Washington State Department of Transportation

AIR MOBILITY AIRCRAFT PLAN

PACKET: A

MERCHANT AVIATION
A GROUPE ADP COMPANY

GROUPE ADP

ABKJ

mmm

Osborn Consulting

PAU

SMG CONSULTING

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1. TEAM QUALIFICATIONS

Merchant Aviation, LLC

The MAv-ADP Team was built to meet Washington State Department of Transportation's (WSDOT)needs, and we have carefully assembled a group of firms whose skills supplement ours. These firms are recognized experts in their fields and many of them have previously partnered with us. Our subconsultant partners are just that: our partners, they are an integral part of our team with clearly defined roles and are committed to providing their services in a timely and efficient manner. Our management approach (as discussed in section 4) reflects our years of experience with similar projects and with multiple subconsultants. This approach will help us use staff effectively and efficiently.

Merchant Aviation, LLC – A Groupe ADP Company (MAv-ADP) is a full-service aviation consulting firm, based in Summit, New Jersey, focusing on Airport Development initiatives with innovative, holistic solutions for today's result-oriented aviation decision makers. Groupe ADP (Aéroports de Paris), is the largest airport company in Europe and one of the largest airport operators in the world, with 27 airports in 4 continents serving over 200 million passengers per year. Our principals have worked at more than 50 airports around the world. Their experience includes architecture, strategic visioning, airport planning, design and construction, airline operations and financial feasibility studies and our portfolio includes numerous airport and terminal planning and design projects domestically and around the world. Our working alliance with Groupe ADP gives us the unique ability to implement an innovative, operations-based approach in airport planning and design. In addition, we utilize Groupe ADP's Innovation Hub at Paris Charles de Gaulle Airport, where we explore an incredible range of cutting-edge challenges every day.

The MAv-ADP vision of the future has been codified into the DNA of the company. Advanced Air Mobility (AAM) has been part of the global vision and part of a decade long roadmap that combines vehicles, infrastructure, airspace management, environment, operations, and passenger services. The partnerships with manufacturers, operators and prolific organizations like the Olympic Games highlight the commitment to assisting the proliferation of AAM. The physical manifestation of this commitment is the creation of full service vertiports and other landing facilities for eVTOL, helicopters, and STOL aircraft to serve Greater Paris region for the 2024 Olympic Games.

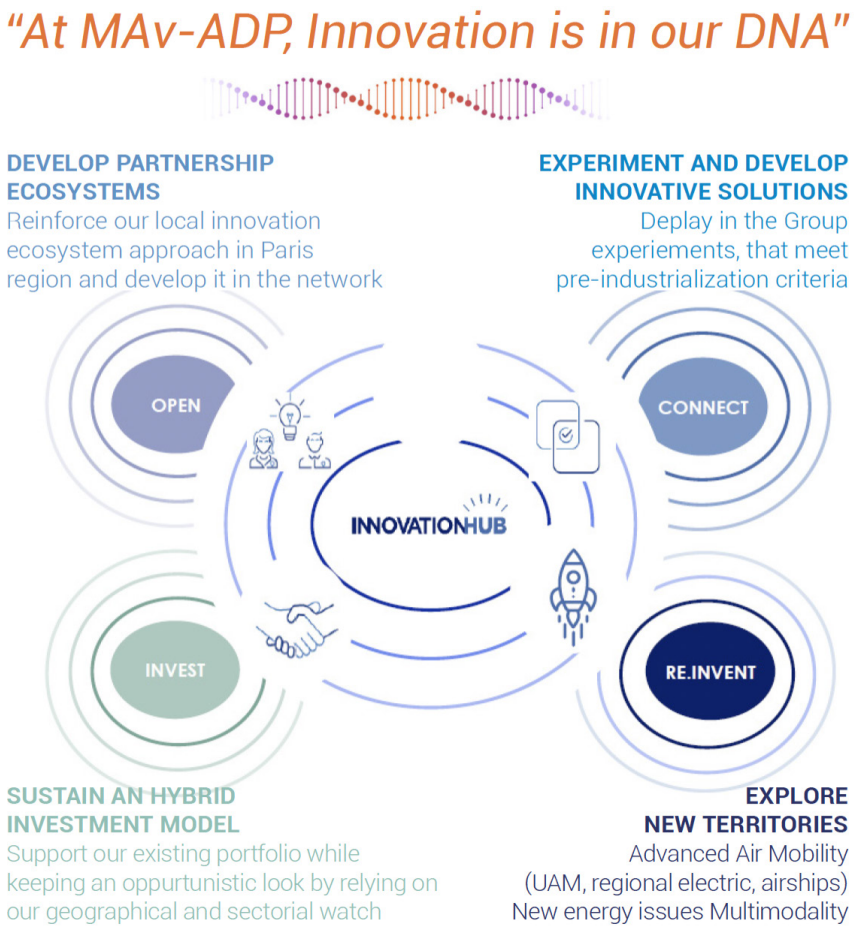
Groupe ADP Vertiport Concept

INNOVATIONHUB

The Innovation Hub focuses on:

- **The passenger experience:** decarbonizing, smoothening access and rethinking mobilities on the Groupe's airports; offering a comfortable and smooth journey
- **Operations and infrastructures:** automating and decarbonizing operations; implementing new ways of building and maintaining our infrastructure
- **Staff:** Reinforcing Group attractivity and modernizing staff support; fostering employee engagement.

One of the great aspects of this tool is the capacity to involve innovative solution providers belonging tothe portfolio of start-ups, which cover topics pertaining to access & mobility, passenger services, operations, and engineering & construction.



One noticeable example is SafetyLine, an innovative company that combines Big Data analysis with the aeronautical world to facilitate the collection of information, their analysis and to deduce actions for improvement. Their core tool, the AirsideWatch tool, uses the data recorded by the ground/SMGCS radars to identify safety and congestion risks and optimize airside operations. Groupe ADP has served as both a customer and an investor since 2017, but also as a research

and commercial partner. Some or our on-going innovation work includes:

- **Advanced Air Mobility:** We are creating full service vertiports and other landing facilities for eVTOL, helicopters, and STOL aircraft to serve Greater Paris by 2024 for the Olympic Games and beyond. We are coordinating with several companies who are designing urban air taxi eVTOL technology. We have built a test bed facility and are currently testing both facilities and vehicles. Beyond air taxi service, other investigated use cases include last-mile delivery, delivery of medical equipment or aerial support to firefighters.

- **Smart Airports / Smart Terminals:** We are creating better ways to share and harness airport operations data between stakeholders, thus optimizing operational performance and customer service. This applies to airside efficiencies, as well as terminal operations, with initiatives to enable the end-to-end biometric seamless journey.

- **Alternative Fuels:** Groupe ADP is also working to promote the development of electric propulsion systems and use of sustainable aviation fuels (SAF). As for the latter, producing SAF from biomass, when it meets strict sustainability criteria, recovering residue and waste, as well as manufacturing synthetic kerosene, such as e-fuel (a mixture of CO2 captured from the tops of factory chimneys produced by hydrogen), are all avenues to be explored. Last year, Air Liquide and Groupe ADP announced the first joint venture to facilitate the development of hydrogen infrastructure at airports.

- **Robots and Drones:** We are currently testing the use of drones to inspect buildings and equipment, for example smoke detector efficiency tests, preventive surveillance. Robotics solutions and autonomous technologies are being tested for multiple use cases, including automated jet bridges, autonomous GSE, or airside and landside pavement paintings.

Today, MAv-ADP has a list of On-Call, or continuing planning contracts, for Denver International Airport (DEN), Dallas-Ft. Worth International Airport (DFW), Fort Lauderdale-Hollywood International Airport (FLL), and The Port of New York and New Jersey, among others. Other major projects include planning and design for the JFK Terminal 8 2-gate expansion; support to the New Orleans International Airport New North Terminal opening; Newark Liberty International Airport Long-Term Redevelopment, San Francisco Domestic Terminal Redevelopment Plan, and Seattle-Tacoma New International Arrivals Facility Planning Study.

MAv-ADP is pleased to be joined by ABKJ, Osborn Consulting, HMMH, PAU, and SMG Consulting for this project. We have included an in-depth listing of each firm's area of expertise and what resources they will provide to our team and WSDOT. We have partnered with local experts to ensure an adequate knowledge of the area and apply proven global AAM strategies with a local perspective. Upon contract award, MAv-ADP will complete all required steps to complete the registration process to conduct business in Washington.

OUR COMMITMENT TO DIVERSITY

MAv-ADP has a strong commitment to Diversity, Equity, and Inclusion, these are not just buzzwords, they are key principles of our organization and our culture. MAv-ADP knows that it is our responsibility to create value for our stakeholders, partners, and the communities that we serve. Merchant Aviation was certified MBE in multiple states up until August 2018, when we were acquired by Groupe ADP. Consequently, we are committed to, and actively prioritize diversity, equity, and inclusivity, in our hiring practices as well as in partnering with MWBE firms on all projects.

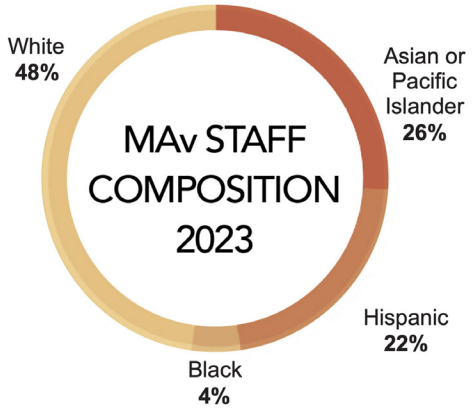
OUR DEI POLICY STATEMENT IS AS FOLLOWS:

The Merchant Aviation workplace is a diverse, inclusive, and equitable workplace where every team member feels valued, respected and included, whatever their gender, race, ethnicity, national origin, age, sexual orientation or identity, education or disability. We respect and recognize the importance of diverse life experiences, perspectives, backgrounds and heritages, and ensure that all voices are not just valued and heard, but are also given an opportunity to grow and flourish.

Our policy statement is reflected in our hiring practices and our staff composition, with more than half of our staff representing different minorities. Our commitment is to strive to maintain and exceed the current level of diversity in our team. We know from firsthand experience that a diverse team fosters excellence, innovation, and overall better problem solving and decision-making. These qualities are inherent byproduct of each team member bringing their own distinct and unique perspectives, experiences, backgrounds and skills to inform and shape a conversation. When an employee joins MAv-ADP, we stress the importance of diversity equity and inclusion from day one and provide diversity and inclusiveness training to all employees.

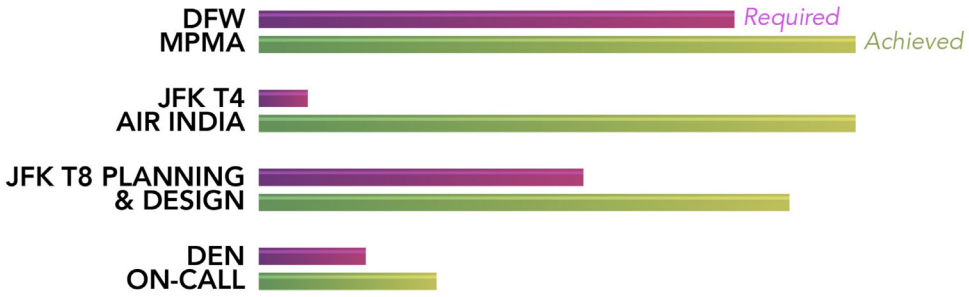
Our corporate culture is built around capacity building. MAv-ADP's Team members are mentored by the industry experts on our team and join our senior leadership at client site meetings and presentations with project stakeholders. In addition, team members are encouraged, and supported, in their pursuits to gain industry certifications and specialized trainings. Our team is offered opportunities to attend industry conferences and encouraged to compete in competitions such as The Airport Consultants Council (ACC) Young Professionals Innovation Competition. We have a regular in-house knowledge sharing program, that also involves our global aviation and architecture experts from our Paris, Hong-Kong, and Dubai offices to make regular presentations on industry practices and lessons learned from projects around the world.

MAv Team Annual Meeting, December 2023



A HISTORY OF EXCEEDING GOALS AND ENSURING COMMITEMENT

MAv-ADP has a history of surpassing contractual diversity requirements. Below are some examples of contracts where we have far exceeded the contracts required participation levels.



The MAv-ADP Team has extensive experience working with clients' stringent project and program management requirements and DEI goals. Though there is no required participation for this project, we honor our commitment to DEI and have partnered with several certified firms on this project. For this project, we have partnered with ABKJ (DBE) and HMMH (WBE), both of whom are certified by WSDOT, and PAU who is certified in New York State. We are confident that our team will succeed in producing the best results.

To ensure that we meet and exceed our MWBE participation goal, we have a Diversity, Equity, and Inclusion Coordinator, Ms. Sara Brothman, who works closely with our CEO to promote diversity, and monitor compliance of our MWBE participation goals to ensure they are achieved or exceeded. Sara will conduct all internal tracking and reporting.

OUR SUBCONSULTANTS

Mav-ADP's experience with these firms extends past the traditional planning role and we have engaged with HMMH, SMG, and PAU on AAM proposals, reports, and planning contracts. We have partnered with local firms, ABKJ and Osborn Consulting, due to their prolific background in their respective disciplines and their relationships with the State of Washington. Their local expertise and proven experience throughout the state brings an invaluable knowledge base to the team. While this is the first project that MAv-ADP will be working on with some of these firms, we are excited to bring our collective experience and expertise to WSDOT.

ABKJ

Andersen Bjornstad Kane Jacobs (ABKJ) a Seattle, WA based consulting engineering firm, with over 60 years of experience, offers complete project delivery services by managing all design disciplines. Their experienced design professionals dedicate themselves to providing design solutions that combine value and cost-savings to exceed our clients' needs and expectations. ABKJ has sustained success with the stability of key talent providing expertise on complex, challenging projects across the globe. Their expert knowledge of steel and concrete structures allows for flexible designs that maintain building performance, reduce construction costs, shorten construction schedules, and increase bottom-line revenue for leading corporations and public entities around the world. ABKJ's strength is based on a cohesive, multidisciplinary practice in planning, civil, structural, and transportation engineering and they provide comprehensive services with resources in-house, ensuring continuity, design quality, reliable execution, and timely delivery.

HMMH

Harris Miller Miller & Hanson Inc. (HMMH) an international leading firm in environmental and transportation planning with over 40 years of experience, brings its knowledge and expertise of noise and vibration control, air quality analysis, and sustainable energy consulting. With eight offices throughout the country, they serve government and private industry clients with a broad range of innovative and effective solutions. HMMH provides a range of consulting services to clients related to aviation, highway, rail, transit, bus, industrial, construction, military, recreational, entertainment, and renewable energy projects. Their services encompass everything from sophisticated simulation modeling to customized software tools to program planning and management. Strategic public communication is a key component of our offering; they excel at transforming complex technical issues into concepts that are easy to grasp.

Osborn Consulting

Osborn Consulting, Inc. (Osborn) a Washington State based civil engineering firm with 20 years of experience, focuses on developing practical and creative solutions for the communities we live in. The firm's experience ranges from city wide planning assessments to plans, specifications, and estimates (PS&E) packages. They work with clients to develop effective, sustainable infrastructure engineering that meets local, state, and federal requirements. Osborn team members have extensive experience providing hydraulic, hydrologic, and utility engineering services for a variety of clients. Osborn is a federally certified SBE and a Washington State certified DBE/WBE.

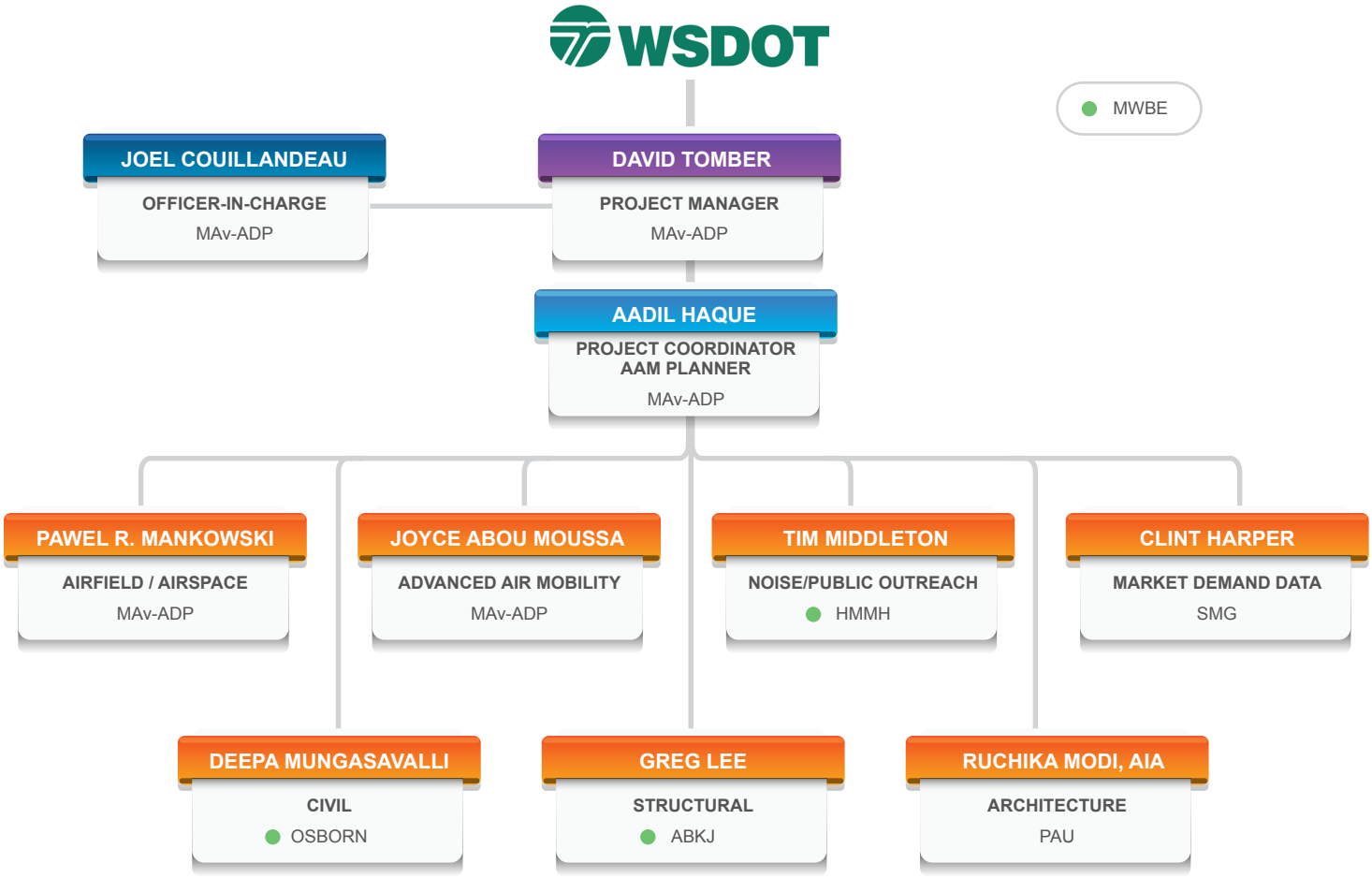
PAU

Practice for Architecture and Urbanism (PAU) is a New York and Washington-based architecture and urban planning studio with nine years of experience is dedicated to the advancement of sustainable, equitable, and joyous cities. The practice is led by Founder and Creative Director, Vishaan Chakrabarti and Principal, Ruchika Modi. PAU embraces architecture and city planning as allied fields operating along a range of scale, they break down disciplinary boundaries by expanding the definition of architecture and rejecting the silos that have ossified it. Their team of twenty professionals, network of experienced collaborators, and clients all come to PAU inspired by its desire to palpably and positively impact the world. PAU thrives on constraints such as program, constructability, public process, regulation, budget, and schedule as the fuel for innovation and beauty.

SMG

SMG Consulting (SMG) is one of the premier research and consulting firms in the Advanced Air Mobility industry. Founded in 2012, with seven years of experience, the firm has grown into an all-Partners consultancy staffed by executives that have managed multi-billion dollar enterprises. SMG entered into the AAM industry in 2017 following the first Uber Elevate summit and is also active in the Aerospace, Defense and Autotech industries. The company offers two types of services to the industry: research and consulting. SMG helps AAM companies with the growth of their business, from business case analysis and creation to market entry and pricing and they provide financial forecasting and help start-ups with funding. Their visibility and interaction with the entire market, coupled with our work on future ground transportation, gives us a unique understanding of the AAM market.

PROJECT ORGANIZATION CHART



PROJECT STAFF MEMBERS AND HOURS AVAILABLE PER MONTH

Staff Availability in Hours per Month		
Name	**Firm**	**Hours / Month**
David Tomber	MAv-ADP	20
Pawel R. Mankowski	MAv-ADP	10
Joyce Abou Moussa	MAv-ADP	20
Aadil Haque	MAv-ADP	50
Deepa Mungasavalli	Osborn Consulting	15
Greg Lee	ABKJ	5
Tim Middleton	HMMH	20
Ruchika Modi, AIA	PAU	10
Clint Harper	SMG	15

OFFICE LOCATIONS

INCLUSIVE OF TOTAL NUMBER OF EMPLOYEES AND EXPERTISE AT LOCATION:

Office locations with total number of employees and expertise at location:			
Firm	**Office Location**	**No of Employees**	**Services**
Merchant Aviation, LLC	Summit, NJ	20	Aviation Planning, Air Service Development
Groupe ADP	Paris, France	500	Advanced Air Mobility, Airport Operations and Management, Aviation Planning
ABKJ	Seattle, WA	46	Architectural Design and Engineering Services
	Karnataka, India	46	Architectural Design and Engineering Services
HMMH	Burlington, MA	45	Environmental and Transportation Planning, Public Outreach
	Anaheim, CA	7	Environmental and Transportation Planning
	Herndon, VA	1	Transportation Planning
	New York, NY	7	Environmental and Transportation Planning
	Washington, DC	3	Environmental and Transportation Planning
	Dallas, Texas	1	Environmental Planning
	Lake Oswego, OR	2	Environmental and Transportation Planning
	San Diego, CA	3	Environmental and Transportation Planning
Osborn Consulting	Bellevue, WA	54	Transportation Drainage, Water Resources, Landscape Architecture, Natural Resources, Site Design
	Seattle, WA	20	Transportation Drainage, Water Resources, Landscape Architecture, Site Design
	Spokane, WA	11	Eastern Washington Infrastructure Planning & Design, Stormwater Planning & Compliance
	Bellingham, WA	7	Natural Resources, Water Resources, Transportation Drainage
	Vancouver, WA	1	Water Resources
PAU	New York, NY	17	Architectural Design
	Seattle, WA	1	Architectural Design
SMG Consulting	Irvine, CA	1	AAM Ecosystem and Strategy
	West Haven, UT	1	Aviation Planning

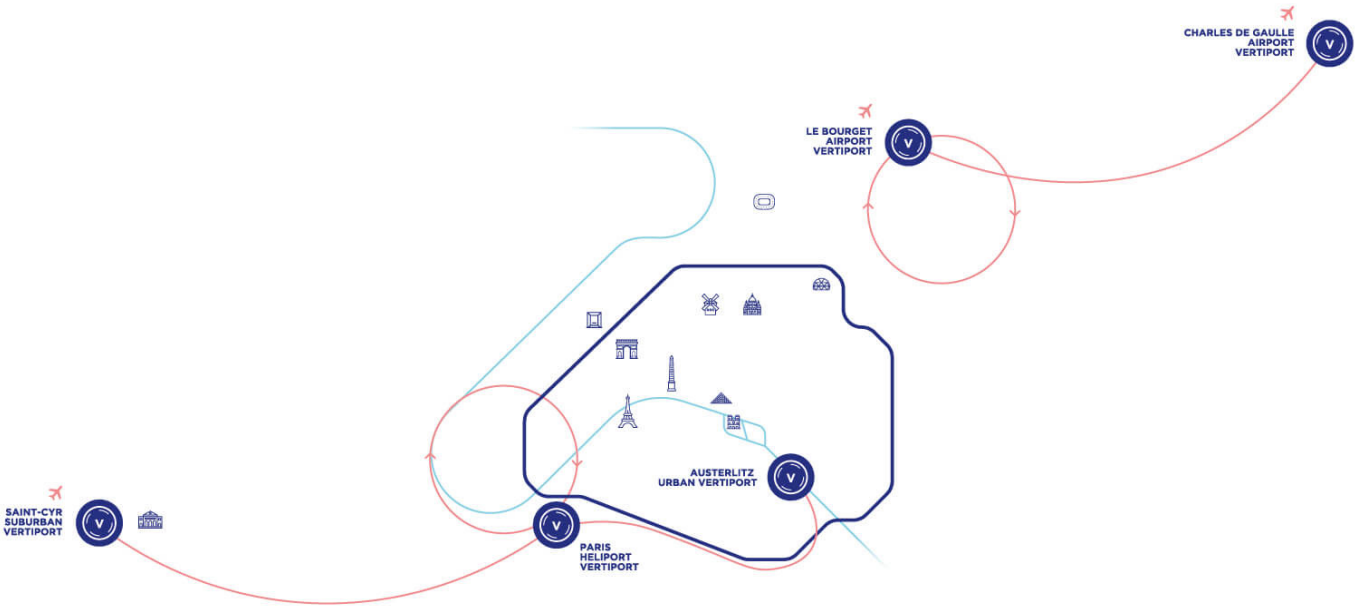
MAv-ADP PROJECTS

ADVANCED AIR MOBILITY INITATIVE - PLANNING, TESTING, AND IMPLEMENTATION

Demonstration Project, Paris Olympics | 2018-Present

As Advanced Air Mobility (AAM) is becoming a reality, Groupe ADP, together with RATP Group, Paris Ile-de-France region and the French civil aviation authority (DGAC), has developed an AAM sandbox to prepare a service demonstration and testbed during the 2024 Olympic Games in Paris. Partnering with SKYPORTS the team has developed a passenger terminal facility to create a foundation of an AAM network to scale up operations by 2030. The methodology to maintain operational success is to bring on expertise through partnerships which through the innovation of the sandbox has led to over 30+ candidates in the various disciplines such as vehicle development, infrastructure, airspace integration, operations, public acceptance, and noise. While developing the approach to full implementation plan the regulatory agencies (DGAC, EASA, and Eurocontrol) were not only informed of the progress, but part of the steering committee that meets every 6 months.

Groupe ADP is the catalyzer in the development of AAM activities in Paris by providing its assets, a unique ecosystem and expertise in airport infrastructure to build and test vertiports for AAM. This project links vertiport facilities to other transit modalities to increase accessibility and provide an AAM proof of concept in dense urban areas. Vertiports are to be developed around the Paris region in areas like the Paris- heliport, Saint-Cyr airfield, Paris- Le Bourget and Paris-Charles de Gaulle airports. Additionally, there will be a site inside the city near the Austerlitz bridge on the Seine River.



Paris Olympics Advanced Air Mobility Demonstration Project

While the routes are limited to under 25 km (15 miles) they provide insight into the frequency of flights and the integration within existing airspace. With aircraft being operated by Volocopter, flights conducted are currently for passengers only. Although on-going developments are focusing on passenger service, Groupe ADP has also business-cased AAM cargo operations to respond to the CDG Cargo hub needs for low-altitude sustainable freight handling. These pre-commercial flights have integrated into conventional airspace working with other aircraft and showing the economic and operational relationship of the passenger terminal and eVTOLs. The lessons learned in Pontoise will be implemented across the metro area to create a network across the city and link with existing airfields and eventually major transit connections.

Le Bourget Airport

Pontoise Airfield

Paris heliport

ADVANCED AIR MOBILITY STUDY

Confidential medium-Hub Midwest Airport | 2023-Present

Mav-ADP was brought onto this project to provide expertise on vertiport master planning and AAM. The study's scope is the airfield and the relationship of AAM in the local community and its potential as economic stimuli. There has been specific analysis on the concept of operations for passengers, cargo, medical, public safety, agriculture, and urban integration of eVTOL into the regional airspace system. Meetings with stakeholders were conducted to ensure adequate engagement and the willingness to accept technology was accurate.
Additional analyses were conducted of the airfield for site selection of potential use cases and the multimodal capabilities of AAM in the client's unique regional market. Airport site assessments were conducted in coordination with master planning strategies and supported with existing and future air traffic forecasts. Project team members were coordinated with to determine infrastructure needs and the economic, environmental, and social cost of AAM. Business cases were assessed for potential use cases within the current operational limitations of the airport and its existing split of cargo, passenger, medical, and VIP flights.
Fee Amount: $337,000.

WESTCHESTER AIRPORT MASTER PLAN

Westchester, NY | 2019-Present

Westchester County Airport (HPN) is a critical airport in the Metropolitan New York area that completed a controversial master plan in 2017. It has significant corporate aviation activity and substantial air carrier operations. HPN is in an environmentally sensitive locale, surrounded by large residential developments, and is directly adjacent to New York City's primary water source. Several key issues were not fully addressed in the master plan and public participation was perceived as limited. Accordingly, the County committed to a new study and retained MAv-ADP with the overall objective to provide a "deeper dive" into key points such as the airport and its economic impact on the community in detail, updating the airport activity forecasts and close examination of key environmental issues, particularly relative to ground water and water quality.
Fee Amount: $1.7M.

ABKJ PROJECTS

MICROSOFT RTS PEDESTRIAN BRIDGE WEST LANDING PROJECT

Redmond, Washington | 2024

Structural engineering and design of the West Landing, which is a concrete approach structure that connects the new Pedestrian Bridge over highway 520 to the Microsoft West Campus Commons.

The grand stair and part of the bike path ramp sit atop the existing 4-level underground parking garage, which requires strengthening of the garage deck to support the new loads. Since the existing garage walls have permanent soil nail support, pile foundations were used to avoid imposing additional surcharge loads onto the basement walls. This complex project needed to satisfy many geometric requirements as well as the functional and regulatory requirements from many different stakeholders. Fee Amount: $527,400.

HMMH PROJECTS

UNMANNED AIRCRAFT SYSTEMS ENVIRONMENTAL REVIEW SUPPORT FOR THE FAA

| 2021-Present

Support services covered under this contract include assessing the environmental impacts associated with introduction of new technologies to the National Airspace System (e.g., unmanned aircraft systems (UAS) and advanced air mobility (AAM) concepts and technologies) and the development of associated infrastructure (e.g., vertiports).

Fee Amount: $1.6M.

ENVIRONMENTAL ASSESSMENT CAUSEY/FLYTREX PART 135 PACKAGE DELIVERY OPERATIONS

| 2023-Present

HMMH is conducting environmental impact analyses and agency coordination, along with preparing the EA to satisfy National Environmental Policy Act (NEPA) requirements in accordance with FAA Order 1050.1F and FAA Order 5050.4B. Completion of this EA and Part 135 certification will allow Flytrex/CAU to operate within the DFW metroplex in the next three years.

Fee Amount: $83,000.

ADVANCED AIR MOBILITY (AAM) COMMUNITY INTEGRATION PLATFORM

| 2022-Present

Develop and demonstrate a software toolset to support planning, analysis, and community engagement of system design options incorporating AAM in the local or regional transportation system. This still under development software toolset for Advanced Air Mobility is called the "Advanced Air Mobility – Community Integration Platform (AAM-CIP). This work is on-going until 2024.

Fee Amount: $100,000.

OSBORN PROJECTS

WSDOT, SR 305 WINSLOW FERRY TO HOSTMARK STREET – SAFETY IMPROVEMENTS PROJECT

Olympic Region, WA | 2017-2023

Osborn and WSDOT are working collaboratively with the City of Poulsbo, the City of Bainbridge Island, Kitsap County, Suquamish Tribe, and Kitsap Transit to develop a master plan of projects intended to improve traffic flow for vehicles, transit, bicycles, and pedestrians, and to decrease the potential for collisions along State Route (SR 305). One phase of this project is replacing the existing unsignalized intersection at West Port Madison Road with a single lane roundabout, changing Agatewood Road to a right in/right out access, and replacing the existing unsignalized intersection at Adas Will Lane with a single lane roundabout. Osborn Consulting designed the drainage conveyance and stormwater BMPs for the project, developed PS&E, and documented the design in Type A Hydraulic report following WSDOT design standards. Osborn designers coordinated the multi-disciplinary team on roadway grading, utility conflicts, bus stop designs, and the maintenance access to the stormwater facilities.

Fee Amount: $1.7M

WSDOT, SR 9/ SR 204 INTERSECTION IMPROVEMENTS – STAGES 1-3

Lake Stevens and Snohomish County, WA | 2017-2023

Project improvements to the SR 9 / SR 204 intersection and SR 9 were planned in three stages with two lane and single lane roundabouts at unsignalized intersections, roadway widening, and curb, gutter and sidewalk improvements. Osborn led the drainage design from alternative development to final design and construction. The design followed WSDOT standards, and the stormwater design included detention pond, walled detention pond, Media Filter Drains (MFDs), Compost Amended Biofiltration Swale (CABS), wet biofiltration swale, and conveyance design.

Fee Amount: $1.6M

PAU PROJECTS

F4 AIR TRAFFIC CONTROL TOWERS

Nationwide, USA | 2024

For the F4 Tower, PAU served as the architect of record and team lead for the production of the Federal Aviation Administration's prototype for Air Traffic Control Towers for 140 eligible small- to medium-sized airports across the United States. The project team included Thornton Tomasetti, JB&B, and Connico for structural engineering, MEP/FP, and costing services respectively.

Fee Amount: $500,000.

JFK TOWERS AT SCHUYLKILL YARDS

Philadelphia, PA | 2023

PAU served as design architect for JFK Towers at Schuylkill Yards with HDR serving as architect of record. PAU was involved in early planning stages of the project, negotiating the massing split between the two towers, their siting, and navigating the strict regulations with the adjacent rail infrastructure.

Fee Amount: Confidential.

CONFIDENTIAL PROJECT ON AAM INTEGRATION

US State | 2023

Additional information will be provided upon WSDOT request.
Fee Amount: $80,000.

INTEGRATING ADVANCED AIR MOBILITY

Los Angeles, CA | 2022

Developed a comprehensive framework for integrating AAM into urban environments, focusing on community engagement, infrastructure readiness, and regulatory considerations.
Fee Amount: $40,000.

UTAH AVIATION DEVELOPMENT STRATEGY

Salt Lake City | 2021

Created a statewide strategy to enhance aviation infrastructure, incorporating economic impact analyses and a 20-year capital improvement program to support AAM initiatives.
Fee Amount: $20,000.

2. PROJECT MANAGER EXPERTISE

David Tomber, a Washington License Architect, Washington #6159, has had a storied career in the aviation industry and over 40 years of experience dedicated solely to aviation planning. As an industry expert David has supported major development programs at over 75 airports Worldwide. He has been recognized as a thought leader through aviation industry conferences and publications, such as: "Smart Design Thinking in Architecture & Urbanism, The Future of Advanced Air Mobility at Airports". As the Aviation Planning Program Manager at Seattle-Tacoma International Airport for 16 years, David managed planning for a $15 billion development program at SEA. He provided leadership for airside, terminal, landside, cargo, and strategic issues. Additionally, David provided support to the FAA for a redesign of Class B airspace and WSDOT for Long-Term Air Transportation Study. As a pioneer, David led the Sustainable Airport Master Plan at Seattle-Tacoma International Airport, the first in the United States to integrate sustainability into each step of a traditional airport master plan.

As an evolving professional, David is a Project Manager for an Advanced Air Mobility Study. While the client is confidential it can be noted that Dave has researched AAM applications for passengers, cargo and emergency management use cases. Additionally, there was analysis provided for airspace, airport site locations, and business cases.

WSDOT EXPERIENCE

As Manager of Aviation Planning at SEA, David provided support to the Washington Long-Term Air Transportation Study. This study analyzed the performance of the Washington State Aviation System's ability to meet the collective needs of aviation users within the interstate, and the contributions of individual airports to the entirety of the system. Specifically providing data necessary for effective decision-making at the Port of Seattle regarding the development of policies and recommendations that advanced Washington's aviation system improvements. David also led development of the airport master plan for a 150 gate, $18 Billion development. Alongside he innovated a new approach to integrate sustainability, as the first of its kind in the U.S. In addition, to considering forecasted passenger and cargo demand, the master plan took stock of current facilities, infrastructure, and operations—looking at scenarios 5, 10 and 20 years in the future. It included air quality, energy and water conservation, recycling and other strategic environmental goals aligned with the Port's sustainability and energy efficiency goals.

PROJECT MANAGEMENT SKILLS

As a tenured project manager David has showcased his skills in project management for many Planning programs. To support his practical knowledge David has specialized training in project management as member of the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) and American Institute of Architects (AIA). As a continuous learner he has also participated in the Kepner-Tregoe training program with a focus on problem solving and decision making. David has been responsible for schedule, scope, budget, and change management with a diverse range of stakeholders, including airport and airline leadership, public, and regulatory agencies on airport development programs ranging in size to $25 billion. This is most clearly defined in his collaboration on

the Westchester Airport Master Plan. As a leader in this project David managed the airport master plan schedule spanning multiple years and an allocated budget of $1.7 million. The team that was managed consisted of eight external consultants with specialized expertise in economic impact, forecasting, deicing and environmental, which required an organized methodology to coordinate communication. Communication was critical for this project as there was a wide variety of stakeholders, such as the FAA, economic impact, public outreach, and state environmental. Conclusively the impact of this project highlights the skills of David Tomber and his proven capabilities.

3. KEY TEAM MEMBER QUALIFICATIONS

MAv-ADP has assembled a skilled team of specialists have substantial relevant experience in Advanced Air Mobility Planning and an understanding of public agency regulations/procedures, including those of WSDOT.

The team consists of the following individuals, with detailed resumes following their brief statement of qualifications.

David Tomber (MAv-ADP) David will serve as the Project Manager on this project. His prior relevant experience includes:

- Advanced Air Mobility Market Evaluation and Master Plan, Confidential location; 2023-Present. Role: Project Manager
- Advanced Air Mobility Strategic Study, Miami Dade Airport Division; 2022. Role: Subject Matter Expert
- Sustainable Airport Master Plan, Seattle-Tacoma International Airport; 2018. Role: Project Lead

As a long-time Manager of Aviation at Seattle-Tacoma International Airport, Merchant Aviation's project manager, David Tomber, will be able to "hit the ground running". David is familiar with WSDOT planning documents and studies, including:

- Long-Term Air Transportation Study
- Aviation Economic Impact Study
- Airport Investment Study
- Washington Aviation System Plan
- Washington Economic Impact Study
- Washington Electric Airport Feasibility Study
- Washington Airports Potentially Capable of Supporting Electric Aircraft

David is also familiar with Washington Metropolitan Planning Organizations (MPOs) and Regional Transportation Planning Organizations (RTPOs). He understands that WSDOT and the Washington State Transportation Commission (WSTC) are jointly responsible for statewide transportation planning. David understands Washington Aviation System Plan goals for reliable service, customer experience, managed growth, and sustainability and resilience.

David has dedicated his 40-year professional career solely to aviation planning. He brings a national perspective in advanced air mobility (AAM), having worked on AAM studies at Miami

Dade Aviation Division and a confidential medium-hub Midwest US airport. He understands potential use cases for AAM, like passengers, cargo, emergency services and agriculture. He understands current issues with AAM OEMS and the FAA. David has worked with Groupe ADP staff and will be able to integrate their key staff and lessons learned from the AAM demonstration project for the 2024 Paris Olympics, which will be the first in the world.

Aadil Haque (MAv-ADP) Aadil Haque will serve as the Project Coordinator and Advanced Air Mobility Planning Lead on this project and his relevant project experience includes:

- Advanced Air Mobility Market Evaluation and Master Plan, Confidential location; 2023–Present.
  Role: Airspace Planner and Data Analyst

Aadil's experience in Unmanned Systems provides expertise with a technical background and hours as an operator and program integrator. His background is with small UAS and building programs for defense groups internationally and public safety agencies in the US. His experience is extensive in working with local government agencies and regulators to ensure the safety of those who serve and the communities they protect. As a vertiport planner, his experience is dynamic from business case development and economic viability of AAM in underprivileged regions to developing airfield plans for high density urban vertiports. This operational perspective was leveraged in an AAM Market Evaluation and Master Plan at a Midwestern Regional Hub Airport. His perspective was critical to determine the business cases of AAM in non-urban markets and the economic stimulus they provide.

Pawel Mankowski, C.M. (MAv-ADP) Pawel will serve as the Airfield and Airspace Planning coordinator on this project. His prior relevant experience includes:

- Airspace Evaluation for Denver International Airport, Denver, CO; 2017-2022. Role: Project Manager
- On Call Projects, Westchester County Airport, White Plains, NY; 2004.
  Role: Lead Airport Planner
- Category II/III Feasibility Study, Worcester Regional Airport, Worcester, MA; 2003. Role: Lead Airport Planner

Pawel has involvement in public engagements related to Airport Layout Plan updates and has performed informational meetings to the general public on existing and future runway locations and their impact on airspace protection. These presentations included the showcase of airspace and approach procedures reviews. Additional discussion was regarding potential issues that could impact future utilization of proposed runways from man-made or natural objects. During the time at Denver International Airport, Pawel presented information and findings on Runway Hold Short line locations and clearances to approach and departure surfaces, to the FAA at ADO. This information was presented at the federal and regional levels.

Joyce Abou Moussa (MAv-ADP) AJoyce will serve as the Advanced Air Mobility Planning Subject Matter Expert and her relevant project experience includes:

- Urban Air Mobility Innovation Project, Paris, France; 2019-Present
  Role: Project Manager
- Advanced Air Mobility Market Evaluation and Master Plan, Confidential location; 2023–Present. Role: Subject Matter Expert

Joyce is an experienced Innovation project manager, leading the Urban Air Mobility strategy and commercial development for Groupe ADP. In her current role, and with a strategic focus on the Paris Region, she leads the roadmap deployment with Paris Olympics in 2024 as one of the key targets, through planning the future network of vertiports infrastructure, establishing partnerships with the public and private sectors and co-constructing the regulatory framework alongside manufacturers.

Greg Lee (ABKJ) Greg will serve as the Structural Engineering and Planning Lead on our team for this project. Greg's relevant experience includes:

- Microsoft RTS Pedestrian Bridge West Landing Project, Redmond, WA; 2024. Role: Structural Engineer Lead
- Seattle Municipal Tower Mechanical Upgrades, Seattle, WA; 2021. Role: Project Engineer
- Carillon Point P4000 & P5000 Garage Seismic Upgrades, Kirkland, WA; 2023. Role: Project Engineer

Greg has 28 years of experience designing with structural steel, reinforced concrete, and prestressed concrete structures. He is well versed with the International Building Code (IBC), ASCE, ACI, AISC, and PCI standards, and has performed a number of structural evaluation studies for King County, Boeing, Microsoft, and other public and private institutions. His expertise around Washington has been highlighted in many different projects and with research in seismic analysis.

Timothy Middelton, C.M. (HMMH) Timothy will serve as the Noise Abatement Lead on the project, as well as advise HMMH and the MAv-ADP team on Public Involvement and Outreach strategies. Tim's relevant experience includes:

- NASA Small Business Innovation Research (SBIR), Phase 1: AAM Community Integration Plan, Washington DC; 2021-2022. Role: Assistant Project Manager
- Caltrans Air Mobility (AAM) Infrastructure Readiness Study and Workplan, California statewide; 2023-Present. Role: Principal in Charge
- NASA Advanced Air Mobility (AAM) Community Integration Platform, Washington, D.C; 2023-Present . Role: Project Manager

Tim leverages his technical knowledge and public outreach expertise to effectively communicate complex topics to a wide range of clients, including members of the public, airport managers, the Federal Aviation Administration (FAA), and state and local officials. Tim is a thought leader at HMMH in supporting work with clients in understanding and fostering community acceptance of the new AAM entrants that include eVTOL aircraft and is the co-author of the HMMH White Paper: Facilitating Community Acceptance of Urban Air Mobility.

Deepa Mungasavalli (Osborn Consulting) Deepa will serve as the Civil Engineering Lead for our team on this project. Deepa's relevant experience includes:

- WSDOT, I-5 Tumwater to Mounts Rd Planning & Environmental Linkage (PEL) Study – Nisqually Delta Phase 1, Tumwater, WA; 2022-2023. Role: Project Manager and Stormwater Design Lead
- I-90/SR 18 to Deep Creek: Interchange Improvement and Widening Project WA; 2018-2022. Role: Project Manager and Drainage Lead
- King County South County Recycling and Transfer Station (SCRTS), City of Algona/King County. WA; 2021-2023 . Role: Project Engineer

Deepa has spent her career designing projects for WSDOT and is an expert in stormwater and WSDOT drainage practices. She has conducted numerous stormwater alternative analyses and is well versed in WSDOT Standard Specifications, Highway Runoff Manual, Hydraulics Manual, and the Ecology Stormwater Management Manual.

Ruchika Modi, AIA (PAU) Ruchika will serve as the Lead Architecture Planner and Designer on this project. Her relevant project experience includes:

- F4 Air Traffic Control Towers, Nationwide; 2024. Role: Project Manager
- Hobson College, Princeton University, Princeton, NJ; 2020-Present.
  Role: Project Manager
- Innovative Urban Village, Brooklyn, NY; 2018-Present.
  Role: Project Manager

With a background spanning economics, journalism, and industrial design, Ruchika brings a multifaceted understanding of the ways in which cities function to her architectural practice. Ruchika's experiences living and working in India and the US have also influenced her nuanced view of urban planning and design, inspiring her passion to find architectural solutions to a range of relevant issues, from sustainability to inequality.

Clint Harper (SMG Consulting) Clint will serve as our team's Lead Data Analyst on this project. His relevant project experience includes:

- Integrating Advanced Air Mobility: A Primer For Cities, Los Angeles, CA; 2022. Role: Project Manager
- Utah Aviation Development Strategy, Utah; 2019-2021 . Role: Project Manager
- Airports as Economic Activity Centers, Utah; 2020-2021. Role: Technical Lead

Clint's understanding of WSDOT and public agency regulations and procedures is rooted in his extensive career, notably in his role as a State Airport System Planner and Economic Development Lead at the Utah Department of Transportation. In this capacity, Clint undertook responsibilities closely aligned with the functions outlined in the RFP, including strategic planning, infrastructure development, and regulatory compliance.

4. PROJECT MANAGEMENT SYSTEM

The MAv-ADP Team will establish a Project Management Team (PMT) for this project, which will be led by the Project Manager (PM), and will include senior management staff from all firms in the Team. This group will oversee the staff selection and assignment from each firm to the project, as well as addressing any workforce or resource issues that may arise during the project.

Our PMT is simplified and refined, designed to use staff effectively and has clear lines of authority, which is critical to the development of a clear Air Mobility Plan for WSDOT, which is practical, sustainable, and feasible.

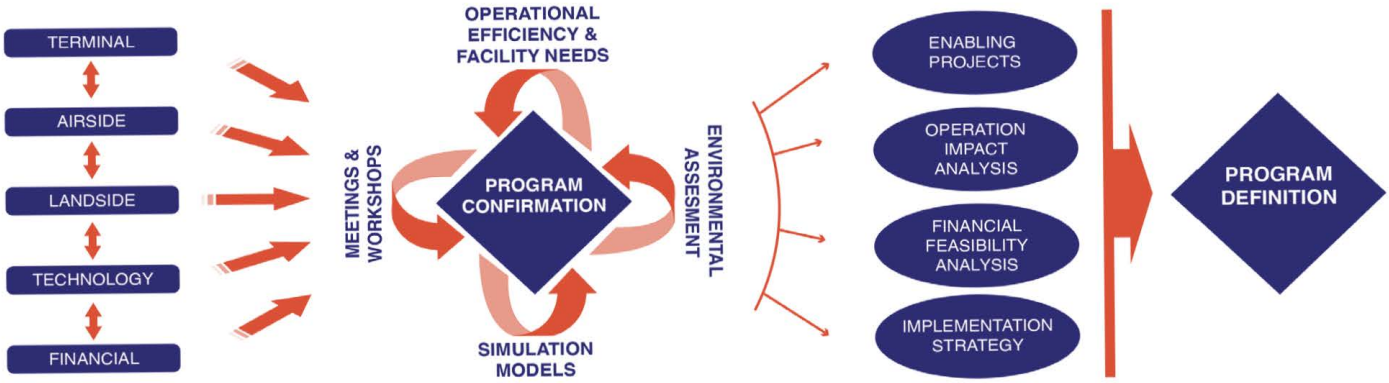
MANAGEMENT TOOLS

The use of Microsoft Projects assists the Project Manager (PM) in determining deviations from the predefined budget and schedule and provides constant feedback regarding task completion status. This tool allows the PM to identify steps that need to be taken to reposition the project status and progress in accordance with the committed schedule and budget. Our systems are compatible with Microsoft Office Business Suite and for most aspects of the project, and therefore the MAv-ADP Team will use MS Projects, along with other MS products, for this project.

The MAv-ADP Team use the Earned Value trend analysis technique to measure overall performance. The Earned Value approach monitors the project plan, actual work, and work completed value to see if a project is on track. MAv-ADP's budget management control system is integrated into our time management system and it produces reports on individual task and subtask activity. Our PM will be responsible for knowing the amount and quality of work performed and how and when to use the system's output to gauge project status relative to budgetary parameters, including the status of subcontracts and short-term needs.

PROJECT BUDGETING

Projects and tasks must be completed on budget and continuously monitored and updated and the PM will regularly conduct internal reviews to ensure that each milestone is adhering to the established budget and within the predetermined schedule. Maintaining and updating the budget numbers routinely allows our team to collectively make informed decisions at project milestones and allows the PM to strategically deploy staff and resources at the right time. Additionally, MAv-ADP will provide the WSDOT with regular and accurate invoices in accordance with WSDOT's detailed requirements.



STAKEHOLDER MANAGEMENT

Our Stakeholder Management and Engagement Plan, both for our internal and external teams, will be developed after contract award and a kickoff meeting. This is to further refine the scope defined by WSDOT and ensure communication standards are established. As the project progresses, regularly scheduled meetings will be held to ensure consistent communication and project progression of the Air Mobility Plan development.

In addition to maintaining communication with our stakeholders our subconsultant HMMH will provide communication strategies to ensure community involvement and public engagement. HMMH has supported community forums focused on aircraft noise at airports. These forums range from ad-hoc committees put in place to address a particular issue; to public meetings, workshops, or hearings for a particular project; to recurring regular meetings. MMH's experience and understanding of airspace procedures are most valuable to the successful facilitation and consultation of community forums. By having trained air traffic controllers on staff, HMMH assists in determining implementable procedures and focus on being candid with communities if the proposed solutions are unattainable. HMMH is currently involved in more than 10 airport community roundtable-type forums devised across the United States, often in response to the Federal Aviation Administration's recent implementation of NextGen aircraft procedures. HMMH excels at defining community-perceived aircraft noise and/or operation problems and finding solutions to those problems, which requires working closely with communities, the airport, the airlines, and the FAA. Honesty and transparency are essential to providing appropriate solutions and achieving gold standards in aircraft noise and operations from a community perspective.

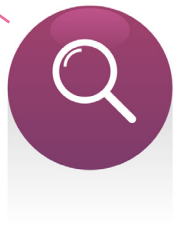
Externally, our engagement plan is to orovide WSDOT with regular progress updates. This will allow for a forum for feedback and reduce potential for scope creep. Should the scope of the project expand, this will be discussed with the PMT and WSDOT as the project develops. As the project is brought to completion, WSDOT will be contact on a more regular basis to ensure all comments made my WSDOT are addressed.

QA/QC

Our fundamental approach to Quality Assurance and Quality Control (QA/QC) is to promote a culture of prevention so that problems are anticipated and stopped before they develop. We follow the stringent Quality Management System established at the Groupe ADP level. The Groupe ADP engineering and design group has been ISO 9001 certified for almost 20 years (currently ISO 9001:2015). As part of the Groupe ADP family, MAv-ADP applies these principles to all our projects. Working collaboratively with our staff and WSDOT, our approach to quality management will encompass quality assurance, such as processes and procedures, and quality control, such as evaluating the output. Our version-control and change-tracking systems of document numbering, dating, and filing are consistent and will be rigorously enforced. We will also use collaborative tools such as Bluebeam to have internal joint reviews/approvals of our deliverables.

Most importantly, we will ensure that we incorporate the QA/QC process into our work schedules, so MAv-ADP and subconsultant staff are given sufficient time to complete their reviews.

WHEN SOMEONE CREATES A DOCUMENT, THEY SHOULD REVIEW IT.



SENIOR STAFF MEMBERS OR MANAGERS SHOULD CHECK IT BEFORE IT GOES OUT.

STAFF MUST PROPERLY (AND REGULARLY) TRAINED SO THEY UNDERSTAND THE REVIEW PROCESS AND ITS IMPORTANCE TO THE PROJECT.

THE QA/QC PROCESS NEEDS TO BE MONITORED (AUDITED) TO ENSURE IT IS BEING DONE CORRECTLY.

5. PROJECT DELIVERY APPROACH

WORK PLAN

Development

The first component of the progress monitoring process will be the identification of any causes of slippage to the schedule and the formulation of appropriate recovery action plans. The project management team will closely monitor these to ensure they are effective and report to WSDOT accordingly.

Contingency Planning

Addressing contingencies in the work plan requires a proactive and comprehensive approach to mitigate potential disruptions effectively. MAv-ADP initializes this process through an initial risk assessment. The assessment is conducted to identify potential contingencies, such as scope expansion or regulatory changes. Once risks are identified, the contingency plan, or plans, are developed, and will outline specific actions to be taken in response to each potential risk. These plans will be communicated clearly to all team members and stakeholders to ensure a shared understanding of roles and responsibilities. Regular monitoring by the PMT and review of the work plan, coupled with ongoing risk assessments, enable adjustments to be made promptly and will address emerging contingencies and maintain project timelines and objectives.

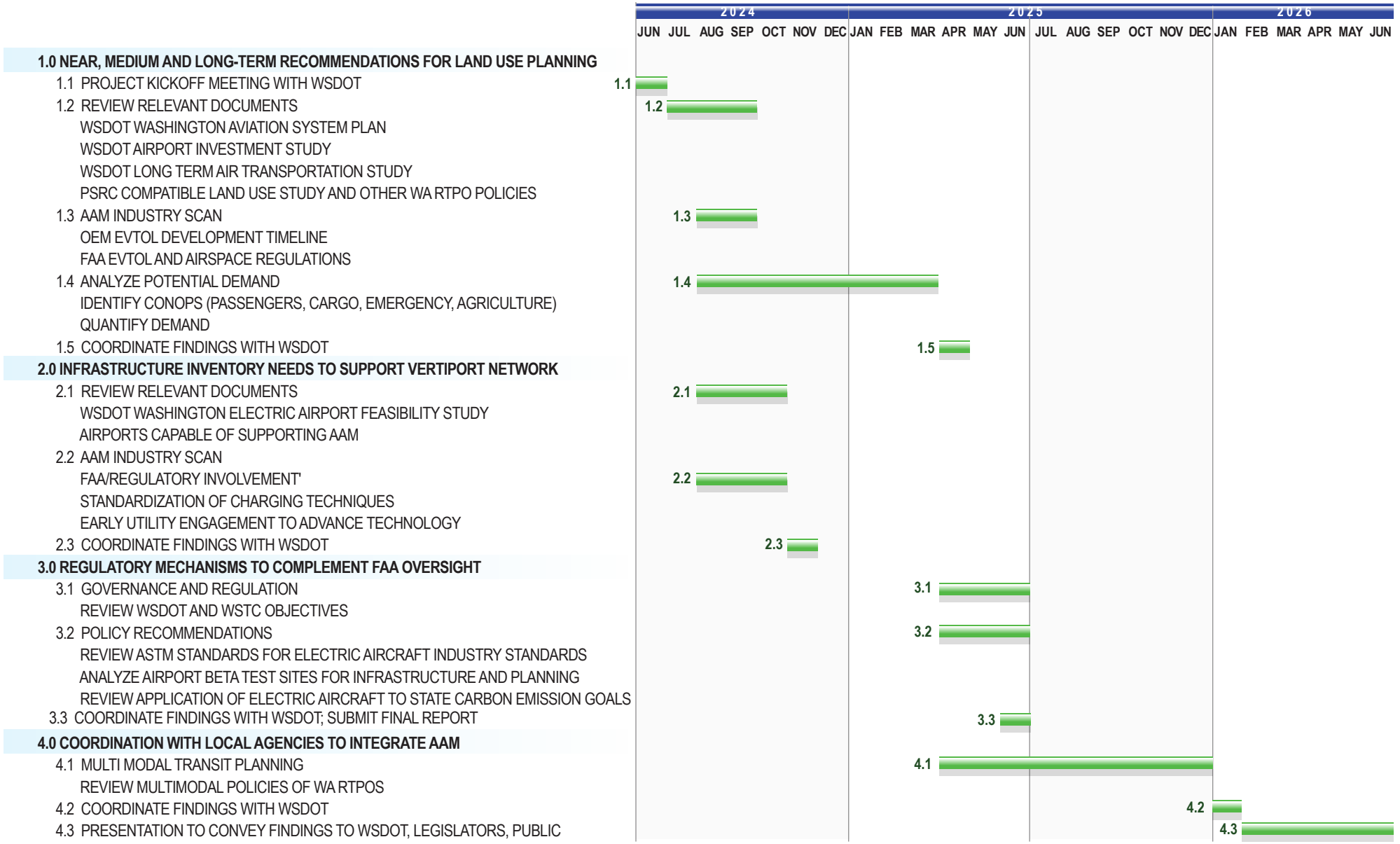
Conflict Resolution

The approach to resolving issues within the project team, clients, or stakeholders requires a multi-faceted approach. Critically the MAv-ADP Team will establish clear lines of communication and foster an environment of openness and trust. Regular meetings and forums will be conducted to encourage all parties to voice their concerns and perspectives freely. Secondly, a thorough analysis of any issue(s) will be undertaken, involving input from all stakeholders to understand its root causes. Once identified, a collaborative problem-solving strategy is implemented, utilizing methodologies like the Plan-Do-Check-Act (PDCA) cycle to systematically address the problem. Throughout the resolution process, accountability is essential, ensuring there is responsibility in finding and implementing solutions. With a hands-on approach, continuous monitoring and reassessment of issues are crucial to ensure that implemented solutions are effective and that any necessary adjustments can be made promptly to maintain project alignment and stakeholder satisfaction.

6. WORK BREAKDOWN STRUCTURE

This project is defined to provide a pathway for WSDOT's AAM initiatives. The key milestones and assumptions that are made to ensure a clear and definitive scope of work for establishment into a Work breakdown structure are defined in the following graphic.

Washington Statewide AAM Plan
Work Breakdown Structure



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