



Brittany Westling
President & CEO
Team b. Strategy +
3119 N 20th Street
Tacoma, WA 98406

To the Washington State Department of Transportation Contract Selection Committee:

Team b. Strategy + is pleased to submit the following quotation for the Washington State Department of Transportation Air Mobility Aircraft Plan proposal and hereby certifies it is in compliance with the solicitation and its requirements. As a woman-owned and military-spouse-owned small business, we are pleased to bring unique perspective, qualifications, and expertise to this exciting opportunity in Washington. My active-duty spouse and I have been stationed at Joint Base Lewis McChord (JBLM) twice and have declared our intent to homestead here upon his retirement from the U.S. Air Force.

Our firm is well-positioned to gather data from state, local, tribal, Federal, and Defense stakeholders as well as community members to get a fulsome picture of how a state-wide approach to Advanced Air Mobility (AAM) might impact Washington. At the conclusion of our study, we will provide a complete report outlining how AAM can bring innovation, efficiency, and prosperity to the state. The report will address timelines for vertiports and vertistops, infrastructure requirements, governance and oversight frameworks, and policy implications for this exciting plan.

If selected, Team b. Strategy + will exceed expectations to provide an actionable plan that addresses risks and benefits for the state. It is our sincere hope to be afforded the opportunity to be selected to partner with WSDOT to play a part in this exciting endeavor and contribute to this future transportation paradigm.

Sincerely,

A handwritten signature in black ink, appearing to read 'Brittany Westling', with a stylized flourish at the end.

Enclosures:

WSDOT Air Mobility Aircraft Plan Packet B
Appendix A Bill Rate Template Team b.

team b.

STRATEGY +

WSDOT Air Mobility Aircraft Plan Proposal

Packet B

April 2, 2024

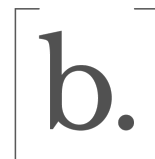


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Consultant Information Form

Firm Name:		FYE Date:	Number of Employees:
Address:			
City:	State:	Zip Code:	County:
Phone:	Fax:	Company Web Site:	
Remit to Address:			
City:	State:	Zip Code:	County:
Phone:		Fax:	
Statewide Vendor Number (SWV) for Remit to Address:		Federal Tax ID Number or Social Security Number:	
Unified Business Identifier Number (UBI):		Date Universal Numbering System (DUNS) Number:	
Year Firm Established:	UDBE/SBE/MSVWBE Certification Number::	NAICS Code & Code Name:	
Proposed Project Manager:		Email:	
Financial Contact:		Email:	

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-vendorpayee-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.

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 Transportaion 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: WSDOT Air Mobility -
Aircraft Plan -

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

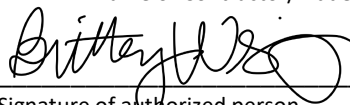
NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

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: Team b. Marketing, Inc.
Name of Contractor/Bidder – Print full legal entity name of firm

By: 
Signature of authorized person

Brittany Westling
Print Name of person making certifications for firm

Title: President & CEO
Title of person signing certificate

Place: Tacoma, WA
Print city and state where signed

Date: March 30, 2024

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

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

Solicitation or Agreement Title: WSDOT Air Mobility Aircraft Plan

Solicitation Posting Date or Agreement Start Date: February 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: Team b. Marketing, Inc.
Name of Consultant/Contractor – Print full legal entity name of firm

By:  Brittany Westling
Signature of authorized person Print Name of person making certifications for firm

Title: President & CEO Place: Tacoma, WA
Title of person signing certificate Print city and state where signed

Date: March 31, 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.

Washington State Department of Transportation

Performance Evaluation Completed by Reference

Consultant Name:
Consultant's Project Manager:
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)

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 type="checkbox"/> Prime <input type="checkbox"/> Sub	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Start Date</td></tr> <tr><td style="height: 30px;"></td></tr> </table>	Start Date		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">End Date</td></tr> <tr><td style="height: 30px;"></td></tr> </table>	End Date		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Dollar Amount of Services</td></tr> <tr><td style="height: 30px;"></td></tr> </table>	Dollar Amount of Services	
Start Date									
End Date									
Dollar Amount of Services									

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?

2. Did the firm complete the project within the total budgeted amount?

3. Did the firm complete the project within the contract schedule(s)?

4. Did the firm meet all of your technical standards and quality expectations?

5. Was the firm's communication, both oral and written, clear and concise?

6. Was the firm's project management system effective?

Total Score

(Total the score by adding the scores for criterias 1 through 6.) _____

Average Score

(Average the score by dividing the total score by the total number of criteria that was rated.) _____

Evaluator Information:		
Firm/Company Name:		
Evaluator's Name:	Evaluator's Title:	
Firm/Company Address:		
Phone:	Fax:	Date:

Distribution: Original: Return to Consultant being evaluated; and

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

Washington State Department of Transportation

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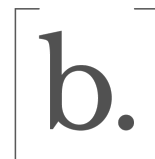


Cost Factors

- Proposed Billing Rates Form for the following labor categories can be found in Appendix A:
 - Industry Expert
 - Subject Matter Expert
 - Graphic Designer
 - Event Coordinator
- List all proposed personnel for the project with corresponding labor classifications and rates. Rates should be “all inclusive” or “fully burdened” hourly rates.

Position	Name	Labor Category	Availability
Project Manager	Joyce Deuley	Subject Matter Expert	120 hours/month
Event Coordinator	Ashley Mower	Event Coordinator	40 hours/month
Design and Layout	Katie Chewing	Graphic Designer	10 hours/month
Technical Advisors	Various (Approx. 5-7)	Industry Expert	2 hours/month

- Additional funding for travel requested aside from \$300K in anticipated labor hours will accommodate trips for Project Manager to conduct in-person focus groups, site visits, and interviews: \$30K
- **Total Project Estimate** at current scope: \$330K
- Clearly identify the proposed Project Manager



- Joyce Deuley: Strategic Project & Communications Specialist

Joyce is a problem solver extraordinaire with an innate ability to bring ideas to life with special focus on improving communities and organizations both big and small. Her background in Energy, Smart Cities, and Internet of Things (IoT) markets coupled with her entrepreneurial spirit are assets to any project she touches. Joyce thrives when discussing and developing solutions for emerging technologies and studying their potential impacts on communities. Our clients are dazzled by her ability to research a topic and assemble actionable plans that drive impact and deliver value. When she is not solving problems for our clients, you can find her flexing her creativity through knitting, poetry, and baking. You'll have to get in line if you want one of her famous lemon ricotta bars.

Appendix A: Bill Rate Table

