



Washington State Department of Transit

Air Mobility Aircraft Plan

Packet B

Request for Qualifications (RFQ): Air Mobility Aircraft Plan

April 9, 2024 **[Revised]**

Submitted By:

Deloitte Consulting LLP

1015 2nd Ave Suite 500

Seattle, WA 98104



Washington State Department of Transit
Contract Services Office
csosubmittal@wsdot.wa.gov

Deloitte Consulting LLP
1015 2nd Ave Suite 500
Seattle, WA
Phone: (916) 502 - 6296
www.deloitte.com

Dear RFQQ Coordinator,

Deloitte¹ is pleased to submit this proposal to support the Washington State Department of Transportation (WSDOT) in the development of an Air Mobility Aircraft Plan that will serve as a holistic roadmap for integrating Advanced Air Mobility (AAM) into the state's transportation system. We believe our submission meets all the requirements of the request based on RFQQ documents and revisions shared by WSDOT as of February 15, 2024, and demonstrates that our Team possesses the required level of experience to perform the Statement of Work (SOW).

We believe that Deloitte is the right firm for WSDOT based on the following:

- Deloitte's Market Position in AAM – demonstrated through our breadth and depth of projects and publications across State & Local, Federal, and Commercial Industry.
- Our Unmatched Team – bringing together the technical, operational, and strategic skills required to deliver a successful roadmap and AAM Aircraft Plan.
- We know the State of Washington – our established presence and relationships in Washington through past and current projects demonstrate our commitment to the State.

Our proposal is offered subject to the condition that Deloitte and WSDOT subsequently reach and enter into a mutually agreeable written agreement for the proposed services. If we are awarded this engagement, we intend to negotiate in good faith with WSDOT to reach such an agreement as expeditiously as possible as we have done with many other Washington state agencies.

Deloitte's Legal Status

Deloitte Consulting LLP became a limited liability partnership in Delaware in 2003. Its chairman and chief executive officer is Dan Helfrich. It has a board of directors which maintains general authority and supervision over the management, practice, and affairs of Deloitte Consulting LLP and establishes its various policies. Deloitte Consulting LLP is a subsidiary of Deloitte LLP, which is also a limited liability partnership registered in Delaware. The leaders of Deloitte LLP include Jason Girzadas, chief executive officer, and Lara Abrash, chairman of the board. Deloitte LLP also has a board of directors which has general authority and supervision over the management, practice, and affairs of Deloitte LLP and establishes its various policies. Deloitte Consulting LLP is registered in Washington with a Uniform Business Identification (UBI) number of 602-356-799 and a Statewide Vendor (SWV) number of SWV0093122.

Deloitte's Market Position in Advanced Air Mobility (AAM)

AAM is a broad and nascent industry that is complex and multi-faceted, requiring a comprehensive understanding of aspects such as technology integration, regulation, markets and trends, and operational best practices and challenges. Deloitte has established itself as a



market leader and trusted advisor within the AAM industry, leveraging expertise from our subject matter advisors (SMAs) who have executed numerous projects and programs across the aviation and technology sectors. This allows us to bring extensive data, past studies, and industry leading practices to accelerate project times and reach client goals more efficiently. Additionally, Deloitte is continuously developing knowledge across the AAM sector by actively engaging with key stakeholders and industry through conference participation and workshops to stay at the forefront of the latest approaches, barriers, and trends.

Our Unmatched Team

Our proposed Project Manager is Nicholas Flom, a Specialist Leader in our Autonomy offering. Nick is a Subject Matter Advisor in UAS, general aviation, and aviation infrastructure. Prior to joining Deloitte, he was the Executive Director of the Northern Plains UAS Test Site. He was also responsible for Vantis, the state of North Dakota's \$50M statewide beyond visual line of sight initiative. Under his leadership, North Dakota was selected as one of 10 participants of the UAS Integration Pilot Program, selected to participate in the FAA's Unmanned Traffic Management (UTM) Pilot Program and has supported multiple federal agencies.

We Know the State of Washington

The State of Washington has trusted Deloitte for over ten years on its most important, complex, and high-profile projects. We have helped nearly 20 state agencies realize their goals and objectives, including the Department of Transportation (DOT), Department of Labor & Industries (L&I), Health Benefit Exchange (HBE), Employment Security Department (ESD), Department of Social and Health Services (DSHS), the Department of Licensing (DOL), the Washington State University (WSU), and the Department of Children, Youth, and Families (DCYF). With four offices across the State of Washington, more than 1,500 Deloitte professionals call Washington State home. Our professionals are passionate about supporting sustainable aviation and alternative transportation options across Washington, furthering the rich aviation history, benefiting regional economies, and enhancing the region's competitive position.

We appreciate the opportunity to present you our approach and effort estimation and hope that the information in this proposal underlines our competencies and our passion for transformative transportation systems. We would welcome the chance to realize this exciting project jointly. If you have questions, please do not hesitate to contact me at mametcalfe@deloitte.com or +1.703.213.8029.

Yours sincerely,

Matt Metcalf, Managing Director
Deloitte Consulting LLP

¹ As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Table of Contents

Packet B	5
Consultant Information Form.....	5
6. Contractor Certification – Worker’s Rights (Prime Consultant and Subconsultants).....	6
7. Wage Theft Prevention Contractor Certification – Professional Services	7
8. References / Past Performances (Prime Consultant Only).....	8
9. Cost Factors (Prime Consultant and Sub-Consultants).....	14

Packet B

Start of Response

Consultant Information Form

Consultant Information Form

Firm Name: Deloitte Consulting LLP		FYE Date: May 31	Number of Employees: 91,000
Address: 1015 2nd Ave Suite 500			
City: Seattle	State: WA	Zip Code: 98104	County: King County
Phone: +1 206 716 7000	Fax: +1 206 965 7000	Company Web Site: www.deloitte.com	
Remit to Address: Deloitte Services LP, 4022 Sells Drive			
City: Hermitage	State: TN	Zip Code: 37076-2930	County: USA
Phone: +1 720 428 7166		Fax:	
Statewide Vendor Number (SWV) for Remit to Address: SWV0093122		Federal Tax ID Number or Social Security Number: 06-1454513	
Unified Business Identifier Number (UBI): 602-356-799		Date Universal Numbering System (DUNS) Number: 00-256-3455	
Year Firm Established: 2003	UDBE/SBE/MSVWBE Certification Number: : N/A	NAICS Code & Code Name: 918-12, 905-28	
Proposed Project Manager: Nick Flom		Email: nflom@deloitte.com	
Financial Contact: Johanna Tomlin		Email: johtomlin@deloitte.com	

Firm Type:

Sole Proprietor Partnership C – Corp. Limited Partnership Subchapter S Corp. Limited Liability Company

Annual Gross Receipt:

\$0 to \$1 Million \$1 Million to \$5 Million \$5 Million to \$10 Million \$10 Million to \$15 Million Over \$15 Million

Note:

Firm Name: Please *do not* use: dba's – doing business as; combination names when two firms are working together, unless the combination name is the formation of a legally registered new company such as a joint venture; derivatives of your legal name; acronyms; etc. The firm name shown must be your firm's legal name.

Federal Tax ID Number: Your Federal Tax ID number must be that number registered to your legal firm name. If you do not have a Federal Tax ID number, please use your social security number.

Unified Business Identifier (UBI) Number: Your firm will be **REQUIRED** to acquire a UBI Number prior to execution of an agreement and/or being approved as a Sub-consultant to an existing agreement. This is a Washington State Business license and can be acquired by contacting the Washington State Department of Revenue web site at www.dor.wa.gov

Statewide Vendor (SWV) Number: The Statewide Vendor (SWV) Number is **REQUIRED** for vendors to receive payments. If your firm doesn't already have an SWV number, your firm will be required to acquire a SWV number prior to execution of an agreement. For additional information, please visit the Office of Financial Management (OFM) at <https://www.ofm.wa.gov/it-systems/accounting-systems/statewide-vendor-pavee-services>

FYE Date: Your firm's fiscal year end date.

UDBE/SBE/MSVWBE Certification: If your firm is certified as a UDBE/SBE/MSVWBE enter your firm's certification number. Federal Certifications: Underutilized Disadvantaged Business Enterprise (UDBE), Small Business Enterprise (SBE). State Certifications: Minority, Small, Veteran, Women Business Enterprise. For additional information go to the Washington State Office of Minority & Women's Business Enterprises web site at www.omwbe.wa.gov

It is critical that your firm name is your legal firm name and that it is the same name assigned to your Federal Tax ID number and is the same name utilized for your SWV number.

6. Contractor Certification – Worker’s Rights (Prime Consultant and Subconsultants)

**CONTRACTOR CERTIFICATION
EXECUTIVE ORDER 18-03 – WORKERS’ RIGHTS
WASHINGTON STATE GOODS & SERVICES CONTRACTS**

Pursuant to the Washington State Governor’s Executive Order 18-03 (dated June 12, 2018), the Washington State Department of Transportation is seeking to contract with qualified entities and business owners who certify that their employees are not, as a condition of employment, subject to mandatory individual arbitration clauses and class or collective action waivers.

Solicitation Title: Air Mobility Aircraft Plan

I hereby certify, on behalf of the firm identified below, as follows (check one):

NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm does **NOT** require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

OR

MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm requires its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

FIRM NAME: Deloitte Consulting LLP
Name of Contractor/Bidder – Print full legal entity name of firm

By:  Matt Metcalfe
Signature of authorized person Print Name of person making certifications for firm

Title: Managing Director Place: Arlington, VA
Title of person signing certificate

Date: April 2, 2024

7. Wage Theft Prevention Contractor Certification – Professional Services

CONTRACTOR CERTIFICATION
WAGE LAW COMPLIANCE – RESPONSIBILITY CRITERIA
WASHINGTON STATE GOODS & SERVICES CONTRACTS

Prior to awarding a contract, agencies are required to determine that a bidder is a 'responsible bidder.' See RCW 39.26.160(2) & (4). Pursuant to legislative enactment in 2017, the responsible bidder criteria include a contractor certification that the contractor has not willfully violated Washington's wage laws. See Chap. 258, 2017 Laws (enacting SSB 5301).

Solicitation or Agreement Title: Air Mobility Aircraft Plan

Solicitation Posting Date or Agreement Start Date: February 15, 2024

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the below certification is true and correct and that I am authorized to make the following certification on behalf of the firm listed herein.

CERTIFICATION:

This firm has NOT been determined by a final and binding citation and notice of assessment issued by the Washington Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in [RCW 49.48.082](#), any provision of RCW chapters [49.46](#), [49.48](#), or [49.52](#) within three (3) years prior to the date of the above-stated date.

FIRM NAME: Deloitte Consulting LLP
Name of Consultant/Contractor – Print full legal entity name of firm

By:  Matt Metcalfe
Signature of authorized person Print Name of person making certifications for firm

Title: Managing Director Place: Arlington, VA
Title of person signing certificate Print city and state where signed

Date: April 2, 2024

Submittal Instructions:

- If submitting a proposal in response to a solicitation, a signed Certification Document for the Prime and all Subs must also be included in your proposal Packet B (see advertisement for additional requirements).
- If requesting to add a Sub to an existing agreement, submit the signed Certification Document to: ConsultantRates@wsdot.wa.gov.

CONTRACTOR CERTIFICATION – WAGE THEFT PREVENTION: PROFESSIONAL SERVICES CONTRACTS

8. References / Past Performances (Prime Consultant Only)

Reference #1:

Category	Reference Information
Client Name, Telephone Number, and Address	Vertx Parnters, 304-444-2243, 7000 Hampton Center, Morgantown, WV 26505
Contact Name, Telephone Number, and Email Address	Sean Frisbee 304-276-8999 sean.frisbee@vertxpartners.org
Date of Services Provided	October 2023 – January 2024
Project Name	Elevating West Virginia: a Vision for Advanced Air Mobility
Description of Services Provided	Mingo County Authority was awarded a Congressional Directed Spending grant through NASA to establish and research AAM opportunities within West Virginia, focusing on maximizing the impact of AAM on rural communities. Vertx Partners was announced as the project manager and retained Deloitte to establish a 15-year strategy and roadmap for WV to become an early adopter in AAM. Findings will be captured in a report that will be published and presented to WV Legislators in January 2024.
	<p><u><i>Approach and Key Results</i></u></p> <p>Deloitte’s approach commenced with a comprehensive data collection phase, where we reviewed over 60 sources of literature, conducted more than 40 stakeholder interviews, and considered 10+ ArcGIS map layers to review aviation assets and infrastructure. The team then proceeded to a market analysis phase, where we conducted a detailed current state analysis and landscape analysis of West Virginia (WV) to assess the ecosystem, funding, infrastructure, and policy to enable Advanced Air Mobility (AAM). By identifying and prioritizing viable AAM applications that would be impactful to WV, we were able to conduct an economic impact analysis across the state. This analysis considered the creation of jobs and generation of tax revenue. Lastly, our reporting phase saw the capture of these key findings in a comprehensive report, offering a 15-year roadmap of recommendations for WV to become an early adopter in AAM. The results of our three-phased approach have provided insightful, data-driven guidance to propel WV towards AAM adoption.</p>

Performance Evaluation #1:

**Washington State
Department of Transportation**

**Performance Evaluation
Completed by Reference**

Consultant Name:	Deloitte Consulting, LLP
Consultant's Project Manager:	Nicholas Flom
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)	Elevating West Virginia: a Vision for Advanced Air Mobility

Type of Work:

Roadway Design
 Plans Specs & Estimates
 Transportation Study
 Right-of-Way
 Other

Contract Information: (Work must have been completed within the last 3 years or is currently being performed.)

<input checked="" type="checkbox"/> Prime <input type="checkbox"/> Sub	Start Date 10/23/23	End Date 01/19/24	Dollar Amount of Services 220,000.00
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Performance Evaluation	
Rating Criteria Please rate each criteria on a scale of 1 to 10. 1 being low and 10 being high.	Score 1 - Low to 10 - High
1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related?	10.00
2. Did the firm complete the project within the total budgeted amount?	10.00
3. Did the firm complete the project within the contract schedule(s)?	10.00
4. Did the firm meet all of your technical standards and quality expectations?	10.00
5. Was the firm's communication, both oral and written, clear and concise?	10.00
6. Was the firm's project management system effective?	10.00
Total Score (Total the score by adding the scores for criteria 1 through 6.)	60.00
Average Score (Average the score by dividing the total score by the total number of criteria that was rated.)	10.00

Evaluator Information:		
Firm/Company Name:	Vertx Partners	
Evaluator's Name:	Mary Cook	Evaluator's Title: Vice President of Operations
Firm/Company Address:	602 Virginia Street E Suite 202 Charleston, WV 25301	
Phone: (304) 444-2243	Fax:	Date: 04/08/24

Distribution: Original: Return to Consultant being evaluated; and
 Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcso@wsdot.wa.gov

Rev. 2014

Reference #2:

Category	Reference Information
Client Name, Telephone Number, and Address	National Aeronautics and Space Administration, 202-358-0000, 300 E. Street SW, Washington, DC 20546
Contact Name, Telephone Number, and Email Address	Nancy Mendonca 202-258-3051 nancy.mendonca@nasa.gov
Date of Services Provided	July 2022 – March 2023
Project Name	NASA Public Good
Description of Services Provided	<p>Deloitte was hired by NASA explore how AAM could enhance public services in the future. This exploration was done through the development characteristics for "public good", defining what "public good" means in the context of AAM backed by existing literature and public services. By establishing foundational knowledge through a definition and characteristics, additionally, detail was developed how AAM could support public good through use cases, metrics, and requirements.</p> <p><u>Approach and Key Results</u></p> <p>Deloitte executed a detailed literature review, scheduled and facilitated external stakeholder interviews, developed a decision matrix for measuring public good impacts, presented during AAM ecosystem working group meetings to validate work products, and led working sessions with NASA and industry experts.</p> <p>This effort developed a definition for "AAM missions for public good", a unique set of characteristics that can help identify AAM missions in the future, an extensive list of use cases to document the different applications of AAM for public good, a set of metrics to help rank or grade the use case based on the impact to the public service, and requirements to compare NASA's current portfolio with potential public good use cases. This engagement established foundational knowledge of how AAM can enhance public service in the future to better guide research and portfolio investments for NASA to have the greatest impact in the near term.</p>

Performance Evaluation #2:

**Washington State
Department of Transportation**

**Performance Evaluation
Completed by Reference**

Consultant Name:	Deloitte Consulting, LLP
Consultant's Project Manager:	Nicholas Flom
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)	NASA AAM Public Good Missions

Type of Work:

Roadway Design
 Plans Specs & Estimates
 Transportation Study
 Right-of-Way
 Other

Contract Information: (Work must have been completed within the last 3 years or is currently being performed.)

<input checked="" type="checkbox"/> Prime	Start Date	End Date	Dollar Amount of Services
<input type="checkbox"/> Sub	07/13/22	03/31/23	273,135.67

Performance Evaluation	
Rating Criteria	Score
Please rate each criteria on a scale of 1 to 10. 1 being low and 10 being high.	1 - Low to 10 - High
1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related?	9.00
2. Did the firm complete the project within the total budgeted amount?	10.00
3. Did the firm complete the project within the contract schedule(s)?	10.00
4. Did the firm meet all of your technical standards and quality expectations?	7.00
5. Was the firm's communication, both oral and written, clear and concise?	9.00
6. Was the firm's project management system effective?	9.00
Total Score (Total the score by adding the scores for criterias 1 through 6.)	54.00
Average Score (Average the score by dividing the total score by the total number of criteria that was rated.)	9.00

Evaluator Information:		
Firm/Company Name:	National Astronautics and Space Administration (NASA)	
Evaluator's Name:	Nancy Mendonca	Evaluator's Title: Deputy, AMIO, NASA
Firm/Company Address:	NASA HQ 300 Hidden Figures Way SW, Washington, DC 20024	
Phone: (202) 358-3051	Fax:	Date:

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 Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcso@wsdot.wa.gov

Rev. 2014

Reference #3:

Category	Reference Information
Client Name, Telephone Number, and Address	Maryland Economic Development Corporation, 410-625-0051, 7 St Paul St #940, Baltimore, MD 21202
Contact Name, Telephone Number, and Email Address	Tom Sedowski 410-688-0013 t_sadowski@medco-corp.com
Date of Services Provided	September 2022 – December 2022
Project Name	Maryland Autonomy Summit and Strategic Vision
Description of Services Provided	<p>Maryland has many assets that are being under-utilized in the emerging autonomous-technology industry. At its current state, the autonomous market within Maryland has been hindered by various factors;’ autonomy-industry efforts are siloed within the state’s ecosystem, there was not a lot of state government assistance within this space, and much of Maryland is unaware of the research being done in Southern Maryland on this topic. Originally, the Maryland Economic Development Corporation (MEDCO) turned to Deloitte to accelerate Maryland’s industry engagement, education, and funding support for UAS/AAM initiatives. The focus of our work quickly evolved to the entire gamut of autonomous technologies due to our client’s request and the capabilities found within the state.</p> <p><u><i>Solution and Impact</i></u></p> <p>The MEDCO Project team produced two ideas to address the problems at hand; an in-person autonomy summit held on November 30, 2022 at the Southern Maryland Autonomous Research and Technology (SMART) Building and a high-level Strategic Vision for autonomy in the state. The goals of the summit was to generate excitement, foster networking within the industry, brainstorm ideas on how to better coordinate future efforts, and prompt tangible commitments from attendees. The Strategic Vision will be a synthesis of ideas we heard at the summit as well as recommendations gathered from stakeholder interviews and research.</p> <p>The summit was a great success and has set the stage for another summit hosted by the University of Maryland in Spring 2023. Discussions included identifying strengths and weaknesses of Maryland’s UAS ecosystem, what factors have a positive impact on this ecosystem, and how can summit participants be more engaged with this ecosystem.</p>

Performance Evaluation #3:

**Washington State
Department of Transportation**

**Performance Evaluation
Completed by Reference**

Consultant Name:	Deloitte Consulting, LLP
Consultant's Project Manager:	Nicholas Flom
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)	Maryland Autonomy Summit and Strategic Vision

Type of Work:

Roadway Design
 Plans Specs & Estimates
 Transportation Study
 Right-of-Way
 Other

Contract Information: (Work must have been completed within the last 3 years or is currently being performed.)

<input checked="" type="checkbox"/> Prime	Start Date	End Date	Dollar Amount of Services
<input type="checkbox"/> Sub	08/23/22	12/02/22	211,000.00

Performance Evaluation	
Rating Criteria	Score
Please rate each criteria on a scale of 1 to 10. 1 being low and 10 being high.	1 - Low to 10 - High
1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related?	10.00
2. Did the firm complete the project within the total budgeted amount?	10.00
3. Did the firm complete the project within the contract schedule(s)?	10.00
4. Did the firm meet all of your technical standards and quality expectations?	10.00
5. Was the firm's communication, both oral and written, clear and concise?	10.00
6. Was the firm's project management system effective?	10.00
Total Score (Total the score by adding the scores for criterias 1 through 6.)	60.00
Average Score (Average the score by dividing the total score by the total number of criteria that was rated.)	10.00

Evaluator Information:		
Firm/Company Name:	Maryland Economic Development Corporation	
Evaluator's Name:	J. Thomas Sadowski	Evaluator's Title: Executive Director
Firm/Company Address:	7 St. Paul St., Suite 940 Baltimore, MD 21202	
Phone: (410) 625-0051	Fax:	Date: 04/09/24

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 Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcso@wsdot.wa.gov

9. Cost Factors (Prime Consultant and Sub-Consultants)



Billing Rate Table	
WSDOT Agreement: Deloitte Consulting LLP 1015 2nd Ave Suite 500 Seattle, WA 98104	
Job Classifications	Hourly Billing Rate
Project Executive / Executive Program Manager	\$380.00
Project Manager	\$355.00
Subject Matter Specialist	\$285.00
Senior Business Analyst	\$266.00
Business Analyst	\$175.00
Junior Analyst	\$145.00

Deloitte Consulting will perform the services on a fixed-fee basis of \$300,000.