Planning Association, and Airport Cooperative Research Program.

CAMI staff who will support the proposed project include Yolanka Wulff, JD, the Executive Director responsible for CAMI's programs, including the UAPC, which engages airport, state, regional, and local transportation decision-makers and planners on issues related to AAM such as planning, equity, multimodal integration, and community engagement. Representatives from WSDOT, as well as Mead & Hunt, have gained insights from their participation in CAMI's UAPC training program.

Adam Cohen of CAMI is an internationally recognized research expert in innovative and emerging transportation technologies. Adam has completed more than 36 research projects on AAM, and he co-authored the NASA market study on AAM.

Nearby Location: Bainbridge Island, WA (Yolanka Wulff)

Air Mobility Consulting: CAMI's Executive Director, Yolanka Wulff, has worked on projects associated with Electric Aircraft for 30 years. Team members Yolanka Wulff and Adam Cohen have been working on AAM specifically since 2019.

Working Together:

- Mead & Hunt team member Maranda Thompson and Lisa Harmon completed CAMI's Urban Air Policy Collaborative Program
- Mead & Hunt and CAMI co-authored ACRP Report 261: *Advanced Air Mobility and Community Outreach: A Primer for Successful Stakeholder Collaboration* (2024)
- Mead & Hunt and CAMI are teaming partners for the ongoing AAM Infrastructure and Readiness Study and Three-Year Implementation Plan for the California Department of Transportation (Caltrans)



HMMH (DBE)

HMMH is an international leader in environmental and transportation

planning, including noise and vibration control, air quality analysis, airport and airspace planning, and sustainable energy solutions. In addition to its aviation noise practice, HMMH addresses emerging and technologically challenging projects, including air quality analysis, airport and airspace planning, and climate and energy solutions. HMMH is certified as a Women-Owned Business Enterprise (WBE)/ Disadvantaged Business Enterprise (DBE) in the State of Washington and an Economically Disadvantaged Women-Owned Small Business (EDWOSB) by the U.S. Small Business Administration (SBA). HMMH will be an active and meaningful participant, fulfilling the project-specific goal of 26 percent DBE participation.

HMMH Team member Tim Middleton will co-lead project elements associated with noise and infrastructure planning. As a subconsultant to Crown Consulting, Tim recently contributed to a NASA-led project focused on the development of an AAM Community Integration Platform to support local community stakeholders during the planning, public acceptance and design to incorporate AAM into the local transportation system.

Nearby Location: Portland, OR (Two Staff Members with Project-Related Expertise)

SECTION 1 • QUALIFICATIONS/EXPERTISE OF FIRMS ON TEAM

Air Mobility Consulting: HMMH has been known for its expertise in aviation noise, public outreach, and land use compatibility since 1981. HMMH has been working on AAM-related projects since 2019.

Working Together:

- Mead & Hunt and HMMH have worked on dozens of projects associated with aviation noise, vibration, and public outreach in the past 20 years.
- Mead & Hunt and HMMH are teaming partners for the ongoing AAM Infrastructure and Readiness Study and Three-Year Implementation Plan for the California Department of Transportation (Caltrans).



Bronlea M. Consulting

Bronlea Mishler, M.Ed., is the government public relations consultant who understands government structures and processes. She brings more than a decade of experience as a government communications director

and social media manager to the consulting world. She has a broad range of contacts and experience working with local governments in Washington State, specifically in the greater Puget Sound Area. Bronlea is able to leverage these connections to support multiagency projects and facilitate coordination between various local agencies. Bronlea M. Consulting is a Certified WBE in the State of Washington.

Bronlea's has a keen understanding of WSDOT's organization and policy goals. She spent 5 years working as a communications consultant for the Washington State Department of Transportation where she supported local highway projects and aviation projects from design through construction throughout Puget Sound, from Whatcom County to south King County.

Nearby Location: Camano Island, WA

WSDOT Experience: Bronlea spent five years working as a communications consultant for the Washington State Department of Transportation. She supported local highway projects and aviation projects from design through construction throughout Puget Sound, from Whatcom County to south King County.

Working Together: Mead & Hunt and Bronlea M. Consulting have worked together on past proposals and have collaborated on projects through teaming partners in the State of Washington.

Proposal Highlights

Mead & Hunt seeks to provide WSDOT with strong and dedicated team leadership, technical expertise, and an insightful approach for the proposed project deliverables culminating in the three-year implementation plan.

Mead & Hunt's Team Approach

Strong and Dedicated Team Leadership: Mead & Hunt's proposed Team will provide WSDOT with skilled project managers who will provide leadership and oversight, and task leaders with technical expertise. Lisa Harmon, Project Manager, and Kevin Nuechterlein, our proposed Deputy Project Manager, possess complementary skill sets to provide a strong approach to team leadership that will help to engage team members and maintain forward-moving project momentum.

Team Experience and Technical Expertise: Mead & Hunt's proposal pairs the specific tasks identified in the Request for Proposal (RFP) with experts that have conducted similar tasks already. Such proven expertise will enable us to achieve project-related deadlines by applying lessons learned during the performance of the same or similar tasks and by providing the bench strength that will allow us to undertake multiple tasks concurrently.

Proven Experience: All Mead & Hunt team Members have worked together previously. Mead & Hunt, CAMI, and HMMH are currently working with the California Department of Transportation's AAM Infrastructure Readiness and Three-year Implementation Work Plan, and Mead & Hunt has worked with Bronlea M. Consulting on multiple previous proposals in the State of Washington.

Insightful Project Approach: Mead & Hunt believes strongly in collaboration with both clients and Team members. Our Work Plan reflects our team's previous and ongoing experience in AAM and the questions and concerns posed by previous clients as they consider AAM implementation.

SECTION 1 • QUALIFICATIONS/EXPERTISE OF FIRMS ON TEAM

Mead & Hunt team members have supported WSDOT on previous projects, and our practical experience will help us to deliver an Air Mobility Aircraft Plan that combines strategic vision and details, enthusiasm and practicality, and serves to both educate and garner important input from other State agencies and organizations.

Washington and Pacific Northwest Aviation Planning Experience

Mead & Hunt has conducted both statewide and individual planning projects in the Northwest, including Washington and Oregon. Within the last five years, we have completed or are in process of completing airport master plans at Astoria, Salem, Renton, Walla Walla, Troutdale, Pasco, Medford, Boeing Field, Tri-Cities, and Coeur d'Alene Airports. The Port of Portland planning involves on-call planning services at Portland International, Hillsboro, and Troutdale. Each of these planning studies involved a unique focus on the varying and ranging needs of Washington airports and aviation needs.

Land Use Understanding

Mead & Hunt prepared the airport land use planning guidebooks for Washington, along with Oregon, California, Wisconsin, and Iowa. We prepared the 2011 WSDOT Airports and Compatible Land Use Guidebook and 2007 Oregon Aviation Plan and the 2014 Oregon Economic System Plan Update. In addition, we have developed GIS-based tools to support state and local airport land use compatibility. Mead & Hunt was the principal investigator for the Transportation Research Board's (TRB) ACRP Report 27: Enhancing Airport Land Use Compatibility. The American Planning Association (APA) Oregon Chapter selected the Oregon Airport Land Use Compatibility Guidebook as a recipient of the Professional Achievement in Planning award.

ACRP Report 206: Guidebook on Effective Land Use Compatibly Planning Strategies for General Aviation Airports

Mead & Hunt served as the prime consultant ACRP Report 206, which addresses incompatible land uses that have the potential to threaten the safe utility of airports and expose people living and working

Airport/Agency	Project	Year	Role
Pullman-Moscow Regional Airport	Master Plan	2024	Prime
Astoria Regional Airport	Master Plan	2023	Prime
Salem Municipal Airport	Master Plan	2012 & 2023	Prime
Crater Lake-Klamath Regional Airport	Master Plan & Airport Compatibility Overlay Zoning	2020	Prime
Tri-Cities Airport	Master Plan	2020	Prime
Rogue Valley International-Medford Airport	Master Plan	2020	Prime
Pendleton Airport	Master Plan	2018	Subconsultant
Bend Municipal Airport	Master Plan	2018	Subconsultant
Portland-Troutdale Airport	Master Plan	2016	Prime
Walla Walla Regional Airport	Master Plan	2015	Prime
Oregon State	Oregon Economic System Plan Update	2014	Prime
Washington State	Airport Land Use Compatibility Guidebook	2011	Prime

SECTION 1 • QUALIFICATIONS/EXPERTISE OF FIRMS ON TEAM

nearby to potentially unacceptable levels of noise or safety risk. The guidebook provides guidance to help airport operators understand the various tools for ensuring compatible land use, and it explains how best to communicate land use compatibility needs to government decision makers and land use professionals (among other stakeholders). The guidebook, includes self-assessment checklists, and a quick-reference Planning Brochure.



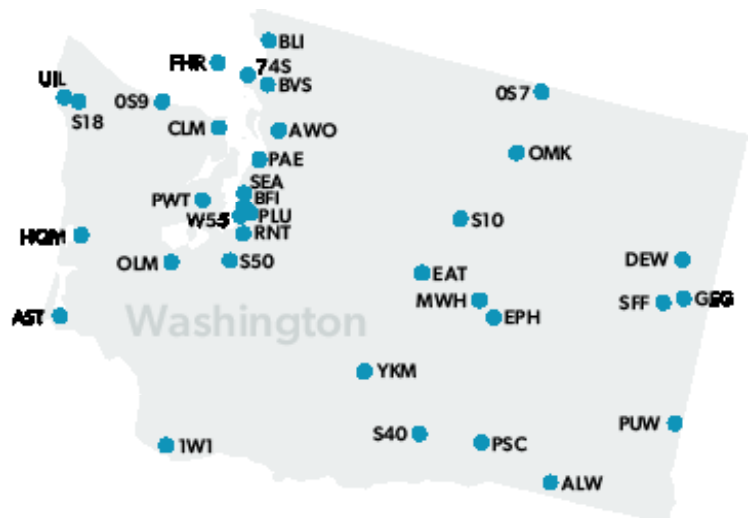
Future Aircraft Technologies

With emerging aircraft technology companies like Eviation located WA and the growing AAM and emerging aircraft technology companies in the region, the Air Mobility Airport System Plan affords the State of Washington the opportunity to evaluate and update its strategy for preparing Washington Airports for emerging trends in aviation technologies, including electric or hybrid-electric aircraft and vertiport design. Electrification of aircraft, ground vehicles, and AAM technology concepts have become reality in just a few short years. The airport Industry is rapidly evolving as well to prepare and build for the electric future. Mead & Hunt works with developers, manufacturers, airports, and communities to integrate electric aircraft as a safe and sustainable component of the aviation system. The Air Mobility Aircraft Plan will include an assessment of how WSDOT can accommodate infrastructure, including electrification and vertiport design, that supports electric aircraft and sustainable aviation fuels. Alternatives will evaluate how the support infrastructure for electric aircraft can be accommodated across Washington.

The Mead & Hunt team offers a wide array of services to help our airport partners and State Agencies navigate the rapid evolution of electrification and AAM. Services Include:

- Statewide AAM Planning
- Vertiport Planning and Design
- AAM Corridor Planning
- Stakeholder coordination and outreach/public acceptance
- Zoning and land use compatibility analysis
- Airport and surface transportation planning
- Economic impact and financial analysis
- Electrical Audits and utility demand assessment and forecasting
- Microgrids and on-site power generation and storage planning and design
- Environmental analysis
- Construction administration and commissioning
- AAM and Wildlife Hazard Management

Mead & Hunt has worked in the Pacific Northwest for more than 30 years, having completed numerous planning studies, System Plans, and master plans throughout Washington (see figure below). Our Portland and Seattle-based aviation team understands the planning and regional economic influences unique to the State of Washington and Northwest Region.



SECTION 1 • QUALIFICATIONS/EXPERTISE OF FIRMS ON TEAM

Substantive AAM Experience

Collectively, the Mead & Hunt Team has unparalleled experience and is uniquely qualified to support WSDOT in developing a transformational multimodal transportation system that integrates AAM operations in a safe and equitable manner. Our Team’s qualifications and experience for each knowledge area identified in the RFP as being key is summarized in the table below and described in this proposal.

Summary of Experience

Mead & Hunt has worked on aviation projects across the country for decades. The advent of AAM and electric aircraft and its rapid development has the potential to both disrupt and revolutionize existing transportation networks to benefit communities and economies worldwide. Mead & Hunt has been working with AAM companies since 2020 to support the implementation of electric aircraft and their integration in cities and airports nationwide. Our portfolio includes the design of infrastructure to support electric aircraft, engagement with policy makers and the communities to be served by AAM, research to support the forthcoming Air Mobility Aircraft Plan.

Mead & Hunt embraces emerging technologies, and we have been involved in AAM since 2019. Our proposed team members have participated in national research committees associated with the Transportation Research Board and NASA, and the American Association of Airport Executives. We have addressed AAM during our more traditional aviation projects such as airport master plans and Airport Layout Plan (ALP) updates. We continue to address AAM in planning projects such as Airport Land Use Compatibility Plans (ALPs), and we have been asked to assist with AAM-related items associated with general plan/comprehensive plan updates. Specific projects include:

Federal Research Projects

- ACRP Report 261: *Advanced Air Mobility and Community Outreach: A Primer for Successful Stakeholder Engagement* (2024)
- ▶ Mead & Hunt served as the prime consultant and teamed with CAMI to identified strategies and tools to help airport operators encourage and promote engagement with AAM operators, government agencies, and communities.

Resources

Knowledge Areas	Mead & Hunt	CAMI	HMMH	Bronlea M. Consulting	Key Personnel	Hours/ Month
Developing of high-level concepts and/or strategies addressing AAM modal integration	→	→	→		Lisa Harmon	60
Selecting and/or evaluating conceptual AAM corridors/routes and use scenarios	→		→		Maranda Thompson	25
Demonstrating an understanding of AAM technology, infrastructure needs, and regulatory environment	→	→	→		Kevin Mullcaster	20
Addressing equity in transportation	→	→	→	→	Kevin Nuechterlein	60
Developing planning level cost estimates for AAM infrastructure	→				Kevin Smith	25
Developing Work Plans for public agencies	→	→		→	Stephanie Ward	25
Conducting research and preparing literature reviews	→	→	→		Eric Laing	30
Facilitating community and/or stakeholder engagement activities	→	→	→	→	Tim Middleton (HMMH)	30
Creating maps, renderings, and conceptual design drawings	→		→		Mihir Rimjha (HMMH)	30
					Yolanka Wulff (CAMI)	35
					Bronlea M. Mishler	25

SECTION 1 • QUALIFICATIONS/EXPERTISE OF FIRMS ON TEAM

- ACRP 03-71: *Guidance for Electrical Vehicles at Airports* (Publication Pending 2024)
 - ▶ Mead & Hunt is a subconsultant on a team Led by CADMUS to develop a planning guide for airports to inventory and assess the anticipated growth in electrification needs for vehicles, aircraft, and mobile equipment.

Charging and Infrastructure Development

Mead & Hunt worked with an Original Equipment Manufacturer (OEM) to identify sites for aircraft charging station, assist with design, and coordinate FAA approvals for electrical infrastructure at nine airports throughout the United States. (Mead & Hunt signed a non-disclosure agreement with the OEM and cannot disclose the firm name.)

AAM and Master Plan Development

Mead & Hunt has assisted several airports with the siting of electrical infrastructure and vertiports during master plan development. Specific airports

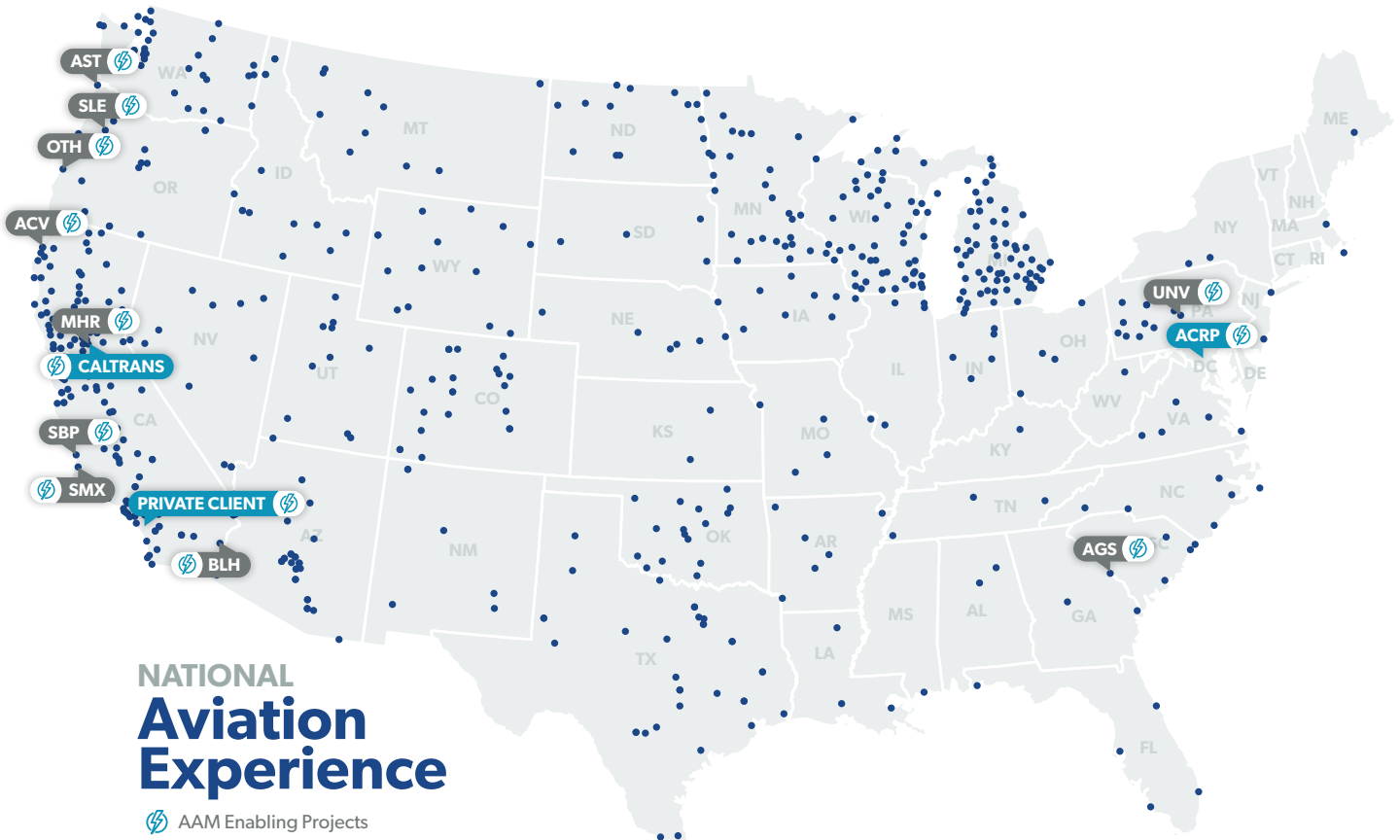
include the Astoria Regional Airport (AST), Palm Springs Airport (PSP), Salem Municipal Airport (SLE), and Santa Barbara Airport (SBA).

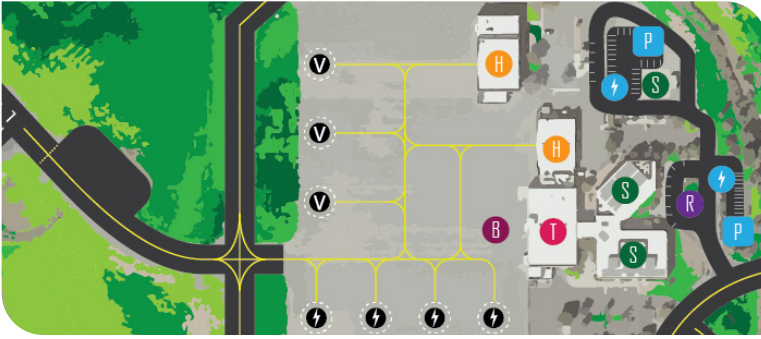
Statewide Planning Efforts

Mead & Hunt recently assisted the Caltrans Division of Aeronautics (Caltrans) with its Aviation System Plan, and it currently working with Caltrans to develop an AAM Infrastructure Readiness and Three-Year Implementation Plan, which is scheduled for completion in 2023.

Airport Land Use Compatibility Planning

A leader in airport land use compatibility planning nationwide, Mead & Hunt has helped communities consider the advent of AAM during ALUCP preparation. We are currently working the Napa County ALUCP to consider vertiport operations and infrastructure as part of its ALUCP update (ongoing).





California Department of Transportation AAM Infrastructure Readiness Study and Three-Year Implementation Plan (Ongoing)

Mead & Hunt is leading a multi-firm project team to assist Caltrans as it seeks to incorporate AAM into its vision for a safe, accessible, low carbon, 21st century multimodal transportation network. The Mead & Hunt team is working collaboratively with the California State Transportation Agency (CalSTA) and Caltrans to evaluate the readiness of the State's transportation multi-modal network to incorporate AAM in a safe, sustainable, and equitable manner and to develop a three (3)-year workplan to advance AAM at the statewide level in a manner that is beneficial to State residents. The project is being developed in response to Senate Bill 800, which established the Advanced Air Mobility, Zero-Emission, and Electrification Aviation Advisory Panel, to assess the feasibility and readiness of existing infrastructure, the development of a 3-year prioritized workplan, and pathways for promoting equity of access to advanced air mobility infrastructure. The project will be completed in September 2024 and delivered to the State Legislature before January 1, 2025.

Relevance

The project includes many elements that are similar to WSDOT's proposed plan. Two of our three subconsultant team members are contributing to California's statewide plan, and combined team experience will provide unique insights to WSDOT's proposed Air Mobility Aircraft Plan.

Key Personnel

- Lisa Harmon: *Project Manager*
- Maranda Thompson: *Deputy Project Manager*
- Hardy Bullock: *Use of Highway Corridors for AAM Routes*
- Tim Middleton (HMMH): *Vertiport Siting and Policy Development*
- Yolanka Wulff (CAMI): *Public Outreach*
- Adam Cohen (CAMI): *Public Outreach*

Social Sustainability Analysis for King County International Airport – Boeing Field (BFI)

Mead & Hunt was engaged by King County to conduct Social Sustainability Analysis in support of two proposed infrastructure projects: electrical upgrades and stormwater rehabilitation. The proposed project was conducted in support of the King County Equity and Social Justice Strategic Plan, which seeks to further a vision where all people have equitable opportunities to thrive.

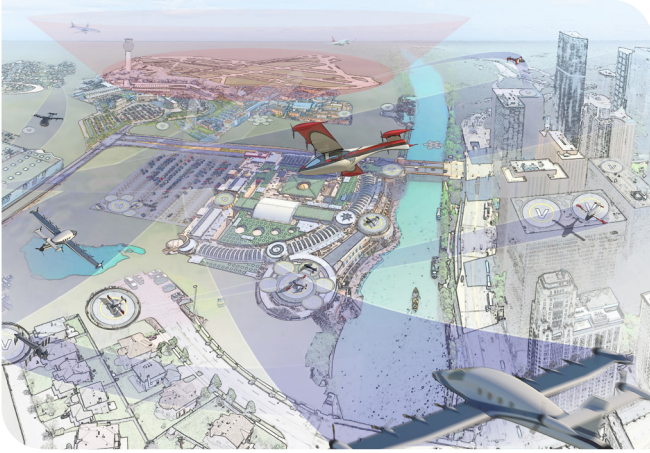
Mead & Hunt staff were charged with monitoring social sustainability throughout project. Team member Anita Cobb developed responsive and adaptive community outreach plans to help design a more inclusive process.

Relevance

The Mead & Hunt team was responsible for meeting with local community leaders and developing a comprehensive Equity Impact Review Tool and Sustainability Scorecard that were implemented throughout the project. These efforts enabled us to consider community needs and incorporate them during alternatives development, design, and construction. The lessons learned from this project will serve as input to the forthcoming AAM Work Plan and Policy Framework.

Key Personnel

- Anita Cobb



ACRP Report 261, Advanced Air Mobility and Community Outreach

Mead & Hunt, in partnership with CAMI, conducted a research project to help communities undertake community education and outreach to prepare for the advent of AAM. The project included substantial outreach to community representatives nationwide and targeted case studies to identify potential challenges to AAM integration. To address community questions and concerns, the project includes the development of public outreach and education materials, such as a “Meeting-in-a-Box” toolkit that can be used or adapted by community and agency representatives to lead community outreach activities.

Relevance

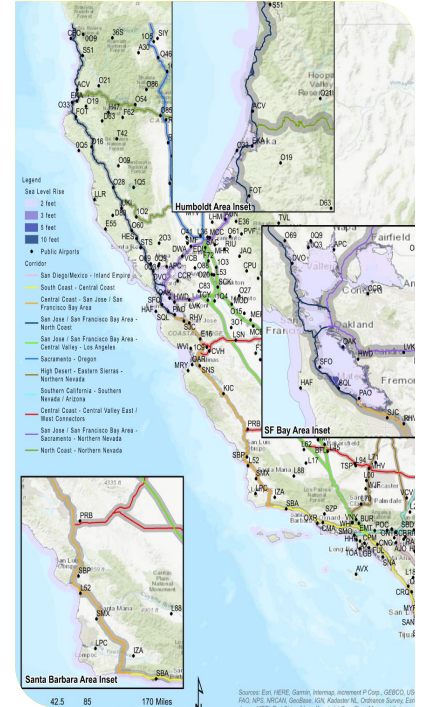
Engaging stakeholders and developing a strategy to manage concerns are important to successful project implementation. The research, strategies, and outreach tools developed during this project can assist WSDOT as we create a stakeholder engagement plan to support development of a statewide AAM Work Plan and Policy Framework.

Key Personnel

- Maranda Thompson: *Project Manager*
- Lisa Harmon: *Deputy Project Manager*

California Aviation System Plan

Mead & Hunt developed the California Aviation System Plan (CASP), which forged an original approach for developing state aviation system plan that considers aviation not as a standalone transportation mode, but as an integral component of the State’s multimodal system and critical, contributing element of the State’s economy.

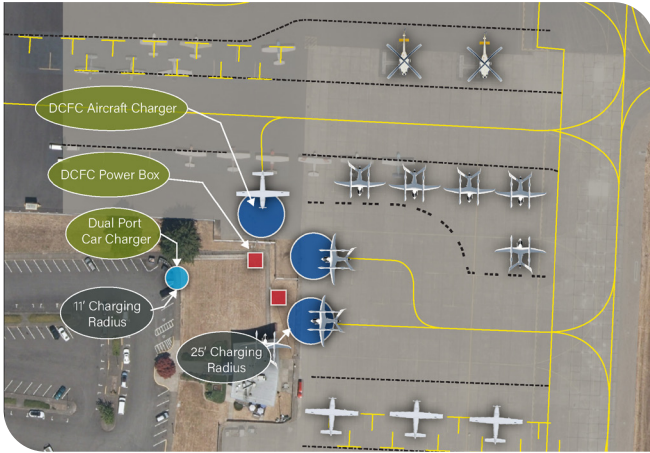


Relevance

The CASP was developed as a broad vision that presented aspirational goals that extended beyond aviation to consider California’s multimodal transportation and emerging technologies, such as AAM. The objectives and policy recommendations can serve as building blocks that WSDOT can consider as it develops its forthcoming Implementation Plan to improve the Statewide aviation system and integrate its aviation facilities to culminate in a more resilient, multi-modal transportation network to support the State of Washington. With the integral knowledge of Washington airports, the State, and WSDOT, the Mead & Hunt team can efficiently begin your Air Mobility Aircraft Plan.

Key Personnel

- Lisa Harmon: *Project Manager*
- Maranda Thompson: *Deputy Project Manager*



eVTOL Charging Infrastructure Planning and Design

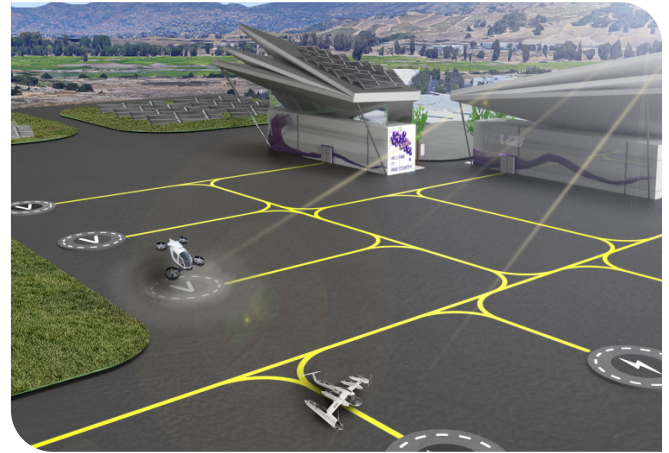
Mead & Hunt has been working with BETA Technologies to install electric aircraft charging infrastructure at airports across the country. This work includes planning; environmental permitting; coordination with airports, fixed base operators (FBOs), the FAA, and utility providers; and engineering design.

Relevance

This project has given our team firsthand experience planning and designing for eVTOL operations in an airport environment. We work directly with BETA Technologies, utility providers, airports, local governments, and the FAA to implement these projects. This gives our team a broad perspective of the concerns that each of these stakeholders have and how to address them.

Key Personnel

- Maranda Thompson
- Mark Stifter



AAM Infrastructure Development Framework

Mead & Hunt developed the integration framework for a private developer that was investigating vertiport development on top of existing buildings in a large US city. The framework laid out the approach for evaluating land use, structural capability, electrical supply, and access between the vertiport and other modes of transportation. This work was performed under a non-disclosure agreement, so the client’s name and project location cannot be shared.

Relevance

The framework established during this project shares many elements with the work requested by WSDOT under this proposal. Our Team understands the order, key considerations, and analysis process needed to prepare an AAM Work Plan and Policy Framework. This project has provided the ability to integrate vertiports on greenfield and developed sites, guidance on how to evaluate eVTOL operations in an urban area, along highway transportation corridors, and the considerations that go with developing on top of existing structures.

Key Personnel

- Maranda Thompson



Airport Microgrid for the California Redwood Coast – Humboldt County Airport (ACV)

Mead & Hunt assisted the Humboldt County Airports Department with the development of new solar power array, battery storage facility, and associated infrastructure to support airport operations and create a sustainable source of energy that can function as part of the regional power grid or independently to enable ongoing airport operations during regional outages or interruptions. Mead & Hunt provided environmental compliance, planning and permit support, and facilitated coordination among the County, FAA, the Schatz Energy Center at Cal Poly Humboldt, and the Redwood Coast Energy Authority. The microgrid furthers the County's resilience and sustainability goals.

Relevance

Aircraft charging infrastructure electricity demands are expected to quickly exceed what local utilities are able to provide. While utilities will upgrade their infrastructure, a microgrid can help bridge the gap in electricity supply and reduce implementation delays. As WSDOT is considering existing highway transportation corridors, micro grid technology will be an important tool and consideration for remote areas of the state, as well as populated areas where there may be areas of opportunity to implement recharging microgrids.

Key Personnel

- Lisa Harmon



Airport Land Use Compatibility Plan (ALUCP) Update for Napa County Airport

Mead & Hunt is preparing a comprehensive update of the NAPA County ALUCP to clarify and enhance its policies and facilitate implementation by local jurisdictions. Mead & Hunt is working with the Airport Land Use Commission (ALUC) and representatives from three cities and one unincorporated community to update procedural policies and undertaking substantial public outreach.

In addition to updating airport data that serves as the basis of the ALUCP and associated noise, overflight, safety and airspace protection policies, Mead & Hunt is also formulating policy and incorporating standards pertaining to eVTOL standards to prepare the ALUC and communities within the Airport Influence Areas for forthcoming AAM operations.

Relevance

Mead & Hunt is preparing one of the first ALUCPs to consider the potential land use effects of AAM and identify specific policies and procedures related to the development AAM infrastructure and operations. The lessons learned from this project will be incorporated into the proposed AAM Policy Framework.

Key Personnel

- Maranda Thompson
- Krista Robertson

SECTION 2

QUALIFICATIONS OF PROPOSED PROJECT MANAGER



Lisa Harmon

Email: lisa.harmon@meadhunt.com

Phone: 916-993-4650

Mead & Hunt is a straightforward firm with a straightforward approach to doing business. Our project team members are empowered with the authority to assign technical resources to the Air Mobility Aircraft Plan as needed. Maranda Thompson, a Mead & Hunt Vice President charged with overseeing aviation planning pursuits on the West Coast, will serve as the project's Principal-In-Charge. Should conflicts arise, Maranda will see that the technical resources and proposed project team remain available. She will support Lisa by allocating necessary resources among regional offices and access technical skills when they are needed.

Mead & Hunt's proposed Project Manager, Lisa Harmon, is a seasoned project manager who has successfully completed large-scale aviation planning and research projects for a variety of west coast clients during the past 10 years. She is currently working with the Caltrans Division of Aeronautics to prepare a statewide AAM Infrastructure Readiness and Three-Year Implementation Plan. Lisa will serve as the single point of contact and communicate frequently with the WSDOT Contract Manager.

Mead & Hunt understands that strong project management skills are necessary to promote project efficiency and to facilitate and encourage collaboration. With more than 20 years' experience, Lisa is accustomed to leading large, interdisciplinary project teams. She will be responsible for contract administration, client communication, project schedules, and project delivery. Lisa is based in our Sacramento California office with easy access to Washington. Lisa will be assisted locally by Deputy Project Manager Kevin Nuechterlein, C.M. Kevin is a seasoned airport professional and planner and is located in our Seattle WA Office. Kevin will be available to meet with WSDOT staff, attend meetings, and respond to critical issues. Task Leaders will see that project deliverables and schedules address regulatory requirements and meet the WSDOT expectations.

Lisa is a leader in AAM research. She is a member of AAAE Emerging Technologies Working Group's leadership team, and has spoken at conferences nationwide and internationally regarding AAM-related to airport infrastructure, land use considerations, and wildlife hazard management.

Recent Projects:

- California Department of Transportation, Division of Aeronautics – Advanced Air Mobility Infrastructure Readiness and Three-Year Implementation Plan (*Project Manager, Ongoing*)
 - ▶ Responsible for team organization, budget, scheduling, QA/QC, and project deliverables.
- Airport Cooperative Research Program – Report 261: *Advanced Air Mobility and Community Outreach, A Primer for Successful Stakeholder Engagement (Contributing Author, 2024)*
 - ▶ Deputy Project Manager, contributing author, and QA/QC review.
- Airport Cooperative Research Program – Report 251: *Wildlife Hazard Management Program Evaluation Report Card (PERC) Tool (Project Manager/Tool Designer, 2023)*
 - ▶ Responsible for project budget, schedule, and delivery. Project is relevant because it enables agencies to evaluate programs and provides a public outreach tool for a sensitive subject.
- California Department of Transportation, Division of Aeronautics – Aviation System Plan (*Project Manager, 2022*)
 - ▶ Document author, team coordinator, and client liaison. Responsible for project budget, schedule, and delivery.
- Humboldt County Airport Department – Microgrid Development Environmental Assessment (*Project Manager, 2022*)
 - ▶ Primary document author, team coordinator. Responsible for project budget, schedule, and delivery.

SECTION 3

KEY TEAM MEMBERS QUALIFICATIONS

Organizational Chart



Resumes

Lisa Harmon

Mead
& Hunt

Role: Project Manager

Lisa Harmon is a project manager with 24 years of experience in aviation and environmental planning, regulatory compliance, land use compatibility, and policy development. She has special expertise working with projects associated with emerging technologies such as Advanced Air Mobility and Space Port development. She has worked with clients nationwide to develop environmentally sustainable aviation plans, policies, and frameworks while remaining focused on aviation safety. She is adept at fostering team collaboration and on-time project delivery.



Lisa has in-depth knowledge of FAA regulations and policy and how they must be implemented at the state, regional and local level. Her expertise with land use compatibility planning and wildlife hazard management have provided her with expertise in translating FAA regulations into statewide, regional and local policy, and ensuring that such policies are “right sized” and feasible for implementation. Her environmental experience has enabled her to understand the relationship between federal and state regulatory frameworks implementing the National Environmental Policy Act (NEPA) especially in the Pacific Northwest. She routinely drafts aviation and land use compatibility policies for consideration by local jurisdictions.

Relevant Projects

- **California Department of Transportation (Caltrans), Division of Aeronautics, California Aviation System Plan (2019 to 2021, adopted 2022):** Lisa served as the Project Manager for a non-traditional aviation system plan that satisfied FAA guidance in Advisory Circular 150/5070-7 for the Airport System Planning Process and addressed State goals to consider aviation not as a standalone mode but as a component within the State’s multimodal transportation system. Lisa’s knowledge of FAA regulations and California’s aviation system enabled her to develop a document that fulfilled both goals without the need for multiple iterations, which can affect project budgets and schedules.
- **Transportation Research Board, ACRP Project 251: Program Evaluation Report Card for Wildlife Hazard Management Plans (2020 to 2022):** As the principal investigator for the development of a Wildlife Hazard management self-evaluation tool, Lisa was responsible for project research and outreach to more than 40 airports and agencies in 22 states during a defined three-month period. To maintain the project budget, schedule, and prevent scope creep, Lisa convened focused project research meetings that enabled collaboration and exploration while facilitating the meetings in a manner that specifically addressed the research questions. The discussions and detailed meeting documentation focused researchers and project participants prevented the inclusion of tangential topics leading to “scope creep”, which maintain project budgets and schedules. The project was delivered two weeks early, and the evaluation tool has been implemented at commercial service airports in the U.S. and internationally to communicate wildlife hazard management issues.
- **Humboldt County Department of Airports, California. Environmental Assessment and Permitting For Microgrid Construction (2019 to 2022):** As the Project Manager, Lisa was responsible for coordination with federal, state, and local agencies including FAA, the Humboldt County, research from the Schatz Energy Center at CalPoly Humboldt, and the Redwood Coast Energy Authority (RCEA). To meet non-negotiable deadlines, Lisa convened regular meetings among multiple FAA staff and non-aviation entities to provide education and understanding of regulatory requirements and policy goals, project review requirements and timeframes, and to streamline processes where possible. The project was the first 100% renewable energy, front-of-the-meter, multi-customer microgrid.

Education

- MS, Transportation Management, Mineta Transportation Institute, San Jose State University (2013)
- Certification, Transportation Management, University of California–Davis Extension Program (2009)
- Certification, Publishing, University of Denver Publishing Institute (1988)
- BA, English Literature, Wells College (1985)

Key staff project experience is highlighted in the Team Experience section of this SOQ.

SECTION 3 • KEY TEAM MEMBERS QUALIFICATIONS

Mead
& Hunt

Maranda Thompson

Role: Principal-in-Charge

Maranda manages Mead & Hunt's West Coast Aviation Planning practice and is a skilled senior planner and project manager with over two decades in the aviation industry.



Maranda co-leads Mead & Hunt's Advanced Air Mobility (AAM) & Airport Electrification Initiative and is actively involved in raising awareness of emerging technologies to airport executives and advising airports on policy, airspace, infrastructure, and stakeholder engagement considerations of integrating AAM technologies into airport systems. Maranda has presented on AAM-related topics at conferences and to regional aviation planning agencies. Maranda also serves as an advisor to airport clients seeking input on the considerations of integrating AAM into local and regional planning efforts.

Maranda also leads Mead & Hunt's airport land use compatibility planning practice and has assisted many local government agencies in the successful development of compatibility regulations aimed at limiting the public's exposure to excessive noise and safety hazards and protecting airports from encroachment of incompatible land uses. Her expertise includes policy development, compatibility assessments of complex land use proposals, stakeholder engagement, and GIS-based implementation tools.

Education

- BA, Double Major, Environmental Planning and Economics, Sonoma State University—California

Mead
& Hunt

Kevin Smith, AAE

Role: Quality Assurance/ Quality Control

Kevin Smith has 27 years of comprehensive experience in aviation industry and local government, including his most recent role as General Manager of the Truckee Tahoe Airport District. Kevin's experience encompasses supervising day-to-day operations balanced with long-term strategic direction of airports, municipalities, and complex organizations.



Kevin's experience managing and directing airport and municipal public agencies will provide vital airport policy and local government perspective to planning and research projects, as well as collaboration with airport stakeholders and local, state, and federal agencies. He has extensive experience serving and supporting elected and appointed boards, councils, and commissions. He regularly counsels airports on master planning, aviation and non-aviation land use planning, hangar leasing and development, revenue diversification, rates, fees, and charges, FAA coordination, airport administration challenges, public outreach strategies, support of elected officials, and strategic planning.

Education

- MS, Urban Planning and Resource Management (Geography), Brigham Young University
- BS, Planning and Resource Management, Brigham Young University
- AA, Spanish, Ricks College

Registration

- Accredited Airport Executive (AAE)
- Instrument-Rated Private Pilot
- Aircraft Owners and Pilots Association (AOPA)

Key staff project experience is highlighted in the Team Experience section of this SOQ.

SECTION 3 · KEY TEAM MEMBERS QUALIFICATIONS



Kevin Nuechterlein, MPA, CM

Role: Deputy Project Manager

Kevin Nuechterlein has over seven years of comprehensive aviation industry and local government experience in the Northwest, including his most recent role as the Capital Planning and Program Manager for the King County International Airport-Boeing Field (BFI). Kevin's experience includes developing and implementing the capital improvement program for BFI. He has expertise in capital planning, scheduling and budgeting with a focus on measurable results and actionable performance measures. He also developed the community engagement program for BFI and lead the community engagement activities for BFI's Master Plan Update as well as numerous planning, architectural, engineering and construction projects.



Having extensive airport operator experience, he understands the needs and demands of airport management and will provide a critical airport and local government perspective to meet the needs of his airport clients. Kevin has strong relationships with the Seattle Airport District Office staff and knows how to work closely with them to achieve airport goals. Kevin has been selected for speaking engagements with the Transportation Research Board, Washinton Airport Management Association, American Society of Public Administration, and various American Association of Airport Executives conferences, to speak on Master Plans, community engagement and universal design in planning projects. Kevin brings a personable approach to build consensus and achieve lasting results for his clients. Kevin will support the stakeholder and community engagement, capital planning and landside development tasks on this contract.

Education

- MPA, University of Washington
- BS, Loyola University Chicago

Registration

- Certified Member (CM), American Association of Airport Executives (AAAE)



Kevin Mulcaster, AICP

Role: Client Liaison

Kevin Mulcaster brings more than 25 years of aviation planning, environmental and public involvement experience to your projects. Recently, Kevin has served as program manager for the development of a two-phased master plan, environmental assessment (EA) and design and construction administration for a \$119 million runway realignment program at the Pullman-Moscow Regional Airport. Kevin has also recently managed 3 other environmental assessments in the FAA's Northwest Mountain Region. Kevin's prior employment with the FAA Airports Division as a community planner and environmental protection specialist provides him the unique perspective and experience to meet FAA expectations and deliver your project on-time. Kevin is a member of the Transportation Research Board (TRB) Aviation System Planning committee and regularly participates in research and exploration of issues affecting the national aviation system.



As both a planner and environmental specialist, Kevin brings solid technical experience to the Mead & Hunt team. Most recently, Kevin was the lead planner for the development of the Oregon aviation system plan update, economic impact study, and state aviation master plan which together formed the Oregon Aviation Plan 2007. These studies looked beyond the traditional state aviation system planning elements by combining three planning studies that assess the condition of the existing infrastructure, the economic benefit of the aviation industry, and the national importance and state significance of each airport. Kevin evaluated each individual airport and identified deficiencies that preclude an airport from performing its role in the system. Kevin was also responsible for making presentations to the state aviation board, special interest groups, and the general public.

Education

- BS, Urban and Regional Planning, Eastern Michigan University

Registration

- American Institute of Certified Planners (AICP)

Key staff project experience is highlighted in the Team Experience section of this SOQ.

SECTION 3 • KEY TEAM MEMBERS QUALIFICATIONS



Stephanie Ward, AICP

Role: Airport Land Use Compatibility Planning

Stephanie Ward has over 30 years of experience conducting planning studies for aviation-related projects. She has vast experience developing community support and an in-depth understanding of airports within their host communities. Developing strong public relations with governmental agencies and the general public is one of her many strong points. Stephanie has a passion for assisting airports with their development. She sees the value they provide to their local community and region and strives to work with their local sponsors to foster appropriate growth and development.



Stephanie has played a key role in developing planning documents for airports ranging in size from air carriers to small GA facilities. She has prepared more than 200 studies for air carrier airports, GA airports, and state and national aviation agencies, including projects at more than four dozen Michigan airports. Her responsibilities include developing airport master plan reports, ALPs, airport property maps, land acquisition plans, airport zoning plans and ordinances, runway safety area studies, site selection studies, and site feasibility studies, as well as performing EAs. With a strong background in urban planning, coupled with her aviation and private pilot experience, Stephanie combines the aviation perspective with community and personal aspects of planning to create comprehensive studies. She also serves as an instructor at Western Michigan University, teaching airport planning. She has been involved in more than two dozen Airport Cooperative Research Program (ACRP) projects, providing her with valuable national knowledge, and was the lead author for the recently published FAA AC 150/5090.4B, Airport Land Use Compatibility.

Education

- MS, Parks and Recreations Resources, Michigan State University
- BS, Urban Planning, Michigan State University

Registration

- American Institute of Certified Planners (AICP)



Eric Laing

Role: Funding/Cost Sharing Programming

With more than 20 years of aviation planning experience, Eric Laing is well-versed in airport economic and financial principles, having worked on individual airport projects and statewide studies.



Eric's skill set includes work on a variety of aviation related projects. He has conducted noise analysis of general aviation airports, performed financial analysis of airports, worked on master plans, and managed various airport studies. He has served as a team leader, supervising planners, designers, and engineers.

Eric brings a pilot's perspective to every project. He began flying in 1991 and is a commercial-rated pilot with an instrument rating. In 2003, he added a commercial seaplane rating to his certificate. He is also certified as an advanced ground instructor. As part of his post-graduate studies, Embry-Riddle Aeronautical University awarded Eric a research grant to fund his study of the effectiveness of general aviation marketing programs. The study involved a large-scale survey of student pilots and a detailed statistical analysis of the results. He continued his pursuit of aviation knowledge, serving as an adjunct professor at Embry-Riddle's worldwide campus in Cincinnati.

Education

- MS, Aeronautical Science, Embry-Riddle Aeronautical University
- MS, Journalism, Northwestern University
- BS, Chemistry, United States Naval Academy

Registration

- Certificated Commercial Pilot, Land and Sea
- Instrument Rating
- Advanced Ground Instructor

Key staff project experience is highlighted in the Team Experience section of this SOQ.



Mihir Rimjha, PhD

Role: Vertiport Siting

Mihir Rimjha is a Senior Consultant within the Aviation Environmental Services group. He has a Ph.D. in Air Transportation Systems specializing in Urban Air Mobility from Virginia Tech University. He diligently studied relevant coursework in air transport systems and airport planning and has wide-ranging research knowledge related to Urban Air Mobility (UAM) and Advanced Air Mobility (AAM). Mihir has more than four years of experience in building frameworks and performing feasibility analyses of UAM systems for NASA Langley. He has contributed to the state of knowledge of UAM and AAM through several publications and proceedings. He is experienced in aviation modeling, network simulation, travel behavior modeling, and noise analysis and is proficient with AEDT, INM 7d, and ArcGIS Pro.

Education

- PhD, Air Transportation Systems, Virginia Tech University
- MS, Civil Engineering, Virginia Tech University
- Bachelor of Technology, Civil Engineering, National Institute of Technology, Tiruchirappalli



Tim Middleton, CM

Role: eVTOL Noise Compatibility

Tim Middleton has more than fifteen years of airport management, noise abatement, and environmental compliance experience. With a background in Political Science and Public Policy, Tim leverages his technical knowledge and public outreach expertise to effectively communicate to a wide range of clients, including members of the public, airport managers, the Federal Aviation Administration (FAA), and state and local officials. His core competencies include managing Title 14 CFR Part 150 Airport Noise Compatibility Planning studies, operating Airport Noise and Operations Monitoring Systems, responding to airport noise complaints, writing technical reports for senior airport staff, training airport staff on noise abatement best practices and procedures, and presenting complex technical information in an approachable manner.

At Teterboro Airport, he was the originator of an airport specific training module aimed to reduce the number of airfield Vehicular Pedestrian Deviation (VPDs) for the 14 CFR Part 139 Driver Training Program. He also led an initiative with the Airport Operations Department to create and implement an internal accident and incident review form. Additionally, as a Certified Member (C.M) of the American Association of Airport Executives (AAAE), Tim is trained and skilled in working within the complex regulatory environment of airports.

Education

- BA, History and Political Science

Key staff project experience is highlighted in the Team Experience section of this SOQ.

SECTION 3 • KEY TEAM MEMBERS QUALIFICATIONS



Yolanka Wulff, JD

Role: AAM Stakeholder Engagement

With two decades of experience in the successful development, implementation, and management of mission-driven programs, Yolanka possesses unparalleled abilities to vision strategically, solve problems creatively, mediate stakeholder differences collaboratively, and communicate effectively. Yolanka is an attorney, thought leader, and bridge builder with a passion for making the world more sustainable. Yolanka is the co-founder and Executive Director of CAMI, a non-profit educational organization whose mission is to support the responsible integration of advanced air mobility into communities through education, communication, and collaboration. She is responsible for CAMI's programs including the development of topical resources, webinars, conferences and collaborations. She leads the development and implementation of CAMI's Urban Air Policy Collaborative, a program that brings state and local agencies together in a nine-session cohort program with an extensive curriculum in preparing for advanced air mobility. Through the cohort program and the associated forums with industry leaders, CAMI spearheads the development of model policies and best practices for community integration of advanced air mobility. Since 2010, Yolanka has worked with numerous agencies and jurisdictions to develop and implement programs to promote sustainable aviation and urban / regional on-demand mobility. She has worked internationally with industry, government, academia and nonprofits on policy, standards and regulations, industry development, market challenges, communications, and public education.

Education

- Sustainable Transportation Certification Program, University of Washington
- Juris Doctor, University of Washington, School of Law



Bronlea Mishler

Role: Agency Outreach

Bronlea Mishler, M.Ed., is the government public relations consultant who truly GETS government. She brings more than a decade of experience as a government communications director and social media manager to the consulting world. She is a sought-after crisis communications speaker and trainer. Her real-world experience as a strategic communicator, spokesperson and social media expert bring authenticity to facilitated trainings and plan development, and she has a keen eye for detail in the development of crisis communications plans and teams.

Bronlea has supported and led public information and crisis communications teams for large-scale emergencies at the state and local level. She began her professional career as a local newspaper reporter and copy editor.

Education

- MEd, Adult Education, Eastern Washington University
- BA, English, Western Washington University

Relevant Projects

- King County Maritime Resilience Framework (King County, WA)
 - ▶ Review draft framework; develop and deliver two facilitated discussion-based exercise with public and private stakeholders (~\$15,000)
- US Department of Energy Consent-Based Siting
 - ▶ Communications strategy and spokesperson training for federal-level partners; support communications efforts of consortia members (~\$5,000, Ongoing)
- Global Strategic Management Institute – Zero Time
 - ▶ Zero Budget content creation strategies workshop guiding participants through strategic processes to understand their audience, collect and analyze data, and develop engaging content (~\$1,500)

Key staff project experience is highlighted in the Team Experience section of this SOQ.

SECTION 4

FIRM'S PROJECT MANAGEMENT SYSTEM



Project Management

Mead & Hunt promotes frequent and ongoing communication with its clients using structured and informal approaches. Mead & Hunt will prepare a communication plan following Notice-to-Proceed (NTP) that will provide contact information and a plan for bi-monthly check-in teleconferences with Division staff, formal monthly progress reports, and ongoing conversation or teleconference to resolve questions as they arise. Lisa's will facilitate ongoing communication with WSDOT assisted by Kevin Nuechterlein who is located locally in Seattle WA.

Lisa will provide ongoing project monitoring through daily discussions with staff, weekly review of automated project billing reports, and structured weekly teleconferences with staff members. Frequent communication with our staff and team partners supports ongoing schedule and project monitoring throughout the life of the project.

Lisa understands that communication extends beyond project management and team leadership. She has worked with numerous advisory committees, facilitated public meetings and work sessions, and led public outreach efforts during complex projects. She is accustomed to providing informational and educational materials for diverse audiences to see that stakeholders remain informed and agency decision-making remains transparent.

Deputy Project Manager Kevin Nuechterlein knows the local environment in Washington State having worked for half a decade at King County International

Airport-Boeing Field (BFI) as their Planning and Capital Improvement Manager prior to working at Mead & Hunt. He oversaw BFI's 30M annual Capital Improvement Program, multiple planning and engineering on-call contracts and executed a \$4.5M Master Plan and Part 150 Study contract. He has significant experience working with local government elected officials in Washington State as well as the FAA Seattle ADO staff.

Kevin knows how to navigate the political environment, share information tailored for electeds and work together to get things accomplished. His experience from a Primary Non-hub airport sponsor standpoint will add a vital perspective to the AAM Plan that will ensure the results will be practical and implementable.

Kevin also managed BFI's community engagement program for many years and therefore knows many of the major concerns and how to work with community leaders to ensure their valuable input is heard and incorporated. He has organized and led public meetings, advisory committees and community council meetings.

Task Leads Stephanie Ward, Kevin Nuechterlein, and Eric Laing are well qualified to serve as technical leads, guiding our talented project Team and encouraging collaboration and creativity. They will work closely with the Project Manager to contribute to the Air Mobility Aircraft Plan development to see that efforts remain focused, on schedule, and achieve Division goals to create a safe, accessible, low carbon, 21st Century multimodal AAM transportation network for the State of Washington.

SECTION 4 • FIRM'S PROJECT MANAGEMENT SYSTEM

During our in-person kick-off meeting, we will review specific roles and responsibilities of team members. We will outline the lines of communication for the Team and methods of communication. We will discuss expectations for project management and documentation. These are all critical elements to the execution of a successful project.

We will use email, phone calls, web-conferencing, and document sharing software to provide a multitude of communication methods and coordination between all Team members (internal and external). Mead & Hunt believes strongly in providing a quality product to our clients. Lisa Harmon will provide oversight of the project and execute our quality management plan for all stages of the project.

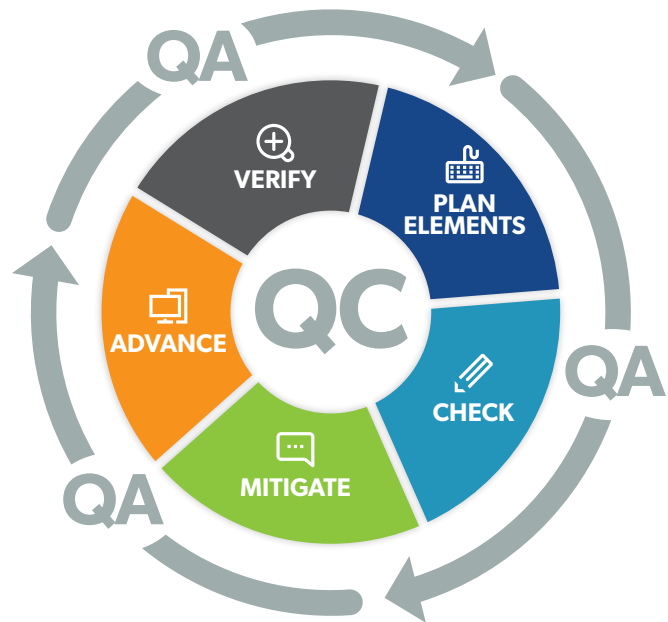
Tracking and Scheduling Software

Mead & Hunt uses modern and robust project tracking systems and scheduling software. Projects are managed through an industry proven DelTek Vision software. Budget phases and tasks are carefully tracked and monitored to assure projects are on time and on budget. Newforma, Teams, and MS Excel are also used throughout the project to assure document archiving and organization are optimized. Project Managers recently used this software on the following Projects:

- California Department of Transportation (Caltrans) AAM Infrastructure Readiness Study and Three-Year Implementation Plan
- California Aviation System Plan
- ACRP Report 261: Advanced Air Mobility and Community Outreach

Quality Control Procedures

Mead & Hunt takes exceptional care to develop quality deliverables. Our repeat clients are a testament to the quality of our work. Our goal is to meet and exceed your expectations and deliver the best possible value. Our quality control process focuses on procedures that enable us to deliver the best services, as well as provide quality deliverables. Lisa Harmon, Project Manager, supported by Kevin Nuechterlein Deputy Project Manager, and Kevin Smith, Quality Assurance/Quality Control, will verify quality controls, monitor progress, and refine our approach, if needed.



Our quality assurance process builds in redundant reviews to make sure you receive quality products and recommendations. Quality begins at the individual planners and designers, with forms and procedures to document their actions in relation to our standard methods. Cloud-based computing allows our team members to share data efficiently among our offices, with reduced potential for system failures and real-time updates of shared data for large program delivery. Kevin will provide the first layer of quality review of our team's efforts. Lisa and Maranda will then review for content and overall integration, prior to an independent review that will be performed by one or more of our planning specialists and planning practice leaders. The independent review not only provides a thorough review to ensure quality, but also provides a fresh perspective on our design concepts, allowing our team to consider new ideas or validate our approach.

Project Management System Approach

Mead & Hunt uses a proven workflow approach on all system plans and study contracts to see that project schedules will be met. Evidenced by the number of owner representative contracts we hold with long-standing clients, this proven system, customized for the WSDOT Air Mobility Aircraft Plan project, provides consistency for project delivery on time and within budget.

SECTION 4 • FIRM'S PROJECT MANAGEMENT SYSTEM

Initiate & Plan

Project Manager Lisa Harmon and our task leaders will work with the WSDOT project manager and related staff to develop an agreed upon scope, schedule, and budget for the assignment to identify objectives and deliverables and clearly define a successful outcome. The project-specific schedule will document quality control and quality assurance periods, draft submittal dates, review periods, and final deliverable dates. Review periods will allow WSDOT staff and stakeholders to review, provide comments, and see that the project is on track to be successful. This Initiate and Plan phase will occur within 30 days of Notice to Proceed.

Deliver

At the beginning of the delivery phase, Lisa, Kevin, and the task leaders will develop a management plan that includes a detailed work plan, resource planning, internal schedule, and quality management plan. These work products will be augmented and updated to reflect the needs throughout the WSDOT Air Mobility Aircraft Plan process. During project execution, Lisa and the task leaders will provide direction to project staff, coordinate with the WSDOT Project Manager and related staff, monitor and report on progress (schedule, cost, and completeness), and identify issues, as well as develop mitigation strategies for identified issues.

Project Close Out

The close out phase of a project consists of performing debriefings, completing project deliverables, and finalizing invoices. We will assist WSDOT in archiving all project deliverables in a format that complies with WSDOT standards.

Management and Accountability Processes for Subconsultants

Mead & Hunt, HMMH, and CAMI have worked together on more than 20 projects together. We are also pleased to partner with Bronlea M Consulting who is locally based with expertise working with Washington communities as well as WSDOT. Mead & Hunt's familiarity and past working history with our sub-contractors will result in an efficient and effective working relationship. Our subconsultants know our expectations and have a proven track record of

meeting them. There are four core tools we use to manage our Teaming Partners to keep their parts of the project on schedule and at the same level of quality we expect from our own deliverables.

Task List: This is attached to each contract and specifically outlines for what section of the scope the subconsultant is responsible. It will include number and format of expected meetings, file formats for deliverables, and other Members of the Team that are involved on the same task and the tasks that precede and follow.

Team Charter: The Team Charter outlines the communication protocols, conflict resolution processes, document and mapping standards, and key points of contact.

Recurring Check-in Calls: Team Members' involvement will vary as the project progresses. As the task kickoff approaches, we coordinate with our partners to confirm staff availability and set up recurring check-ins throughout to address challenges and keep on schedule. The frequency of check-ins varies, but the calls are generally every one to two weeks.

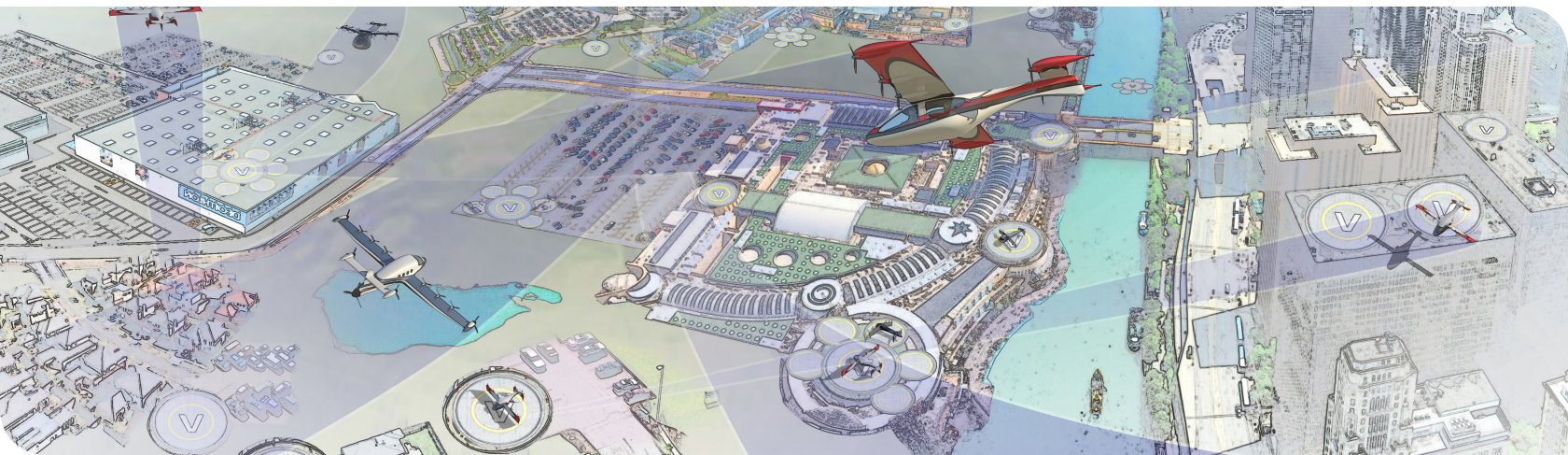
Monthly Invoicing and Progress Reporting: When working on a task, our Team Members send a progress report with their invoice indicating what tasks were completed and what tasks are coming in the following months. This helps control budget and schedule.

Availability to Proceed with Work as Currently Scheduled

This project is scheduled to begin in mid-2024. Our Team is fully available, and key Team Members will reserve time in their schedules leading up to notice to proceed. Mead & Hunt has weekly aviation planning workload meetings, and the start of this project will be made a recurring line item so that staff are prepared to engage the moment notice to proceed is issued by WSDOT.

SECTION 5

PROJECT DELIVERY APPROACH



Scope of Work

Mead & Hunt will assist WSDOT through the preparation of a Work Plan to guide the implementation of a new Advanced Air Mobility (AAM) system to transport people and goods within and between cities and remote areas within the State of Washington while recognizing its diverse population and geography. The proposed AAM system envision a new transportation mode to complement/ supplement the State's existing transportation system through the use of a new and diverse fleet of electric vertical take-off and landing (eVTOL) aircraft and drones that provide opportunities to reduced travel times, improve connectivity and accessibility, and offers improved mobility accessibility to State residents, and enhances emergency response capabilities.

The proposed Work Plan will acknowledge the challenges associated with the implementation of a new transportation mode including those associated with passenger and public safety, the need for a new regulatory framework to govern AAM vehicles and operations, infrastructure development, and public outreach/public acceptance and engagement.

The Mead & Hunt team will provide the WSDOT with a comprehensive Work Plan and Policy Framework that:

- Complements, augments, and optimizes the States existing transportation system

through phased and integrated infrastructure development; and

- Identifies regulatory, funding, and policy frameworks for phased, sustainable, and equitable infrastructure development and operations.

Mead & Hunt anticipates contract Notice to Proceed on or near May 1, 2024. The Draft Work Plan to develop a statewide AAM integration plan will be completed and submitted to WSDOT by March 1, 2025, so that it can be delivered to the Office of Financial Management and Transportation Committees of the Legislature no later than June 1, 2025. The Mead & Hunt team will prepare the proposed Work Plan and policy framework through eight project phases as described in the following paragraphs.

Phase 1: Project Management

Mead & Hunt's Project Manager will maintain open lines of communication with WSDOT's Contract Manager throughout the term of the contract (estimated at 10 months). Mead & Hunt's Project Manager will serve as the point of contact for all project-related communications and will be responsible for identifying and assigning the individual activities, communicating tasks assignments, and task delivery in accordance with the project schedule and budget.

1.1 Kickoff Meeting, Program Overview, Establish Project Review Panel (Panel) Goals

The Kickoff meeting will be the first meeting with WSDOT staff. The Mead & Hunt Project Manager and the Task Leaders identified in the project Organization Chart (i.e., “Key members of the Contractor Team”) will participate in an in-person meeting held at



WSDOT offices within two weeks of notice to proceed (NTP). The Mead & Hunt Project Manager will provide the Contract Manager with a proposed agenda and meeting

support materials and will document project action items and other important points made during the meeting. Items addressed during the Kick-off Meeting will include, but are not limited to: Project scope of work, budget, and contract milestones; WSDOT expectations for forthcoming project activities and deliverables; and schedule and content of progress reports and conference calls.

1.2 Teleconferences with Contract Manager

The Mead & Hunt Project Manager will participate in twice-monthly teleconferences with the WSDOT contract manager for a maximum of 20 conference calls. Conference calls will be held using Microsoft Teams, Zoom, Webex, or a similar tool. (Teleconferences are not called out directly on the project schedule.)

1.3 Teleconferences with Technical Assistance Committee

Working with WSDOT, the Mead & Hunt team will establish a project Technical Assistance Committee (TAC) to review proposed project deliverables. The Mead & Hunt Project Manager and key team members will participate in up to four virtual meetings with the TAC as described in Phases P2 through P8 below.

1.4 Monthly Invoices

The Project Manager will submit monthly invoices to the Contract Manager that identify the number of hours worked by the Mead & Hunt Team. The invoices will include progress reports to describe the activities conducted during the invoice period, anticipated activities for the following invoice reporting period, and budget tracking sheet to document funds expended to date. Earned income will also be reported to compare the level of effort expended to the portion of work completed.

Task 1 Deliverables

- In-person kick-off meeting attendance by the Project Manager and Key Staff, plus meeting summary notes
- Up to four virtual meetings with the TAC
- Meeting agendas, supporting materials, and meeting summaries for in-person and virtual meetings. Agendas and meeting summaries will be provided electronically by email as both PDFs and in native files (e.g., Microsoft Word, excel, or PowerPoint.)
- Twice-monthly teleconferences with the Contract Manager (up to 20 calls)
- Monthly invoices and progress reports

Phase 2: Literature and State Transportation Program Review (Four weeks from NTP)

Task 4 will be led by Mead & Hunt’s Project Manager and CAMI staff member Adam Cohen.

Mead & Hunt’s project team members have authored or contributed to much of the foundational research associated with AAM including reports published by National Aeronautics and Space Administration (NASA), Airport Cooperative Research Program (ACRP), American Planning Association, and others, and we understand that WSDOT team member David Isen has conducted extensive research. The proposed Literature and State Transportation Program review will not provide an exhaustive review of research to date, but will focus on major themes and characteristics of AAM, its potential opportunities and challenges for implementation in the Washington State, and, most importantly, how AAM would correspond to Washington State Transportation Plan 2040 and its associated Implementation plan.

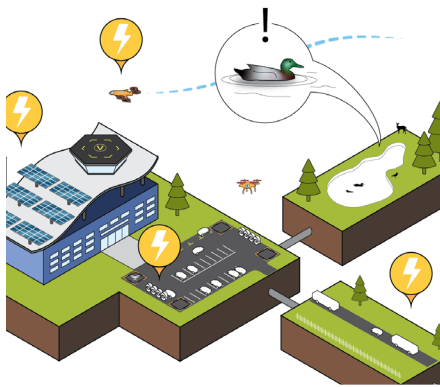
The Draft Literature and State Transportation Program review report will be limited to 20-25 pages and presented for WSDOT review and consideration prior to the first TAC meeting. The report will be revised following the first TAC meeting. A final report will be submitted within 1 week of the first TAC meeting. The report will serve as an appendix to the work Plan.

Deliverables:

- Draft Literature and State Transportation Plan review report within four weeks of NTP (PDF Format).
- Participation in TAC Meeting No. 1
- Final Literature and State Transportation Plan Report

Phase 3: Infrastructure Review and Readiness Assessment (Eight weeks from NTP)

Phase 3 will be led by Mead & Hunt Team member Hardy Bullock and Tim Middleton of HMMH. Using data gleaned from Phase 2 and from available federal, industry, and other research and planning documents the M & H team to provide a broad understanding of infrastructure needs association with AAM. The team will compile data such as federal interim guidance



and data from Original Equipment Manufacturers, airport/heliport planning standards, and data from ongoing research. Research will include, but will not be limited to foundational

documents such as: FAA Engineering Brief 105, Vertiport Design, European Aviation Space Agency (EASA) guidance released in March 2023 entitled "Prototype technical specifications for the design of VFR vertiports for operation with manned VTOL-capable aircraft certified in the enhanced category", and guidance pertaining to aviation and compatible land use, including worked developed by David Isen of WSDOT. In addition to these resources, information available from the current state of knowledge will be included, such as ACRP Report 236: Preparing Your Airport for Electric Aircraft and Hydrogen Technologies and the AAM Reality Index.

The proposed infrastructure report will also focus on existing transportation infrastructure in the State of Washington that could be considered for AAM use or development, such as existing airports and heliports, modal facilities such as water ports, inland ports, rail stations, and highway rights-of-way.

The proposed report will include guidelines for vertiport, vertipad, vertistop, and runway requirements for the AAM aircraft, and infrastructure sizing and siting guidelines based on anticipated throughput and operational tempo, taking into account the projected economies of scale. Using this data, the Mead & Hunt team will identify state governance structures, regulatory mechanisms, and processes to adequately complement oversight by FAA and other government agencies as identified. The report will consider the opportunities and constraints associated with the use of existing infrastructure. A matrix for site evaluation will be provided for WSDOT consideration I forthcoming policy development.

Specific items to be addressed I the report shall include, but not be limited to:

- Vertiport, vertipad, and runway requirements for the AAM categories identified in Task 3;
- Design requirements and parameters such as required dimensions, minimum offsets and clearances, and utility and communication infrastructure needs;
- Requirements to differentiate infrastructure based on capacity, such as those associated with hub, spoke, and point-to-point networks; and
- An overview of the land use compatibility considerations associated with facility design.

The Draft Infrastructure Review and Readiness Report will be presented for WSDOT review and consideration prior to the first TAC meeting. The report will be revised following the first TAC meeting. A final report will be submitted within 2 weeks of the first TAC meeting. The report will serve as an appendix to the work Plan.

Deliverables:

- Draft Infrastructure Review and Readiness Assessment within 8 weeks of NTP (PDF Format).
- Participation in TAC Meeting No. 1
- Final Literature and State Transportation Plan Report as appendix to final Report (see Phase 8)

Phase 4: Technical Assistance Committee (TAC) Meeting (12 weeks from NTP)

Mead & Hunt team member Bronlea M. Consulting will work with WSDOT to convene a Technical Assistance Committee (TAC; see Phase 1) that includes a broad range of agency stakeholders from WSDOT Departments, other state and regional planning



organizations, other modal managers, local jurisdictions, and OEMs. The Purpose of the TAC is to provide outreach to those who may be involved in AAM infrastructure

and operational development—from permitting to infrastructure siting to operational oversight. Technical experts from Mead & Hunt’s project team will present the Phase 2 and 3 papers to the TAC and facilitate a discussion to elicit insights and address questions from TAC Members.

Bronlea will work with the WSDOT to identify TAC members, prepare meeting invitations, and agendas. Members of the Mead & Hunt team will distribute project deliverables from Phase 2 and 3 for TAC member review and prepare a PowerPoint presentation to facilitate the meeting discussion.

Deliverables:

- Roster TAC Panel Members
- Panel Member Invitations and Supporting materials for Meeting No. 1
- Meeting Facilitation and documentation

Phase 5: Governance and Policy Structure Paper - Item C – 16 weeks from NTP

Building on data and input developed in Phases 2 through 4, the Mead & Hunt team will identify a proposed framework to identify state governance structures, associated agencies, and regulatory mechanisms to adequately complement federal aviation administration oversight during AAM system planning and development. The working paper will identify the regulatory levers available to WSDOT to manage and oversee AAM system planning. The Mead & Hunt team will work closely with WSDOT staff to develop the policy structure working paper, and we anticipate that WSDOT will provide team members with access to WSDOT staff members who may be involved with transportation and/or AAM system governance.

The Mead & Hunt Team will prepare a paper to identify existing agencies and policy structures that could address or be amended to address AAM governance such as infrastructure siting, development and operations, and associated community interaction and policy making.

Deliverables:

- Draft Governance and Policy Structure Paper within 16 weeks of NTP (PDF Format).
- Participation in TAC Meeting No. 2 (see Task 7)
- Final Governance and Policy Structure Paper as appendix to final Report (see Phase 8)

Phase 6 : Policy Recommendations and Draft Work Plan (Items A and D – 20 weeks from NTP)

Using the data gleaned from Phases 2 through 5, the Mead and Hunt team will develop near-, medium-, and long-term recommendations for land use planning for advanced and urban air mobility vertiports and vertistops. Mead & Hunt understands AAM operations and infrastructure are different than traditional airport land use compatibility, which seeks to separate aircraft operations from urban areas. We know that new approaches will be required to address AAM-related noise signatures, appropriate safety zones for vertiports, veritipads, and vertistops, and appropriate setbacks for intermodal facilities.

SECTION 5 • PROJECT DELIVERY APPROACH

Mead & Hunt has been a leader in aviation and land use compatibility planning, and it will rely on its expertise and previous experience in AAM framework development to identify technical considerations for policy development to avoid land use conflicts associated with noise, safety, airspace and overflight. Mead & Hunt is knowledgeable of previous research undertaken by WSDOT staff on this subject, and we will build upon that research and expertise, as well as our expertise gained from work on the California Department of Transportation's California Aviation System Plan (CASP) and ongoing AAM Framework and Infrastructure Planning efforts.

Working with WSDOT staff, Mead & Hunt will identify recommended policies to foster vertiport and vertistop infrastructure development that addresses land use compatibility as well as issues associated with open public access, efficiency in land use siting, and equitable distribution across the state. Mead & Hunt team members from the Community Air Mobility Initiative will lead efforts associated with public access, and equitable distribution, and associated policy development.

Based on the results of Tasks 2 through 6 and input received from the TAC, Mead & Hunt will prepare policy recommendations on AAM aircraft integration into the statewide transportation plans. The recommendations will include matrices, checklists, and flowcharts to assist in AAM decision making and coordination with other modal plans. The policies will be designed to address the following:

- Compatibility with and implementation of federal regulations and guidance
- Consistency with statewide transportation goals as set forth in WTP 2040 and its implementation plan
- AAM-specific Land Use Compatibility Concerns
- Public Outreach, Education, and Acceptance.

Mead & Hunt's PM and Task Lead will lead this project phase with input from other team members.

Deliverables:

- Draft Policy Recommendations and work plan within 20 weeks of NTP (PDF Format).

- Participation in TAC Meeting No. 2 (see Task 7)
- Final Governance and Policy Structure Paper as appendix to final Report (see Phase 8)

Phase 7: TAC Meeting No. 2 (24 weeks from NTP)

Team members from Bronlea M. Consulting will work with WSDOT staff to identify TAC members, prepare meeting invitations, and agendas. Members of the Mead & Hunt team will distribute project deliverables from Phases 5 and 5 for TAC member review and prepare a PowerPoint presentation to facilitate the meeting discussion.

Deliverables:

- Panel Member Invitations and Supporting materials for Meeting No. 2
- Meeting Facilitation (including a PPT presentation)
- Meeting documentation

Phase 8 – Final Plan for Legislative Review including PPT (36 weeks from NTP)

Based on the results of Task 2 through 7, Mead & Hunt will prepare a draft-final AAM Work Plan and Policy Framework for submission to the legislature. The draft-final work plan will be provided to WSDOT staff within 28 weeks of NTP. The Final Report will incorporate comments from the TAC and comments made on previous deliverables. We will respond to one round of comments on the report. The Mead & Hunt team will also provide a brief PPT presentation that can be used by agency staff to present the Final Plan.

Mead and Hunt anticipates a 30-day review period on the Draft Final Work Plan. Mead & Hunt will respond to one round of comments from WSDOT staff and provide a Final work Plan within four weeks of comment receipt.

The complete final version will be submitted within 32 weeks of NTP.

Deliverables:

- Draft Final Report and PPT Presentation for agency use in a PDF Format (28 weeks of NTP)
- Final Report Facilitation (including a PPT presentation) in a PDF format and in native file formats.



Mead
& Hunt