team b.

STRATEGY +

WSDOT Air Mobility Aircraft Plan Proposal

Packet A

April 2, 2024

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Packet A

The Advanced Air Mobility Landscape

The global Advanced Air Mobility (AAM) industry is rapidly growing with the United States (U.S.) leading the charge. Gone are the days when flying cars were pieces of fiction. Companies and governments throughout the world are in a race to get these vehicles - and more – off the ground and into the skies.

Investments in AAM have been steady, and despite a dip in 2023, significant growth in the AAM industry is projected over the next decade with special emphasis on drones, cargo, and passengers. According to McKinsey & Company, investors injected $4.5 Billion into the AAM market in 2023, bringing the total of investments to $22 Billion since 2004.[1] With nearly a quarter of the investments secured within the last year, this signals that the market is ramping up and AAM adoption is becoming more feasible each year.

Countries outside of the U.S. are entering into this arena. The Chinese firm, eHang, secured the first autonomous aircraft certification for its EH261-S vehicle in 2023 and has a proposed start date in the city of Guangzhou in 2024. Similarly, Germany's VOLOCOPTER plans to demonstrate its abilities at the Paris Olympics in 2024 for its two-pilot VoloCity electric vertical takeoff and landing aircraft (eVTOL).[2]

Cities across the U.S. are pursuing policies to encourage and manage vertiports for eVTOLs, notably the Cities of Orlando and Miami in Florida. In 2023, Tulsa Innovation Labs reached an agreement with the City of Tulsa Oklahoma, the Osage Nation, and

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[1] https://www.mckinsey.com/industries/aerospace-and-defense/our-insights/future-air-mobility-blog/clouds-or-clear-skies-prospects-for-future-air-mobility
[2] https://www.futureflight.aero/news-article/2023-12-21/2024-advanced-air-mobility-pioneers-embark-another-pivotal-year

Oklahoma State University to develop an advanced air mobility research center, proving that AAM isn't just for large cities and metroplexes.[3]

Air taxis are just the tip of the iceberg in terms of technologies that are being developed and deployed. The City of Frisco Texas was the first community within the U.S. to implement a drone delivery system with Wing, a subsidiary of Alphabet, in 2022[4], and other cities are beginning to follow suit. Utilizing AAM for cargo shipping and deliveries is proving to be a solid business model for AAM deployment, too.[5]

The U.S. Department of Transportation's (DOT) Volpe Center will release a report in April 2024 that covers their Up, Up, and Away video series[6] outlining AAM adoption within the U.S., and National Aeronautics and Space Administration (NASA) has produced a playbook[7] to assist communities in AAM adoption. The Federal Aviation Administration (FAA) has also released its AAM Implementation Plan: Near Term (Innovate28) Focus with an Eye on the Future of AAM to help guide AAM deployments across the U.S.[8]

There are numerous benefits to AAM, including faster travel times, improved accessibility, improved connectivity, enhanced emergency response, and reduced emissions. However, to take advantage of these benefits, the public and private sector will need to collaborate to enact effective policy requirements that make AAM a safe and feasible undertaking.

Some of the challenges within the AAM industry include pilot and passenger safety, ground safety, new regulations, governance and oversight, support operations, and public awareness and acceptance of AAM. Washington State's Department of Transportation (WSDOT) will need to consider electricity delivery infrastructure, noise abatement, and intermodal connectivity with other transportation modalities - including high-speed rail (HSR) and ferries.

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[3] https://www.tulsainnovationlabs.com/blog/tulsa-innovation-labs-oklahoma-state-university-and-osage-nation-cut-ribbon-on-launchpad-center-for-advanced-air-mobility

[4] https://www.localprofile.com/community/drone-delivery-frisco-little-elm-7505182

[5] https://www.precedenceresearch.com/advanced-aerial-mobility-market

[6] https://www.volpe.dot.gov/events/and-away-innovations-advanced-air-mobility

[7] https://www.nasa.gov/mission/aam/

[8] https://www.faa.gov/sites/faa.gov/files/AAM-I28-Implementation-Plan.pdf

WSDOT has identified the need to address these challenges and has requested a roadmap for integrating AAM into its transportation systems. Because of its existing innovation and economic reputations and ecosystems, Washington State is well-positioned to be a model for AAM adoption within the U.S. and abroad.

A Holistic Approach to AAM

In addition to WSDOT's request for land use policy recommendations for near and long-term planning for AAM adoption, Team b. Strategy + believes that a holistic approach will provide an appropriate response to the request and add value and context. As a non-technical firm, Team b. will bring focus to the community and economic impacts that a state-wide approach to an Air Mobility Aircraft Plan will bring to Washington. We will place emphasis on relationships between state, local, and tribal stakeholders to understand the real impacts, benefits, and challenges and lay out a plan to position Washington at the forefront of innovation for smart cities, connected communities, and opportunities for growth and prosperity.

In-person and virtual events, meetings, and focus groups will allow our team to gather the insight and perspective necessary to provide an actionable roadmap for state leaders to usher Washington into a new economic era with AAM. We will also lean on established relationships with technical and policy advisors to provide insight, data, and expertise to the study creating a complete picture of the impacts an undertaking of this scale will have on innovation, legislation, and development for the state.

Focus Areas

Team b. Strategy + has identified 6 core areas of focus:

Equity & Accessibility	*Sustainability & Energy*
Public Safety & Emergency Response	*Infrastructure*
Federal & Defense	*Economic Development*

Equity & Accessibility

AAM should be accessible to residents across communities, especially those in overburdened and underserved communities, so they experience tangible benefits that improve their quality of life, regardless of socioeconomic status or where they live.

Public Safety & Emergency Response

Public safety should be top of mind and therefore frame the decisions made around implementing AAM. Additionally, utilizing AAM for emergency-response can limit casualties, as well as reduce damage during a disaster or critical event.

Federal & Defense

Collaborating with Federal & Defense partners is key for a holistic roadmap of AAM within the State of Washington, with a particular emphasis on flight coordination across sectors. These inputs will also ensure Washington's AAM approach aligns with national security interests.

Sustainability & Energy

Finding sustainable, secure, scalable, and efficient ways to power AAM solutions is a core aspect of WSDOT's approach to AAM development across the state. With a diverse energy portfolio, Washington State can develop unique power solutions for AAM deployments.

Infrastructure

Identifying how best to utilize existing infrastructure, as well as new infrastructure needs, will be paramount to determining the feasibility and timeline of execution for AAM development within the State of Washington. This includes intermodal transportation opportunities, such as light rail, high speed rail, and ferries.

Economic Development

AAM deployments should be economically viable and generate new opportunities for the areas in which it is implemented, creating long-term, positive impact.

Qualifications/Expertise of Firms on Team

Provide a listing of all firms on your proposed team:

Team b. Marketing, Inc. (DBA Team b. Strategy +)

List the type(s) of expertise that each firm on your team can provide:

Team b. Strategy + provides expertise in the following areas:

- Strategy
- Communication
- Design
- Training
- Government Relations
- Meeting and Event Planning

How long has each firm on your team provided these type(s) of expertise:

13 years

Provide organization chart of your proposed team and include the respective roles that each firm will provide for the team:

- 1 Project Manager – Joyce Deuley
- 1 Event Coordinator
- 1 Graphic Design and Layout Specialist
- 5-7 Technical and Subject Matter Expert Advisors

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                        │      Joyce Deuley        │
                        │  Strategic Project &     │
                        │ Communications Specialist│
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Event Coordinator	Graphic Designer	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert
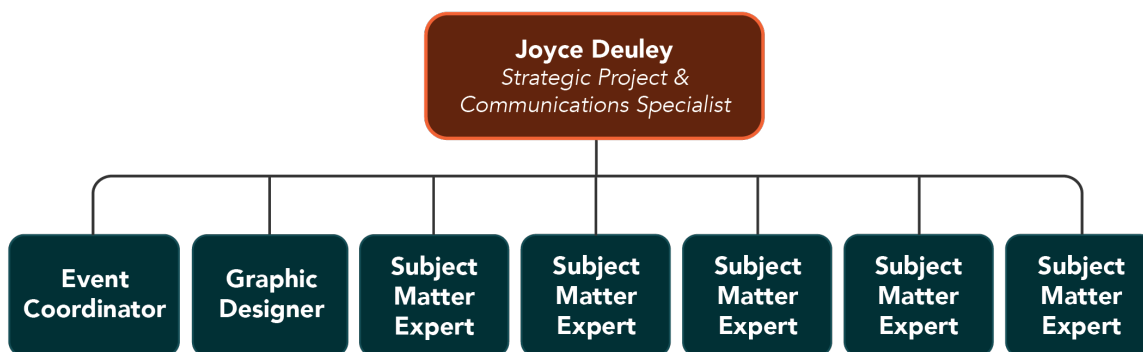
Provide listings of each team member's offices within the state of Washington (including the Greater Portland Metropolitan Area), include the total number of employees within each location and the types of expertise that is available at each location.

- Team b. Strategy + is a virtual firm that is registered in the state of WA. Our founder is a military spouse who has been stationed in the Puget Sound region at JBLM twice and has cultivated a team of experts across the country. Without brick-and-mortar facilities, Team b. employees work effectively from home offices or at our client's sites. We use technology and travel to remain in constant communication with each other and our clients. Our founder, Brittany Westling, currently resides in Tacoma, WA.

- Brittany Westling will attend strategic high-level discovery meetings in-person, as well as quarterly presentations, in-person events, site visits progress meetings, and final report delivery with the proposed Project Manager, Joyce Deuley.

Has the prime consultant worked with proposed subconsultant(s) on similar projects in the last three years? If yes, provide name of the project, each firm's role on the project and the dates the services were performed. Limit examples to one project for each subconsultant firm.

- Team b. Strategy + will be leveraging pre-existing relationships with individuals and experts that our Project Manager and CEO have with subconsultants to provide technical and policy advisory services. Our Project Manager has extensive experience working with smart city visionaries, technology innovators, and AAM experts in other regions of the U.S. and our CEO will pull from her network of aviation professionals and policy experts to deliver a well-rounded roadmap to WSDOT leaders to utilize in their AAM journey. The choice not to bring in

subcontracted firms allows Team b. to leverage a more targeted group of experts from a broader range of firms, industries, and agencies. It also allows us to more tightly control the quality of the input sought for this important study.

Provide a list of up to three (3) projects that each firm on your project team has completed within the last three (3) years. The project(s) must demonstrate the required expertise needed for this project. Include the work/services provided on the project(s) and the approximate amount received for each project.

- National Nuclear Security Administration Office of the Chief Information Officer Fiscal Year 24-26 Strategy and Roadmap
    - Developed a strategy and roadmap for the office that tied strategy development to implementable roadmaps.
    - Fee: $500K (Note: This amount is approximate as this work was performed on a larger 3.5-year contract that includes a broad scope and multiple deliverables)
- National Nuclear Security Administration Office of the Chief Information Officer IMperial Exercise series
    - Developed the cyber exercise series to increase broad stakeholder engagement as well demonstrate ties between tactical execution and process/procedure/authorities.
    - Fee: $750K (Note: This amount is approximate as this work was performed on a larger 3.5-year contract that includes a broad scope and multiple deliverables)
- Pacific Northwest National Laboratory Operational Technology Assurance Training Program
    - Developed User Guiding for the implementation of a new work authorization system.
    - Fee: $75K

Team b. Strategy + Overview

Team b. Strategy + is a woman-owned small business (WOSB) with cleared employees that meet our clients where they're at to help them accomplish their goals. We combine strategic planning and creative ideas to understand our clients' pain points and bring achievable solutions to the table. We stand shoulder-to-shoulder with our clients and partners to work collaboratively to solve tough problems and overcome challenges. Founded in 2011, Team b. Strategy + is an award-winning strategy, communications, and advisory firm that is dedicated to our clients' successes, whatever the opportunity.

Team b. Strategy + Corporate Resume and Client Profile Summaries

Strategy

Think it through, plan it out

We view strategy as the cornerstone of all of our service lines. Our team members take the time, do the legwork, and develop careful plans that help our clients achieve their goals. Team b. leverages tools, networks, and relationships to understand the bigger picture and positions our clients to make maximum impact.

Communcation

Tell your story, pique their interest

We understand that communication is a two-way street and that's why we can help you deliver the right information to the right people, at the right time. Our approach to understanding your goals and your audience's perspective leads to dynamic awareness campaigns that leave an impression and inspire action.

Design

Visualize your ideas, bring your story to life

We can translate the most complex ideas and data into visual stories to help clients show - rather than tell - audiences what they are all about.

Training

Develop your workforce, educate your customers

We create effective training programs and curriculum to reach your employees or customers. We cater to various learning styles and specialize in in-person, online, and blended training programs that will ensure consistency, no matter where or when lessons are delivered.

Government Relations

Engage your government, accomplish your goals

We provide legislative advocacy, regulatory counseling, and agency advocacy to facilitate the interaction between our clients and Congress, governmental regulators, and the legislative and regulatory arms of government.

Events

Connect with your peers, gain insight

We create opportunities for collaboration and thought leadership to obtain meaningful information to drive your business forward. Whether in person or virtual, we foster impactful ways to connect with the public and private sectors to further your goals.

Client Profiles

National Nuclear Security Administration

Team b. Strategy + has worked with the National Nuclear Security Administration for 13 years providing expertise in strategy, marketing, training, design, events, communication, and government relations.

Office of the National Cyber Director

Team b. Strategy + has worked with the Office of the National Cyber Director for the past year providing expertise in strategy, policy development, marketing, design, communication, and government relations.

Oak Ridge National Laboratory

Team b. Strategy + has provided strategy, marketing, design, communication, and government relations support to Oak Ridge National Laboratory over the past decade.

Pacific Northwest National Laboratory

Team b. Strategy + has provided training development for bespoke information technology (IT) implementations at the lab and regularly partners with researchers on projects being developed for national security initiatives.

Qualifications of Proposed Project Manager

Provide up to three (3) examples for the proposed Project Manager that demonstrates his/her prior experience as a Project Manager on WSDOT or similar projects. Include the date(s) of each project; the name of the client/organization for each project; list the project manager's responsibilities and tasks on each project.

CivTechSA: December 2017 – November 2018
Geekdom & the City of San Antonio

- Developed, launched, and managed the internationally recognized CivTechSA program with the City of San Antonio's Office of Innovation and Geekdom to pair

students, startups, and entrepreneurs with city departments to develop and deploy custom technology solutions within the City of San Antonio.

- Identified performance metrics and reporting materials, prepared, and presented quarterly and annual reports and presentations to stakeholders.

- Established and maintained strategic relationships across schools, universities, industry, and the entrepreneurial ecosystem in San Antonio as well as departments within the City of San Antonio and municipally owned agencies and key partner organizations.

- Produced and facilitated CivTechSA Ideathon Competition, the SmartSA Datathon Competition, and more.

- Managed media relationships and participated in interviews on behalf of CivTechSA and Geekdom.

- Final CivTechSA Report (2018) https://www.civtech-sa.com/wp-content/uploads/2021/12/2018-in-Review-Report.pdf

Texas Smart Cities Summit: December 2021 – April 2023
Zpryme, The Austin Smart City Alliance, The City of San Antonio & The City of Houston

- Partnered with the Austin Smart City Alliance to produce the Texas Smart Cities Summit to bring municipal, university, and industry thought leaders together and highlight smart city projects and initiatives across the State of Texas.

- Coordinated and facilitated weekly core committee planning and additional planning meetings (City of San Antonio, City of Houston, Dallas Innovation Alliance, Austin Smart City Alliance, DigiCity, and Zpryme).

- Managed the Texas Smart Cities Summit in Houston in 2023.

- Hosted the Summit as emcee and moderated panel sessions, assisted with event registration, check-in, and event-day operations.

- Conducted business development and strategic partnerships on behalf of Zpryme.

- Recordings of TX Smart Cities Event: https://www.youtube.com/playlist?list=PLDnyxu9YaAUuis_Iy-81Yiw6iw3B-ojAd

Demonstrate the Project Manager's familiarity with relevant state and federal regulations and/or procedures.

To prepare for this project, Joyce researched WSDOT's established work on AAM over the last 15+ years. Currently, WSDOT is involved in several working groups and is a member of organizations that work on AAM policies and solutions, including the I-5/HSR Corridor Collaboration project, the Commercial Aviation Working Group, is a member of the Community Air Mobility Initiative (CAMI), and one of the only member states involved in the U.S. DOT Interagency Working Group. Cities within Washington State have begun to utilize creative AAM solutions, including Tacoma's HB1989 for graffiti abatement using drones and Pierce County's use of drones for various forms of data collection in the county.

WSDOT has previously passed local policies that can help frame the final report, such as its Airport and Compatible Land Use legislation (RCW 36.70A.510, RCW 36.70.547), as well as its Growth Management Act (GMA) Comprehensive Plan. WSDOT has also conducted research on AAM and published several reports over the years, including its Analysis of Noise Disturbances at Heliports and Vertiports, Land Use Compatibility for Heliports and Vertiports, Airport Preparations for Emerging Aviation Technology, The Use of Small Unmanned Aircraft, and Public Opinion Concerning the Siting of Vertiports.

Team b. Strategy + is well-versed in ensuring that technology programs and innovations meet both technical and regulatory requirements. The WSDOT Air Mobility Aircraft Plan will depend on fresh approaches to policy and regulation concerning air traffic, land use, energy delivery systems, eVTOL licensing, and contracting among other issues to deliver the most valuable and realistic roadmap to WSDOT for its groundbreaking AAM endeavors.

Provide up to three (3) examples of the proposed Project Manager's ability to manage all of the following within a project:

Within the CivTechSA program at Geekdom, one event posed numerous challenges: the SmartSA Datathon Competition. In this event, municipally owned organizations with the SmartSA coalition, such as VIA Metropolitan Transit, San Antonio Water System, CPS Energy, as well as the City of San Antonio, teamed up to create an open-data competition for entrepreneurs, scientists, data engineers, students, and startups to identify trends across organizations' data sets and help develop solutions within target categories: Access to Services, Affordability, Environmental Quality, and

Mobility, etc. Winners of the Datathon (2018) received $15,000 and a contract to develop and deploy their solution.

- **Project Schedule:** One of the unexpected delays to the Datathon's timeline was the need for SmartSA partners to identify and prepare the data sets that would be open to the public. It was thought the data sets would only take a couple of weeks to obtain and prepare, but it took almost two months to secure the right buy-in from SmartSA leadership and legal teams prior to releasing the data to the public via an online catalog. This meant that several aspects of the overall planning process were delayed, but ultimately the information was hosted within an appropriate amount of time leading up to the in-person event in San Antonio. Joyce managed and facilitated the SmartSA partner planning meetings and kept track of planning action items within SmartSheets. She sent weekly reminders to partners and helped map out which data sets could be useful before assisting the partners in uploading the data sets to the online catalog.

- **Scope of Work/Scope Creep:** Once the winners were selected, it became challenging to manage the development of the winning solution. CPS Energy owned the contract, but it required the creation of new internal processes to manage the application's development and move through the proper channels for deployment. Joyce coordinated with the winning team and CPS Energy monthly and quarterly to assist with the process. What should have taken six months to develop took almost a year as a result.

- **Budget Issues:** Between the SmartSA partners and outside sponsorship, the Datathon Competition had 13 sponsors for its inaugural event. How those funds were allocated became a little challenging as the winning team was selected to develop their solution with CPS Energy owning the contract. CivTechSA and Geekdom managed the budgets while CPS Energy managed the solution development contract. Joyce maintained communication with stakeholders and the winning team to ensure that each milestone payout went smoothly, and the project scope of the contract was maintained by CivTechSA.

- **Changes that Arise Throughout the Life of the Project:** The 2018 Datathon Competition was the only Datathon to have a contract associated with winning the competition. As a result of 2018, despite positive engagement from partners and participants, it was determined that the contract to deployment portion of the contest was too much of a lift for any one SmartSA partner to take on. The Datathon continued in a more streamlined capacity from 2019-2021 and was one

of the most anticipated events for CivTechSA each year.

As a result of the CivTechSA program the City of San Antonio became interested in three ideas that didn't fit into the existing program. Joyce was asked to develop the concept for an incubator program in partnership between the City of San Antonio's Office of Innovation and IT Department and the Geekdom coworking space in 2018. She secured $250,000 in funding in 2019 to launch the Geekdom Incubator Program's two-year pilot program (2020). The Geekdom Incubator would serve to give the City of San Antonio the right of first refusal to implement custom technology solutions for the City, as well as generate economic development by providing grant funds to teams willing to form companies in San Antonio and be headquartered there for at least two years post-program.

- **Project Schedule:** As this project took nearly two years from concept to launch, the project schedule was largely undefined until 2019, and solidified in 2020. Joyce managed bi-weekly meetings with the initial cohort (three teams), as well as frequent meetings with core stakeholders, the City of San Antonio's Office of Innovation and IT Department Chiefs and the CEO of Geekdom as the program was outlined and developed. To gain City Council approval of the program, Joyce was required to develop the program timeline and craft individual team development roadmaps and timelines for their solutions. Much of the project moved along smoothly until the launch of the program in March 2020, in which the program had to pivot to become virtual, essentially overnight. Thankfully, many of the program elements and deliverables could be managed virtually, and the program was able to continue with little to no issue throughout 2020.

- **Scope of Work/Scope Creep:** In the development process of working with City of San Antonio departments (IT, Animal Care Services, the San Antonio Police Department, and Public Works), the need for new or unplanned meetings arose, leading to development delays for the initial cohort. All changes were communicated effectively within the Asana project files, along with weekly updates to core stakeholders at the City of San Antonio and Geekdom, and each of the teams were able to make significant progress on their solutions despite the delays.

- **Budget Issues:** Securing the initial funding was a success. The budget challenges arose when allocating grant funds to each of the teams within the initial cohort. They were not formalized companies yet, so an individual had to take on the responsibility of the funds, as well as the taxes associated with receipt. Joyce

worked with the teams to create team budgets that made sense along with their development timelines and worked with them to prepare for questions from stakeholders regarding the use of the funds throughout the Geekdom Incubator Program in 2020.

- **Changes that Arise Throughout the Life of the Project:** Besides taking the program mostly virtual in 2020 due to the pandemic, the initial program emphasized technology development and deployment within the timelines. The purpose of the Geekdom Incubator was to support new technology development, along with providing business development and support to budding entrepreneurial teams in San Antonio. However, it caused limitations to how many teams could participate each year. In the years following the 2-year pilot with the City of San Antonio, Geekdom changed the emphasis from a 12-month technology and business incubator to a 10-week business model incubator where more teams could participate each year.

Provide listing of professional licenses/accreditations for the proposed Project Manager; include the year that each license/accreditation was received. Please include the licenses that were obtained in the State of Washington only.

Joyce's Certifications:

- Certified GrowthWheel Business Advisor, GrowthWheel International Inc., May 2019

Team b. Strategy + Certifications:

- U.S. Small Business Administration (SBA) Woman Owned Small Business Certification
- Military Spouse Chamber of Commerce, Certified Military Spouse Owned Business

Key Team Members Qualifications (Prime Consultant and Subconsultants)

List each key team member's role/responsibilities on your proposed team.

For each proposed key team member provide up to three (3) examples of prior relevant projects. Include the name of project(s); dates of the project(s); and roles/responsibilities for each team member on those project(s); and

For each key team member on your proposed team, demonstrate his/her understanding of WSDOT and/or public agency regulations/procedures.

Team b. will provide a small team to execute the outlined tasks. The team will be led by a Project Manager supported by an Event Coordinator, Graphic Designer, and five to seven Subject Matter Experts. The Project Manager will make sure that the contract points of contact and WSDOT stakeholders are kept up to date on progress, will lead the development of quarterly reports, and be responsible for making sure all deliverables are completed. The Event Coordinator will be primarily responsible for planning/coordinating meetings and events. Our Subject Matter Experts (SMEs) will be consulted to provide valuable input and insight into the development of the AMAP. Team b. will bring in SMEs from state and federal level government agencies, the Department of Defense, private industry, and academia.

- Joyce Deuley, Strategic Project & Communications Specialist, Team b. Strategy +

    - https://www.teambstrategy.com/team

    - https://www.linkedin.com/in/joycedeuley/

    - Joyce's competence is second-to-none and has been demonstrated throughout the body of our proposal. Her background in Energy, Smart Cities, and Internet of Things (IoT) markets coupled with her entrepreneurial spirit are assets to this project. Joyce thrives when discussing and developing solutions for emerging technologies and studying their potential impacts on communities.

Firm's Project Management System (Prime Consultant)

Describe your firm's Quality Assurance/Quality Control processes

Team b. Strategy + anticipates regular and direct dialogue with the WSDOT to ensure that quality standards are being upheld and expectations are exceeded. Team b. will manage tasks and requirements in an organized manner using industry standard tools and processes to provide value to WSDOT and its partners. Tasks will be recorded, assigned, and tracked through to completion in Team b.'s corporate project management tool. Reports and dashboards will be produced and presented to WSDOT leadership and task/project sponsors to ensure that parties with equity are on the same page about what Team b. is working on, with whom, when, how, and why. This level of project and task management will also enable sponsors to make decisions and provide guidance regarding prioritization.

As a key component of effective project and task management, Team b. will develop and adhere to standard operating procedures and templates for documents. Team b. Strategy + will also perform regular check-ins with leadership and project/task sponsors to gather feedback and input to deliver value and iteratively improve the quality of work products and outcomes. These feedback loops will include formal, informal, and ad hoc interactions and will be documented as appropriate. The nature of the work outlined in the performance work statement (PWS) for this solicitation will require our team to be flexible and agile to meet the dynamic nature of this project for WSDOT.

Deliverables

- Team b. Strategy + will begin every task by validating and verifying requirements and close-out every assignment with WSDOT approval.

- The deliverables outlined are well understood and will be tracked in the project management tool outlined in the QCP section above.

Describe your firm's tracking system(s) to monitor the project's budget and/or scope

Team b. Strategy + will manage tasks and requirements in an organized manner using industry standard tools and processes to provide value to WSDOT and its partners. Tasks will be recorded, assigned, and tracked through to completion in Team b.'s corporate project management tool, Asana.

List your firm's scheduling program. Identify the type of software and list up to three projects.

Team b. Strategy + uses Microsoft Office365 including Outlook and Teams for scheduling. In addition, Slack and Asana are used to communicate and closely track project information. All billable hours applied to the project will be tracked in Quickbooks Tsheets.

- Operational Technology Assurance (OTA) training courses: OTA 100 and OTA 200 were developed for our clients at the National Nuclear Security Administration (NNSA). The Chief Information Officer and Chief Information Security Officer requested Team b. Strategy + create this important training for professionals in manufacturing environments across the nuclear enterprise. This project has been tracked in Asana.

- The National Cybersecurity Strategy (NCS), National Cybersecurity Strategy Implementation Plan (NCSIP), National Cyber Workforce and Education Strategy (NCWES): The Executive Office of the President (EOP) has contracted with Team b. to assist federal staff in the implementation of these important national level policies. The scheduling of broad agency and public outreach events and data calls is conducted in Microsoft O365 Outlook.

- Event planning: Team b. Strategy + regularly plans, organizes, and facilitates events, meetings, and summits for our clients across industries and agencies. We utilize Microsoft O365, Teams for virtual meetings, Outlook for scheduling and communication, Slack for communication and information sharing, and Asana for project tracking and process automation.

Describe your firm's process for interacting with your internal project team.

The Project Manager and her team will have reach back capability to utilize resources as needed to ensure this project stays on time and on budget.

Describe your firm's ability to provide interaction with your client and/or stakeholders.

Team b. Strategy + will provide personnel onsite as needed to conduct meetings, interviews, etc.

Project Check-In Schedule (Dates included in Project Timeline):

- Initial Discovery Calls with WSDOT Stakeholders
- End of Week Status Updates & Action Items
- Bi-weekly/Monthly Progress Calls with WSDOT Stakeholders
- Quarterly Progress Updates
- Review of Findings Presentation
- Final Findings Presentation

Project Delivery Approach

Please include the following:

How does your firm develop a work plan for this project

Team b. Strategy + would evaluate the project and use a standardized approach to develop a work plan for this project.
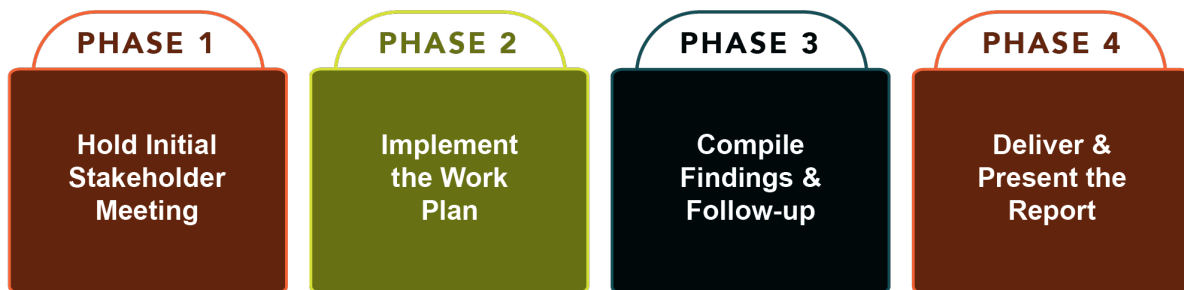

Who is involved with the decision-making process for the development of the work plan

- Team b. Strategy + works shoulder-to-shoulder with our clients to ensure that work plans and schedules are well understood and that expectations are exceeded. For this project the Project Manager, Event Coordinator, and technical

advisors will work in concert to develop the work plan. The Project Manager will ensure that beyond the immediate project, the WSDOT client agrees with the plan and is kept apprised of the progress as milestones are met and/or a change in direction is needed.

Describe each of the elements of the proposed work plan to deliver this report

PHASE 1	PHASE 2	PHASE 3	PHASE 4
Hold Initial Stakeholder Meeting	Implement the Work Plan	Compile Findings & Follow-up	Deliver & Present the Report

Phase 1:

- Hold initial meeting(s) with WSDOT stakeholders to:
    - Perform discovery and conduct research
    - Identify project goals and objectives
    - Define target audiences and stakeholders
        - Local, Tribal, State, and Federal Governments
        - Municipalities
        - Industry
            - Aviation
            - Energy
            - Defense
            - Economic Development
            - Public Safety
            - Emergency Response
    - Develop key topline messages
    - Select communications methods, tools, and channels

- Establish timeline
- Draft budget and associated costs

Phase 2:

- Implement the Work Plan
  - Establish Connection & Schedule Relevant Stakeholder Interviews
    - Develop Relevant Stakeholder Questionnaire to Guide Discussions
    - Report Findings
  - Develop Public & Open Response Campaign for WSDOT Website/Channels (for SMEs, Industry, Residents)
    - Report Findings
  - Develop & Launch Structured WA State Resident Surveys (5k - 10k responses)
    - Establish Connections & Schedule Relevant Industry Interviews (5 - 10)
  - Develop Industry Questionnaire to Guide Discussions
    - Report Findings
  - Identify Potential Partners for Future Collaborations
  - Host six recorded virtual sessions on Core Pillars (invitation only) and report lessons learned:
    - Equity & Accessibility
    - Public Safety & Emergency Response
    - Federal/Defense
    - Sustainability & Energy
    - Infrastructure
    - Economic Development
  - Host three in-person meetings for municipalities and report lessons learned (10-20 cities in total):
    - Western part of Washington

- Eastern part of Washington
- Across the State

Phase 3:

- Compile Findings
  - Evaluate findings from meetings, listening sessions, and surveys and develop recommendations
  - Identify challenges and obstacles for the roadmap
  - Draft report content and recommendations
  - Crosswalk draft with applicable state and federal legislation and policy
- Follow-up
  - Identify and raise potential concerns or roadblocks with WSDOT
  - Revisit any interviewees or subject matter experts to address gaps and gather follow up input

Phase 4:

- Deliver the Report
  - Craft findings presentation to highlight report and recommendations.
  - Final Report & Presentation will cover:
    - Public & Community Outreach
    - Relevant Stakeholder Interviews
    - Partner Summary
    - Industry Interviews & Summaries
    - Virtual Sessions & Lessons Learned
    - Municipal Sessions & Lessons Learned
    - Policy & Land Use Recommendations
    - Additional Resources
    - Presentation of Findings & Feedback Session

- Present report and discuss findings with WSDOT stakeholders and lessons learned.

Describe how your work plan addresses contingencies that may arise during the project

Team b. Strategy + recognizes that things can get off course during a project, however by maintaining frequent and consistent communications with stakeholders, serious issues can be minimized. At each stage of the work plan, Team b. Strategy + will have check-in meetings (frequency determined during Phase 1) with WSDOT and other relevant stakeholders to review progress and identify any challenges that arise so that we can collaboratively resolve them.

Describe your approaches to resolve issue(s) within the project team; client(s) and stakeholders.

All teams face situations where members disagree. If there is trust, healthy disagreements are often a great benefit to the team. Successful project managers can identify the signs of dysfunction and respond appropriately. Following Team b.'s People Leader Playbook, the Project Manager will work through identifying and resolving conflict that may arise.

Team communication is crucial, and our approach includes the following:

- **It's direct, honest, and concise**

  Describe what you want others to do, and provide complete information, including the who, what, when, where, and how. Use clear language; don't expect your teammates to translate specialized jargon or acronyms.

- **It's respectful**

  Teammates show they value one another's opinions, comments, and suggestions. Healthy communication makes team members feel comfortable, safe, and encouraged to participate and respond.

- **Conflict is acknowledged when it arises**

  All teams face situations where members disagree with each other and the client. If and when these conflicts occur, the project manager is responsible for handling the conflict with the team and with clients.

Provide assumptions for work breakdown structure, e.g., WSDOT vs Consultant deliverables

WSDOT would provide:

- Acceptance of timelines and deliverables

- Assistance with public comment

- Promotion of a survey for residents

- Provide contacts and introductions as needed to strategic stakeholders

- Desired end state: At the conclusion of this study WSDOT would like Team b. to do XYZ, produce XYZ, so that WSDOT can accomplish/decide/rule out/etc. XYZ...

Team b. Strategy + would provide:

- Develop project plan/work plan

- Project schedule

- List of stakeholders

- Conduct research (legislation, budgetary, industry, other states/municipalities)

- Conduct stakeholder engagement to include planning and execution of meetings, events, surveys, etc.

- Formulate report to identify findings and recommendations

- Produce final report

Identify any key issues and critical milestones for the project

Critical Milestones

- Phase 1: Progress Report & Findings

- Phase 2: Progress Report & Findings

- Phase 3: Progress Report & Findings

- Phase 4: Project Review

Key Issues

Team b. Strategy + would like introductions to key stakeholders within local, state, and tribal governments to maintain a holistic perspective of Washington State's needs.

- Team b. Strategy + would like introductions to key industry stakeholders within the State of Washington, particularly Chambers of Commerce and Economic Development Offices in relevant municipalities.

  Potential site visits may be necessary beyond discovery meetings and interviews (e.g., airports, ferry stations, light rail stations, rail yards, train stations, etc.).

- Team b. Strategy + will not alter public comments, interview responses, or survey data obtained during the project.

Looking Ahead

The future of aviation is distributed and accessible. The State of Washington is in a unique position to create a holistic roadmap that can not only help inform other states as they approach AAM and intermodal transportation innovations, but to also help the FAA, U.S. DOT, and the U.S. Department of Energy, and other critical agencies determine how best to deploy and support these initiatives. This model could also serve as a template for international AAM adoption and management, helping to secure the U.S.' lead on AAM worldwide.

Team b. Strategy + is eager to assist WSDOT's endeavor with clarity, equity, and feasibility in mind. It isn't enough to imagine what is possible, we need to take what is possible and make it tangible through informed actions and intentional collaboration across communities, sectors, and agencies. Our team intends to exceed expectations and deliver a roadmap prior to June 1, 2025 that will inspire action to make Washington the first state to layout a state-wide plan for AAM.

We thank WSDOT for the consideration and look forward to any future questions.