

# Proposal to Provide an Air Mobility Aircraft Plan

**STATEMENT OF QUALIFICATIONS**  
**PACKET B (REVISED)**

For:



**Washington State**  
**Department of Transportation**

Submission By:

*NEXA Advisors LLC*

*UAM Geomatics Inc.*

*NUAIR*

*Yolanka Wulff Consulting*

April 8, 2024



**NEXA Advisors**  
A NEXA Capital Company

1765 Greensboro Station Place, Suite 900, McLean, VA 22102

T: (202) 499-5089 W: [www.nexaadvisors.com](http://www.nexaadvisors.com)

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Tower A, Suite 900,  
McLean VA 22102 USA  
202-499-5089

[michael.j.dyment@nexacapital.com](mailto:michael.j.dyment@nexacapital.com)  
[michael.j.dyment@nexaadvisors.com](mailto:michael.j.dyment@nexaadvisors.com)

## LETTER OF TRANSMITTAL

April 8, 2024

To:

Washington State Department of Transportation  
310 Maple Park Avenue SE  
Olympia, Washington, USA  
U.S.47.034700°N 122.897661°W  
mailto: [CSOSubmittals@wsdot.wa.gov](mailto:CSOSubmittals@wsdot.wa.gov)

**Procurement Name: State of Washington Department of Transportation  
RFQ - Notice to Consultants Air Mobility Aircraft Plan  
Due 4:00pm PDT April 2, 2024**

NEXA Advisors LLC is pleased to submit this formal procurement response to WSDOT. We deem both volumes of this proposal – Packet A and Packet B - to be 100% compliant with the requirements of the RFQ received on February 15, 2024. We wish to be evaluated and considered to provide an Air Mobility Aircraft Plan for the State and believe that our qualifications will add value and reduce risk in this exciting new area.

Note that we have revised our April 2, 2024 submission, having received clarification from Amber Horan (WSDOT) with respect to evaluation Criteria 9 Cost Factors, and have appended the correct Billing Rate Table template referred to in the RFQ. Four excel spreadsheets are also now available as an integral attachment to the Packet B PDF.

The agreement type is Negotiated Hourly Rate, and we welcome discussions on our capabilities, work scope and cost at your earliest convenience.

Sincerely,

**NEXA ADVISORS LLC**

Michael J. Dyment  
Managing Partner

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## Evaluation Criteria (6-9)

Found in these Sections are:

- Consultant Information Form
- Contractor Certification
- Wage/Theft Prevention Certification
- Certification of Worker Rights
- Certified Proposed Billing Rates AND Billing Rate Table templates for each company

### Evaluation Criterion 6 – Contractor Certification

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.

The following companies hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that NEXA Advisors LLC is authorized to make these certifications on behalf of each firm.

- NEXA Advisors LLC
- UAM Geomatics, Inc.
- NUAIR
- Yolanka Wulff Consulting

Contractor Certification – NEXA Advisors LLC

*Consultant Information Form*

Firm Name: NEXA Capital Partners LLC dba NEXA Advisors LLC		FYE Date: Dec 31	Number of Employees: 10
Address: 1765 Greensboro Station Place, Suite 900			
City: McLean	State: Virginia	Zip Code: 22102	County: Fairfax
Phone: 202-499-5089	Fax:	Company Web Site: www.nexaadvisors.com	
Remit to Address: Same as above			
City:	State:	Zip Code:	County:
Phone:	Fax:		
Statewide Vendor Number (SWV) for Remit to Address: VA 0010687807		Federal Tax ID Number or Social Security Number: 26-0488308	
Unified Business Identifier Number (UBI):		Date Universal Numbering System (DUNS) Number: 102491133	
Year Firm Established: 2007	UDBE/SBE/MSVWBE Certification Number::	NAICS Code & Code Name: 541611	
Proposed Project Manager: Michael J. Dyment		Email: michael.j.dyment@nexaadvisors.com	
Financial Contact: Michael J. Dyment		Email: michael.j.dyment@nexacapital.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](http://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](http://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 Notice to Consultants -  
Air Mobility Aircraft Plan

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

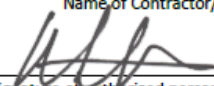
**NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES.** This firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

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: NEXA Advisors LLC  
Name of Contractor/Bidder – Print full legal entity name of firm

By:   
Signature of authorized person

Michael J. Dyment  
Print Name of person making certifications for firm

Title: Managing Partner  
Title of person signing certificate

Place: McLean, VA 22102  
Print city and state where signed

Date: March 26, 2024

Contractor Certification – UAM Geomatics

*Consultant Information Form*

Firm Name: <b>UAM Geomatics Inc.</b>		FYE Date: <b>Dec 31</b>	Number of Employees: <b>4</b>
Address: <b>1765 Greensboro Station Place, Suite 900</b>			
City: <b>McLean</b>	State: <b>VA</b>	Zip Code: <b>22102</b>	Country: <b>fairfax</b>
Phone: <b>202-499-5056</b>	Fax:	Company Web Site: <b>www.nexa-uam.com</b>	
Remit to Address:			
City:	State:	Zip Code:	Country:
Phone:	Fax:		
Statewide Vendor Number (SWV) for Remit to Address:		Federal Tax ID Number or Social Security Number: <b>84-4904360</b>	
Unified Business Identifier Number (UBI):		Date Universal Numbering System (DUNS) Number:	
Year Firm Established: <b>2019</b>	UDBE/SBE/MSVWBE Certification Number:	NAICS Code & Code Name:	
Proposed Project Manager: <b>Eleanor Herman</b>		Email: <b>eleanor.herman@nexa-uam.com</b>	
Financial Contact: <b>Same</b>		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](http://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-vendorpayse-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](http://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 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: WSDOT Notice to Consultants-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: UAM Geomatics Inc,  
Name of Contractor/Bidder – Print full legal entity name of firm

By: Eleanor Herman  
Signature of authorized person

Eleanor Herman  
Print Name of person making certifications for firm

Title: President  
Title of person signing certificate

Place: Williamsburg, VA  
Print city and state where signed

Date: March 30, 2024



Contractor Certification – NUAIR

*Consultant Information Form*

Firm Name: Northeast UAS Airspace Integration Research Alliance Inc.		FYE Date: 12/31	Number of Employees: 28
Address: 250 Harrison St, Ste 201			
City: Syracuse	State: NY	Zip Code: 13202	Country: US
Phone: 315-765-1129	Fax:	Company Web Site: www.nuair.org	
Remit to Address:			
City:	State:	Zip Code:	Country:
Phone:	Fax:		
Statewide Vendor Number (SWV) for Remit to Address:		Federal Tax ID Number or Social Security Number: 46-0606366	
Unified Business Identifier Number (UBI):		Date Universal Numbering System (DUNS) Number: 07-966-7438	
Year Firm Established: 2012	UDBE/SBE/MSVWBE Certification Number:	NAICS Code & Code Name: 541611	
Proposed Project Manager: David Whitaker		Email: dwhitaker@nuair.org	
Financial Contact: Emily DeMarche		Email: edemarche@nuair.org	

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:** Non-profit

**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.

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**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](http://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**

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Solicitation Title: WSDOT Notice to Consultants - 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: Northeast UAS Airspace Integration Research Alliance Inc  
Name of Contractor/Bidder – Print full legal entity name of firm

By:   
Signature of authorized person

Emily DeMarche  
Print Name of person making certifications for firm

Title: Chief Financial Officer  
Title of person signing certificate

Place: Tampa, FL 33611  
Print city and state where signed

Date: March 27, 2024

Contractor Certification – Yolanka Wulff Consulting

*Consultant Information Form*

Firm Name: <b>Yolanka Wulff Consulting</b>		FYE Date: <b>12/31</b>	Number of Employees: <b>1</b>
Address: <b>678 Madison Ave N</b>			
City: <b>Bainbridge Island</b>	State: <b>WA</b>	Zip Code: <b>98110</b>	County: <b>Kitsap</b>
Phone: <b>206-660-8498</b>	Fax:	Company Web Site:	
Remit to Address: <b>PO Box 11162</b>			
City: <b>Bainbridge Island</b>	State: <b>WA</b>	Zip Code: <b>98110</b>	County: <b>Kitsap</b>
Phone: <b>206-660-8498</b>	Fax:		
Statewide Vendor Number (SWV) for Remit to Address: <b>pending</b>		Federal Tax ID Number or Social Security Number: <b>99-2207023</b>	
Unified Business Identifier Number (UBI): <b>604-520-437</b>		Date Universal Numbering System (DUNS) Number:	
Year Firm Established: <b>2018</b>	UDBE/SBE/MSVWBE Certification Number:. <b>pending</b>	NAICS Code & Code Name: <small>541990 All Other Professional, Scientific, and Technical Services</small>	
Proposed Project Manager: <b>Yolanka Wulff</b>		Email: <b>ywulff@gmail.com</b>	
Financial Contact: <b>Yolanka Wulff</b>		Email: <b>ywulff@gmail.com</b>	

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.

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**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](http://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 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):

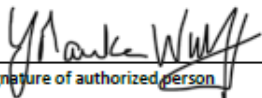
**NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES.** This firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

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:   Yolanka Wulff Consulting    
Name of Contractor/Bidder – Print full legal entity name of firm

By:       
Signature of authorized person

  Yolanka Wulff    
Print Name of person making certifications for firm

Title:   Principal    
Title of person signing certificate

Place:   Bainbridge Island, WA    
Print city and state where signed

Date:   March 27, 2024

## Evaluation Criterion 7 – Certification of Wage Theft Prevention

The following companies hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications of wage theft prevention herein are true and correct and that NEXA Advisors LLC is authorized to submit these certifications on behalf of each firm.

- NEXA Advisors LLC
- UAM Geomatics, Inc.
- NUAIR
- Yolanka Wulff Consulting

Wage/Theft Prevention Certification – NEXA Advisors LLC

**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: WSDOT Notice to Consultants -  
Air Mobility Aircraft Plan

Solicitation Posting Date or Agreement Start Date: Feb 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: NEXA Advisors LLC

Name of Consultant/Contractor – Print full legal entity name of firm

By:   
Signature of authorized person

Michael J. Dymant  
Print Name of person making certifications for firm

Title: Managing Partner  
Title of person signing certificate

Place: McLean, VA 22102  
Print city and state where signed

Date: March 26, 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](mailto:ConsultantRates@wsdot.wa.gov).

CONTRACTOR CERTIFICATION – WAGE THEFT PREVENTION: PROFESSIONAL SERVICES CONTRACTS





Wage/Theft Prevention Certification – NUAIR

**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: WSDOT Notice to Consultants - 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: Northeast UAS Airspace Integration Research Alliance Inc.  
Name of Consultant/Contractor – Print full legal entity name of firm

By:  Emily DeMarche  
Signature of authorized person Print Name of person making certifications for firm

Title: Chief Financial Officer Place: Tampa, Florida 33611  
Title of person signing certificate Print city and state where signed

Date: March 27, 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](mailto:ConsultantRates@wsdot.wa.gov).

CONTRACTOR CERTIFICATION – WAGE THEFT PREVENTION: PROFESSIONAL SERVICES CONTRACTS



Wage/Theft Prevention Certification – Yolanka Wulff

**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: WSDOT Notice to Consultants: Air Mobility Aircraft Plan\_

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

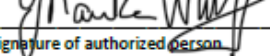
I hereby certify, under penalty of perjury under the laws of the State of Washington, that the below certification is true and correct and that I am authorized to make the following certification on behalf of the firm listed herein.

**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: Yolanka Wulff Consulting \_\_\_\_\_

Name of Consultant/Contractor – Print full legal entity name of firm

By:  \_\_\_\_\_  
Signature of authorized person

Yolanka Wulff \_\_\_\_\_  
Print Name of person making certifications for firm

Title: Principal \_\_\_\_\_  
Title of person signing certificate

Place: Bainbridge Island, WA \_\_\_\_\_  
Print city and state where signed

Date: March 27, 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](mailto:ConsultantRates@wsdot.wa.gov).

CONTRACTOR CERTIFICATION – WAGE THEFT PREVENTION: PROFESSIONAL SERVICES CONTRACTS

## Evaluation Criterion 8 – References/Past Performance

NEXA Advisors provides a minimum of three (3) with a maximum of five (5) performance evaluations for past or active projects, performed within the last three (3) years. Performance Evaluations using the WSDOT version of the evaluation form are submitted.

### Part 1 – Past Performance – Performance Evaluations Attached

#### *State of Ohio*

- Project Name: Ohio Department of Transportation - Economic Impact Report for Advanced Autonomous Aircraft Technologies in Ohio
- Begin and End Date: October 2020 – July 2021
- Consultant Team: Crown Consulting (Prime), NEXA Advisors, UAM Geomatics Inc., HMMH
- Final Report Link: <chrome-extension://efaidnbmninnibpcjpcglclefindmkaj/https://www.dot.state.oh.us/Divisions/Planning/SPR/Research/reportsandplans/Reports/Final%20Reports/136144%20Final%20Report.pdf>

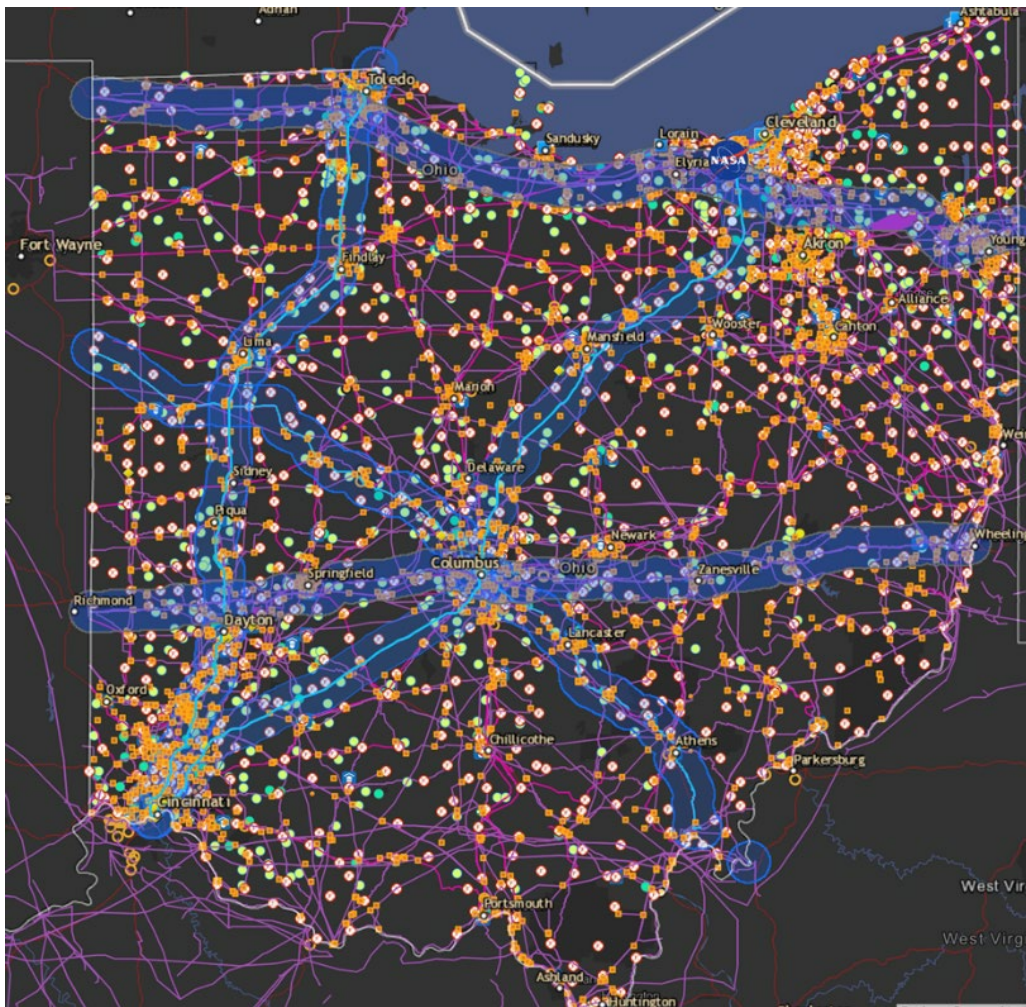
#### **Project Description:**

As a subcontractor to Crown Consulting, NEXA played a pivotal role in a collaborative initiative undertaken for the Ohio Department of Transportation (ODOT) aimed at assessing the feasibility and potential economic impact of integrating Advanced Air Mobility (AAM) into Ohio's transportation infrastructure. Tasked with leveraging its subsidiary UAM Geomatics' expertise in Geographic Information Systems (GIS) data analysis and economic forecasting, NEXA's primary goals encompassed providing comprehensive analytical support and insights to inform policy deliberations and strategic decision-making within the state. NEXA's involvement in the project was multifaceted, spanning from refining and analyzing ArcGIS data layers for vertiport site and air-route selection to conducting economic forecasts and business case analyses crucial for assessing the viability of AAM operations. Furthermore, NEXA was instrumental in developing user-friendly analytical tools and refining analytical methodologies to ensure the delivery of actionable insights to stakeholders, thereby contributing significantly to the project's overarching objective of facilitating the integration of AAM into Ohio's multimodal transportation system.

The study conducted for the Ohio Department of Transportation yielded several critical findings aimed at guiding policy decisions within the state. Leveraging the expertise of senior team members in the global AAM field, the study determined that Ohio stands to foster profitable AAM operations across urban, suburban, and rural areas over a 25-year forecast period. Tasked with this project, NEXA and UAMG were responsible for conducting in-depth analytics and

providing insights into economic forecasts and job creation potential within the AAM sector, contributing to informed decision-making by Ohio policymakers and legislative committees.

- These operations are projected by NEXA to generate approximately \$13 billion in commercial business activities, including revenues from operators, aircraft manufacturing, and infrastructure expenditures.
- Moreover, the study forecasts over 15,000 permanent high-paying jobs and anticipates significant tax revenues of over \$2.5 billion, illustrating substantial economic potential for the state. Tasked with this project, NEXA was responsible for conducting in-depth analytics and providing insights into economic forecasts and job creation potential within the AAM sector, contributing to informed decision-making by Ohio policymakers.



*Figure 1 – NEXA/UAMG’s interactive AAM-related infrastructure map for the state of Ohio.*

Additionally, the study examined the role of small Unmanned Aerial Systems (sUAS) in enhancing efficiencies and productivity, albeit without significant economic benefits. While sUAS operations offer improved resource utilization, higher data fidelity, and social benefits such as workplace safety, their economic impact was found to be limited. UAMG's involvement



included analyzing the potential benefits and limitations of sUAS operations, helping to inform ODOT and other government entities on their utility in infrastructure inspection and workforce efficiency. Moreover, the study identified significant disparities in cargo logistics corridors, emphasizing the need for targeted investment in ground and Public Service Utility (PSU) infrastructure.

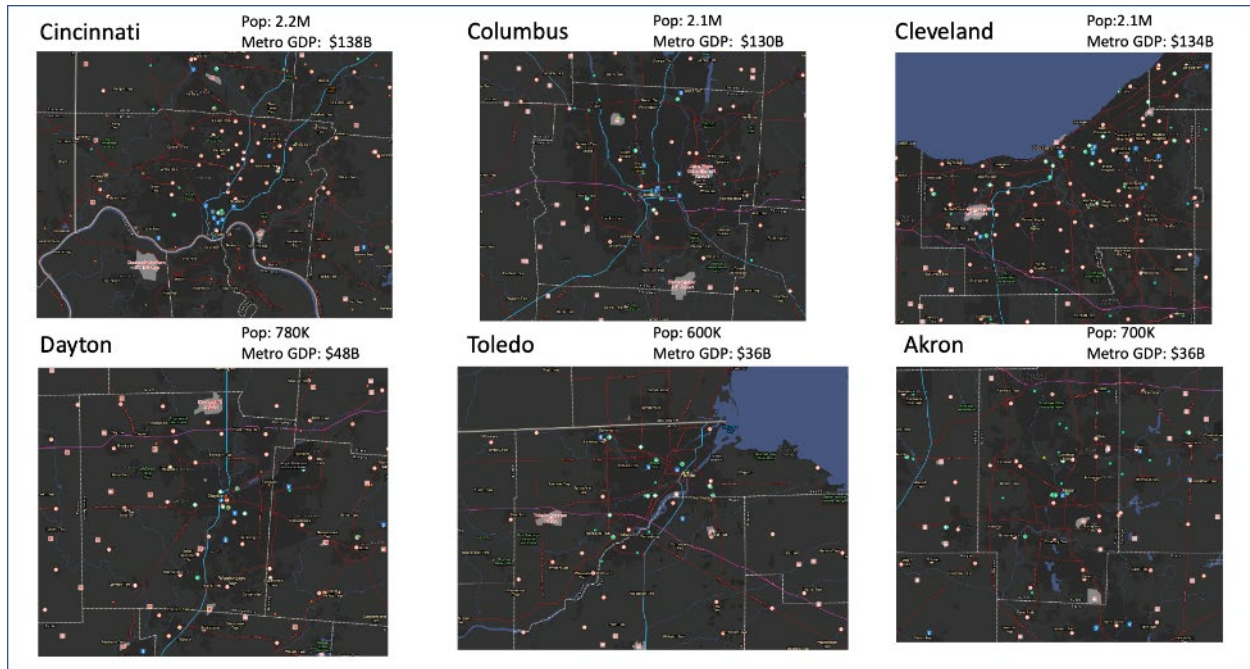


Figure 2 – ArcGIS visualization of six combined Ohio Statistical Areas.

NEXA and UAMG played a crucial role in assessing the economic activity resulting from necessary infrastructure investments, including multimodal and multiport installations and corridor PSU systems, aligning with Ohio's efforts to bolster low-altitude air traffic management and capitalize on AAM's potential to bridge economic disparities between rural and urban populations.

	Year	2020 2024	2025 2029	2030 2034	2035 2040	2041 2045	SUM	Pillar Totals
Ground Infra structure	OPEX	\$30,378,227	\$78,781,611	\$142,434,815	\$213,474,139	\$272,555,871	\$737,624,663	\$1,060,532,154
	CAPEX	\$80,365,680	\$74,474,160	\$118,745,280	\$15,065,280	\$34,255,080	\$322,905,480	
PSU	OPEX	\$4,897,999	\$7,299,488	\$33,766,518	\$106,097,559	\$109,654,734	\$261,716,297	\$464,669,827
	CAPEX	\$23,614,110	\$69,155,607	\$35,421,164	\$40,481,331	\$34,281,319	\$202,953,530	
AAM Operators	Passenger Revenues	\$52,371,092	\$350,161,775	\$623,322,304	\$1,363,453,265	\$2,220,513,798	\$4,609,822,234	\$9,177,228,119
	Emergency Services Revenues	\$52,510,693	\$271,881,831	\$500,063,439	\$750,816,715	\$879,786,522	\$2,455,059,199	
	Cargo Revenues	\$75,998,775	\$197,417,439	\$348,616,702	\$670,269,311	\$820,044,458	\$2,112,346,685	
Vehicles	Vehicle Purchases	\$85,800,000	\$356,920,000	\$436,828,750	\$707,691,125	\$694,598,839	\$2,281,838,714	\$2,281,838,714
Ohio Grand Total		\$405,936,575	\$1,406,091,910	\$2,239,198,973	\$3,867,348,725	\$5,065,690,620	\$12,984,266,803	\$12,984,268,814

Figure 3 – Ohio's economic activity created by the four AAM supply chains.

**Washington State  
Department of Transportation**

**Performance Evaluation  
Completed by Reference**

Consultant Name:	NEXA Capital Partners LLC dba NEXA Advisors LLC
Consultant's Project Manager:	Michael J. Dyment
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)	Economic Impact Report for Advanced Autonomous Aircraft

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	Start Date	End Date	Dollar Amount of Services
<input checked="" type="checkbox"/> Sub	10/1/2020	6/15/2021	\$500,000

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
2. Did the firm complete the project within the total budgeted amount?	10
3. Did the firm complete the project within the contract schedule(s)?	10
4. Did the firm meet all of your technical standards and quality expectations?	10
5. Was the firm's communication, both oral and written, clear and concise?	10
6. Was the firm's project management system effective?	10
<b>Total Score</b> (Total the score by adding the scores for criterias 1 through 6.)	<b>60</b>
<b>Average Score</b> (Average the score by dividing the total score by the total number of criteria that was rated.)	<b>10</b>

Evaluator Information:		
Firm/Company Name:	Crown Consulting, Inc	
Evaluator's Name:	Rubén Del Rosario	Evaluator's Title: VP, Aerospace and Advanced Trans.
Firm/Company Address:	1530 Wilson Blvd. Suite 900, Arlington VA 22209	
Phone:	571-451-9265	Date: 3/29/2024

Distribution:  Original: Return to Consultant being evaluated; and Rev. 2014  
 Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcso@wsdot.wa.gov

### *Commonwealth of Virginia*

- Project Name: Virginia’s Advanced Air Mobility Future – AAM’s Economic Benefit for the Commonwealth
- Begin and End Date: August 2022 to January 2023
- Consultant Team: NEXA Advisors (Prime), UAM Geomatics, Inc., Drone Economics, Inc.
- Final Report Link: [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://viriniaipc.org/wp-content/uploads/2024/03/Website-Virginias-Advanced-Air-Mobility-Future\\_OTk4Mj.pdf](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://viriniaipc.org/wp-content/uploads/2024/03/Website-Virginias-Advanced-Air-Mobility-Future_OTk4Mj.pdf)

#### **Project Description:**

This is a State-wide policy, technology, business case and economic impact report and recommendations focused on Advanced Air Mobility (AAM), which will have transformative societal and economic benefits throughout the Commonwealth of Virginia. Additionally, it is an exploration of how the Commonwealth may become a leader of AAM in North America, with the opportunities and challenges involved in being among the first in infrastructure, manufacturing, and revenue operations.

Audiences are legislators, municipal and government agencies, transportation and social policy experts, the aviation and tech industries, research organizations, the media, universities, community leaders and, most significantly, residents of the Commonwealth of Virginia.

This comprehensive study led by NEXA Advisors, with support from UAM Geomatics and Drone Economics Inc., illuminates the opportunities and challenges the AAM industry presents as it continues to rapidly evolve. In addition to exploring the social, business, and economic benefits, we also investigate the various uses of these aircraft to transport people and cargo, and perform a variety of functions for police, fire, forestry, agriculture, package delivery, and inspections.

In 2022, the Virginia Unmanned Systems Center at VIPC established the Virginia AAM Alliance (VAAMA), a collaboration between VIPC and the Virginia Department of Aviation, which has brought together nearly 100 stakeholders from across the Commonwealth. VAAMA members are experts in aerospace, business, government, transportation, economic development, real estate, logistics, academia, and healthcare, individually and focus groups. These leaders are contributing their expertise and vision for AAM, with its many benefits to government, businesses, universities, and residents. This study utilizes VAAMA members’ insights facilitated by NEXA, and details the methods used to arrive at its findings for jobs, revenues, and overall economic impact.

*This AAM white paper was commissioned by the Virginia Innovation Partnership Corporation (VIPC) and The Office of the Secretary of Commerce and Trade*



Norfolk, Virginia

## Preface

This is an economic impact study focused on new air transportation and technology options called Advanced Air Mobility (AAM), which will have transformative societal and economic benefits. Additionally, it is an exploration of how the Commonwealth of Virginia may become a leader of AAM in North America, with the opportunities and challenges involved in being among the first.

Audiences are legislators, municipal and government agencies, transportation and social policy experts, the aviation and tech industries, research organizations, the media, universities, community leaders and, most significantly, residents of the Commonwealth of Virginia.

### SPONSORS

This paper was commissioned by the Virginia Innovation Partnership Corporation (VIPC) and the Office of the Secretary of Commerce and Trade. VIPC creates technology-based economic development strategies to accelerate innovation, imagination, and the next generation of technology and technology companies. VIPC, a non-profit corporation, bridges gaps at the earliest stages of the innovation continuum.

### AUTHORS AND CONTRIBUTORS



The Virginia Unmanned Systems Center at VIPC would like to thank and acknowledge NEXA Advisors, LLC for their research and collection of the information contained in this document which included transportation economists and experts in aerospace transportation systems. Appreciation is extended to the authors Michael Dymont, Eleanor Herman, Phillip Dymont, Chase Leeby, Benjamin Merran, Hank Krakowski, and Zackary White. Special thanks to Lance Sherry of George Mason University and Darryl Jenkins of Drone Economics, Inc.

We also wish to thank the many, companies and agencies throughout the Commonwealth of Virginia who contributed information and perspectives to this project.



NEXA used its ArcGIS platform (UAM Geomatics) and applied business case tools (see tools section in this Packet B) to determine the business and supply chain impacts for use cases moving people and packages/cargo. For this project, NEXA, UAM Geomatics and drone Economics performed the following tasks:

- Conducted state-wide geomatics survey to identify up to 50 geospatial features critical to planning for AAM: existing transportation modes, airspace classifications, power grid, airports, emergency services locations (hospitals, clinics, police, fire, EMT), employment centers, multimodal transport nodes, land use and zoning, population demographics, etc.
- Developed 20-year passenger demand forecasts for 5 use cases, as well as cargo logistics demand
- Business case: Estimated requirements of four supply chains or value chains in CAPEX, OPEX, infrastructure needs for AAM, and part 135 operator expected revenues. Analyzed the prospects of project break-even to support eventual project cash flows.
- Economic impact: Forecasted jobs (direct, indirect, induced) and catalytic effects
- Developed stakeholder outreach programs and conducted interviews and meetings to consider factors important to successful community integration of AAM.
- Developed a framework for implementation of Public Private Partnerships to identify or secure investment commitments from state and private sector
- Developed analysis and materials necessary for state legislature to develop policies and Provide financial support for AAM launch in the Commonwealth.

According to NEXA's business case findings, the economic impact and benefits to the Commonwealth of Virginia by the AAM industry (through 2045) will:

- Generate \$16 billion in new business activity and related stimulus, in part by integrating AAM vehicle and related manufacturing into the state.
- Add 10% or more to the growth of Virginia's existing aerospace sector.
- Produce \$2.8 billion in local, state, and federal tax revenues.
- Create over 17,000 new full-time aerospace industry and other jobs in the Commonwealth.
- Bring employment and educational opportunities to all regions of the Commonwealth, including underserved and economically challenged areas.



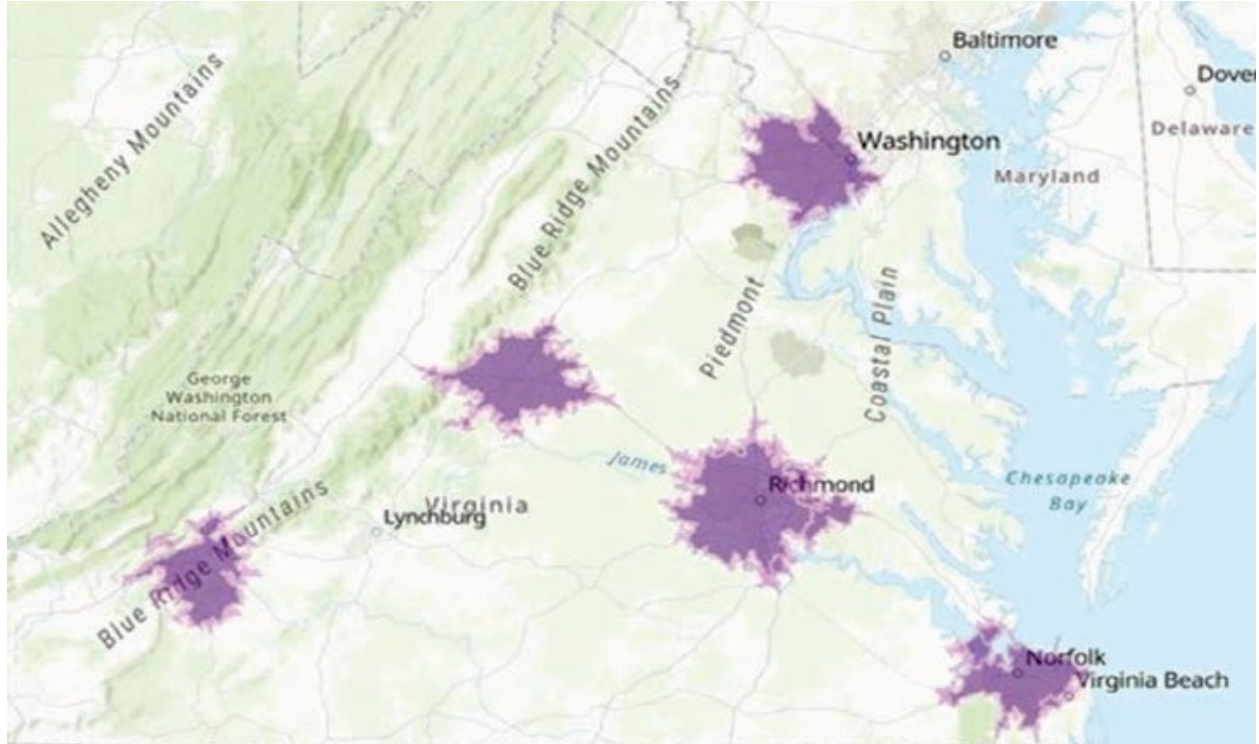


Figure 4 - Shaded areas show 30-minute drive times to Virginia's Level 1 Trauma Centers. Any critically ill person outside these areas may not reach the hospital within the "golden hour," that is, the window of time in which a victim is thought to have the greatest chance of survival if given medical attention. A network of eVTOL Medevac aircraft across the state could significantly improve survival outcomes. (Source: UAM Geomatics Analysis)

In addition to the economic benefits outlined in this study, we have recommended eight (8) specific actions and follow-on steps. These steps were developed to support the promising job number as well as accelerate AAM adoption and opportunity growth:

- The Commonwealth of Virginia should promptly appoint a Virginia AAM Executive Director to oversee, coordinate, and drive programs and policies to benefit the state's emerging AAM industry.
- Plan, implement, and operate an MVI (Minimum Viable Infrastructure for air traffic management), enabling the approval of BVLOS (Beyond Visual Line of Sight) operations in opportune Virginia regions. This MVI would be funded utilizing a PPP (Public Private Partnership) structure that demonstrates limited, targeted capital investment that can demonstrate near-term benefits and therefore be supported by affordable user fees in the future. Currently, FAA regulations require drones to operate within Visual Line of Sight (VLOS).

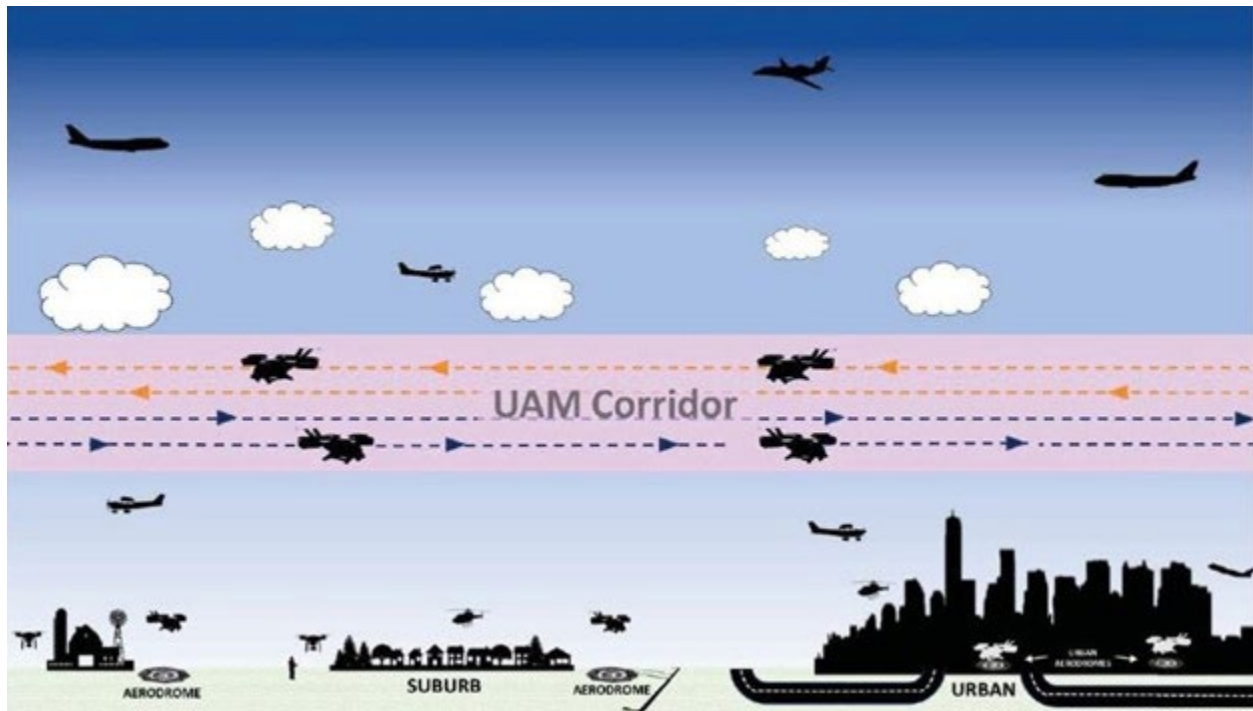


Figure 4 – Simplified FAA Conops for layering airspace.

- Invest resources in multiple AAM/sUAS development regions as test environments, tapping local facilities (airports, heliports, test ranges), companies, and agencies currently active in each sector.
- Attract and facilitate OEMs (Original Equipment Manufacturers) of AAM aircraft along with supporting supply chains.
- Organize Virginia’s public use airports to ready themselves for the advent of Regional Air Mobility and to support MVI services for AAM in their respective regions, as well as to serve as community engagement resources.
- Continue to expand statewide STEM programs to promulgate future AAM/sUAS workforce development.
- Incorporate Washington, DC as part of Virginia’s overall AAM business case, exploring partnerships to add catalytic benefits to Virginia state economic totals.
- Introduce a Digital Twins and Immersive Technologies “living laboratory” to accelerate AAM evolution and benefits, covering key Virginia jurisdictions such as NOVA, DC, Hampton Roads, Southside, Eastern Shore, Shenandoah Valley, etc.

Each of these NEXA recommendations will have direct positive impacts on job creation, driving overall sector sustainability, improved public service and healthcare outcomes for residents, a shrinking rural-urban divide, and in many cases, equitable statewide benefits.

**Washington State  
Department of Transportation**

**Performance Evaluation  
Completed by Reference**

Consultant Name:	NEXA Capital/ UAM Geomatics
Consultant's Project Manager:	Eleanor Herman
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)	Virginia Advanced Mobility Strategy (based on progress to date)

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	Start Date	End Date	Dollar Amount of Services
<input checked="" type="checkbox"/> Sub	08/22/22	01/15/23	250,000.00

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
<b>Total Score</b> (Total the score by adding the scores for criterias 1 through 6.)	<b>60.00</b>
<b>Average Score</b> (Average the score by dividing the total score by the total number of criteria that was rated.)	<b>10.00</b>

<b>Evaluator Information:</b>		
Firm/Company Name:	Virginia Innovation Partnership Corporation, Unmanned Systems Center	
Evaluator's Name:	Tracy Tynan	Evaluator's Title: Director, VA Unmanned Systems Cen
Firm/Company Address:	313 E. Broad Street, Richmond, VA 23219	
Phone: (804) 840-6127	Fax:	Date: 03/28/24

Distribution:  Original: Return to Consultant being evaluated; and Rev. 2014  
 Copy: Fax to WSDOT at 360-705-6838 or email to [wsdotcso@wsdot.wa.gov](mailto:wsdotcso@wsdot.wa.gov)

### *State of Oklahoma*

- Project Name: State of Oklahoma Advanced Air Mobility Strategy – Oklahoma Department of Transportation
- Begin and End Date: June 2023 to June 2024
- Consultant Team: HNTB (Prime), NEXA Advisors, UAM Geomatics Inc., Drone Economics Inc.
- Final Report Link: Will be available late April 2024

#### **Project Description:**

Prime contractor HNTB contracted with NEXA Advisors and UAM Geomatics to perform critical tasks and analysis regarding Oklahoma’s AAM program planning. For many reasons, the State of Oklahoma is poised to create a successful Advanced Air Mobility industry to generate economic growth and provide residents and businesses with new transportation options and conveniences:

- The State has a legacy of aviation innovation and success dating back more than a century.
- Oklahoma is the home of the largest DoD air depot and commercial airline MRO facility in the world.
- There are more than 1,100 aerospace companies in the State and some 120,000 experienced employees in the aerospace and defense industry ready to transition to new aviation technology.
- Oklahoma has been ranked #1 in preparedness for the drone industry.

However, there is another requirement for Advanced Air Mobility success: the new industry must, within a few years, become economically viable to pay off investors as well as pay recurring costs such as equipment maintenance and upgrades, as well as employee salaries, and to maintain public safety and convenience. To assess these major business elements of AAM, we must first determine the supply chains requisite for the industry to operate, and their estimated costs and revenues.

For this project, NEXA, UAM Geomatics, and Drone Economics performed the following tasks:

- Conducted state-wide geomatics survey to identify up to 50 geospatial features critical to planning for AAM: existing transportation modes, airspace classifications, power grid, airports, emergency services locations (hospitals, clinics, police, fire, EMT), employment centers, multimodal transport nodes, land use and zoning, population demographics, etc.
- Developed 20-year passenger demand forecasts for 5 use cases, as well as cargo logistics demand

- Business case: Estimated requirements of four supply chains or value chains in CAPEX, OPEX, infrastructure needs for AAM, and part 135 operator expected revenues. Analyzed the prospects of project break-even to support eventual project cash flows.
- Economic impact: Forecasted jobs (direct, indirect, induced) and catalytic effects
- Developed stakeholder outreach programs and conduct interviews and meetings to consider factors important to successful community integration of AAM.
- Developed a framework for implementation of Public Private Partnerships to identify or secure investment commitments from state and private sector
- Developed analysis and materials necessary for state legislature to develop policies and provide financial support for AAM launch in the state.
- Forecasted drone operator jobs through 2045 as well as overall State economic boost from a variety of use cases from inspections to agriculture.

**Washington State  
Department of Transportation**

**Performance Evaluation  
Completed by Reference**

Consultant Name:	NEXA Capital/ UAM Geomatics
Consultant's Project Manager:	Eleanor Herman
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)	Oklahoma Advanced Mobility Strategy (based on progress to date)

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	Start Date	End Date	Dollar Amount of Services
<input checked="" type="checkbox"/> Sub	07/10/23	07/01/24	150,000.00

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
<b>Total Score</b> (Total the score by adding the scores for criterias 1 through 6.)	<b>60.00</b>
<b>Average Score</b> (Average the score by dividing the total score by the total number of criteria that was rated.)	<b>10.00</b>

Evaluator Information:		
Firm/Company Name:	HNTB	
Evaluator's Name:	Thea J. Ewing, AICP	Evaluator's Title: Program Director (Project PM)
Firm/Company Address:	88 East Broad Street, Columbus, Ohio 43215	
Phone: (614) 593-1055	Fax:	Date: 03/28/24

Distribution:  Original: Return to Consultant being evaluated; and Rev. 2014  
 Copy: Fax to WSDOT at 360-705-6838 or email to [wsdotcso@wsdot.wa.gov](mailto:wsdotcso@wsdot.wa.gov)

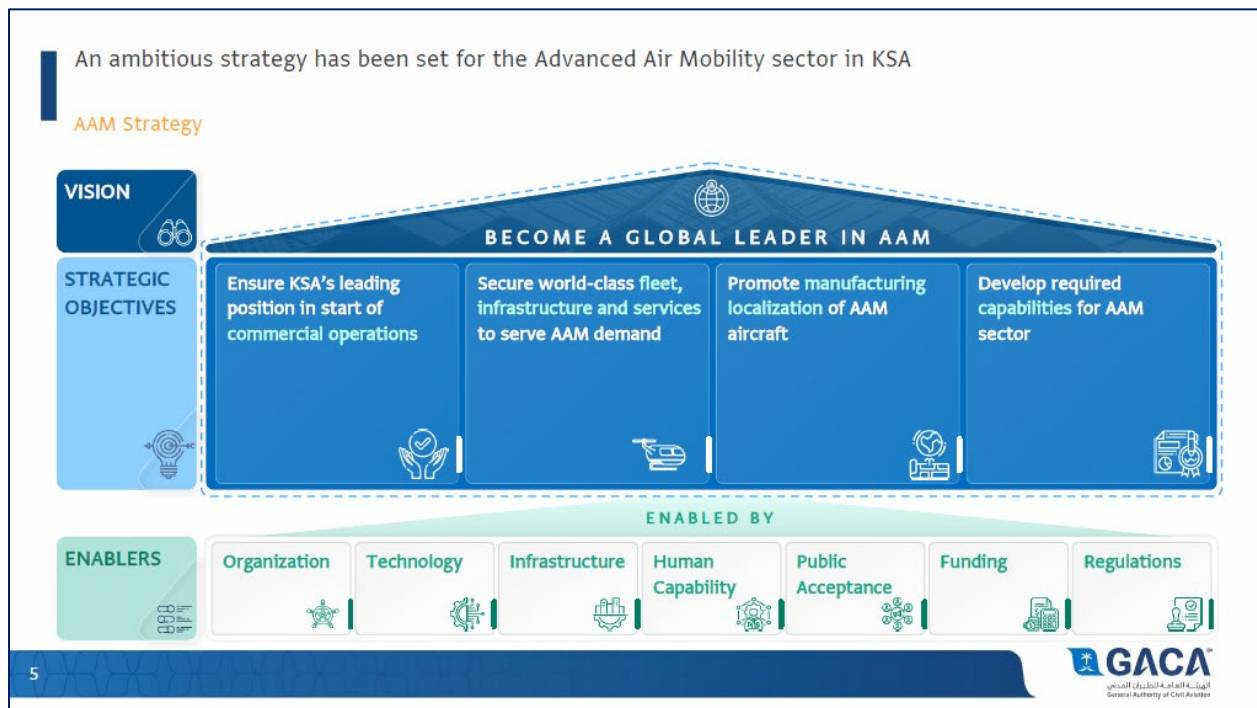


### Kingdom of Saudi Arabia

- Project Name: Advanced Air Mobility Roadmap for Kingdom of Saudi Arabia
- Begin and End Date: June 2023 through February 2024
- Consultant Team: AT Kearney (Prime), NEXA Advisors, UAM Geomatics Inc., NUAIR
- Project Description:

A. T. Kearney, NEXA, and NUAIR joined their practices to support development of an AAM blueprint, to include passenger services, Drone operations, and related regulatory requirements for the chief aviation regulator of the Kingdom of Saudi Arabia (KSA). GACA, or the General Authority of Civil Aviation (equivalent of FAA) retained the consultant team in June 2023.

The overall project goal is ambitious. The vision is to launch a “gigaproject” to facilitate the leadership of KSA in the Middle East in AAM. This involves restructuring the economic elements of a new sector in aerospace for the entire country, and rewriting the book of regulations through which GACA ensures safety and security of aviation for the country.



For this project NEXA, UAM Geomatics and NUAIR performed the following tasks:

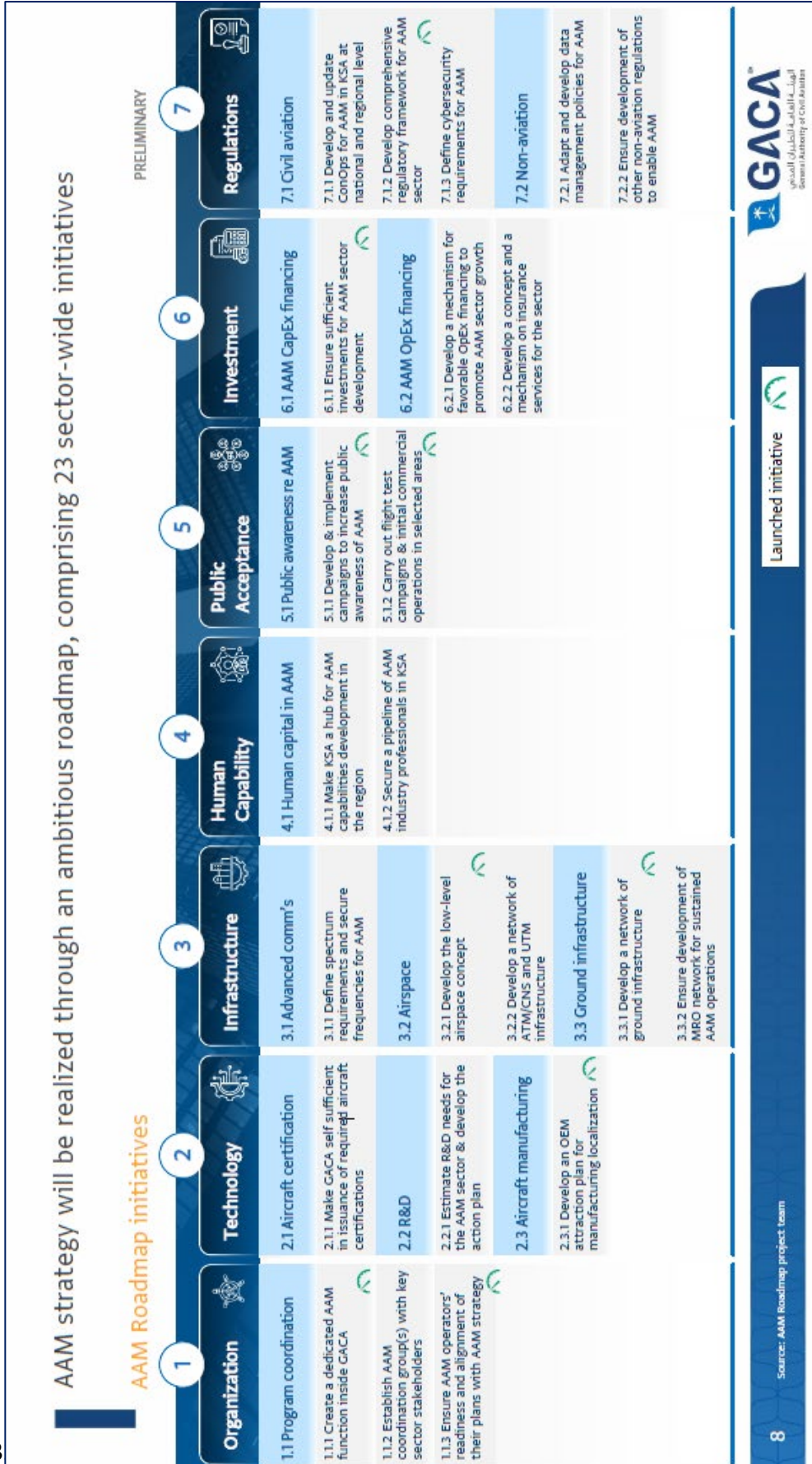
- Provided regulatory expertise drawn from Western countries (primarily FAA and EASA) to guide the transformation of KSA’s existing safety regulatory systems and procedures. This touched on enablers shown in the figure.
- Conducted state-wide geomatics survey to identify up to 50 geospatial features critical to planning for AAM: existing transportation modes, airspace classifications, power grid, airports, emergency services locations (hospitals, clinics, police, fire, EMT), employment

centers, multimodal transport nodes, land use and zoning, population demographics, etc.

- Developed 20-year passenger demand forecasts for 7 use cases, as well as cargo logistics demand.
- Business case: Estimated requirements of four supply or value chains in CAPEX, OPEX, infrastructure needs for AAM, and part 135 operator expected revenues. Analyzed the prospects of project break-even to support eventual project cash flows.
- Economic impact: Forecasted jobs (direct, indirect, induced) and catalytic effects.
- Developed stakeholder outreach programs and conduct interviews and meetings to consider factors important to land use, as well as successful community integration of AAM.
- Developed a framework for implementation of Public Private Partnerships especially with the Public Investment Fund (PIF) for investments in excess of \$10 billion over a 20-year period.
- Developed analysis and materials necessary for KSA bodies to promulgate policies and provide financial support for AAM launch in the Kingdom.

The roadmap produced 23 sector-wide initiatives shown below, that are presently being acted upon by the KSA client.





**Washington State  
Department of Transportation**

**Performance Evaluation  
Completed by Reference**

Consultant Name: <b>NEXA Capital Partners LLC dba NEXA Advisors LLC</b>
Consultant's Project Manager: <b>Michael J. Dymant</b>
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.) <b>Advanced Air Mobility Roadmap for Saudi Arabia</b>

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.)

	Start Date	End Date	Dollar Amount of Services
<input type="checkbox"/> Prime	06/04/23	02/29/24	300,000.00
<input checked="" type="checkbox"/> Sub			

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
<b>Total Score</b> (Total the score by adding the scores for criterias 1 through 6.)	<b>60.00</b>
<b>Average Score</b> (Average the score by dividing the total score by the total number of criteria that was rated.)	<b>10.00</b>

<b>Evaluator Information:</b>		
Firm/Company Name: <b>A.T. Kearney Middle East Ltd</b>		
Evaluator's Name: <b>Pedro Aguas</b>	Evaluator's Title: <b>Principal</b>	
Firm/Company Address: <b>Burj Daman, DIFC P.O. Box 126299 Dubai, United Arab Emirates</b>		
Phone:	Fax:	Date: <b>03/31/24</b>

Distribution:  Original: Return to Consultant being evaluated; and Rev. 2014  
 Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcsr@wsdot.wa.gov

## NASA

- **Project Name:** AAM Community Integration Platform
- **Begin and End Date:** May 2021 to May 2024
- **Consultant Team:** Crown Consulting Inc. (Prime), NEXA Advisors, UAM Geomatics Inc., HMMH
- **Project Description:** The Community Integration Platform SBIR (Small Business Innovation Research) is a collaborative initiative undertaken by NASA to develop a software toolset aimed at facilitating the integration of Advanced Air Mobility (AAM) into local and regional transportation systems. Over two phases, the project endeavored to address key challenges and requirements surrounding AAM development and stakeholder engagement. In Phase I, the goal was to produce a comprehensive plan for Phase II, outlining the roadmap for developing a prototype software toolset capable of supporting AAM planning, public acceptance, and analysis. This involved refining understanding of key issues, defining data elements and architecture, and outlining a modular, extensible software architecture. Phase II, on the other hand, focused on the development and demonstration of the prototype toolset, refining requirements, acquiring necessary data, and applying the toolset to real-world problems to showcase its value in facilitating AAM implementation. The ultimate aim of the SBIR was to support the commercialization of the developed toolset by gathering feedback, analyzing data, and developing a viable business plan.



NEXA and UAMG, as key participants in the project, were tasked with a comprehensive role involving research, business case forecasting, and GIS analysis as required. Their expertise lay notably in ArcGIS data layers, where they possessed an extensive repository of datasets, facilitating vertiport site and air-route selection. Collaborating with other team members, UAMG aimed to refine and analyze these datasets to align with project objectives. Additionally, UAMG's involvement extended to tool construction, leveraging their unique credentials in infrastructure financing and economic impact assessments. Their proficiency in writing programs for implementation within the ArcGIS platform was pivotal for integrating data layers into the software toolset, essential for airspace design work conducted by Crown.

Furthermore, UAMG's contributions extended to business case development and economic forecasting. Their wealth of economic forecasts for North American cities and regions, along with off-the-shelf AAM market research, formed a substantial component of the project's analytical framework. By conducting passenger and cargo demand modeling and analyzing market size and investment opportunities, UAMG sought to

inform decision-makers on the viability and profitability of AAM operations. Moreover, their expertise in economic impact analysis using IMPLAN and Rims II enhanced the project's capability to assess the broader implications of AAM integration. UAMG's analytical prowess, honed through years of GIS data utilization, ensured the development of user-friendly analytical tools, essential for providing actionable insights to stakeholders and supporting robust decision-making processes within the project.

**Washington State  
Department of Transportation**

**Performance Evaluation  
Completed by Reference**

Consultant Name:	NEXA Capital Partners LLC dba NEXA Advisors LLC
Consultant's Project Manager:	Michael J. Dyment
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)	Community Integration Platform (NASA SBIR)

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.)

	Start Date	End Date	Dollar Amount of Services
<input type="checkbox"/> Prime	5/1/21	5/1/24	\$60,000
<input checked="" type="checkbox"/> Sub			

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
2. Did the firm complete the project within the total budgeted amount?	9
3. Did the firm complete the project within the contract schedule(s)?	9
4. Did the firm meet all of your technical standards and quality expectations?	9
5. Was the firm's communication, both oral and written, clear and concise?	9
6. Was the firm's project management system effective?	9
<b>Total Score</b> (Total the score by adding the scores for criterias 1 through 6.)	<b>54</b>
<b>Average Score</b> (Average the score by dividing the total score by the total number of criteria that was rated.)	<b>9</b>

<b>Evaluator Information:</b>	
Firm/Company Name:	Crown Consulting, Inc
Evaluator's Name:	Rubén Del Rosario
Evaluator's Title:	VP, Aerospace and Advance Transp.
Firm/Company Address:	1530 Wilson Boulevard Suite 900 Arlington VA 22209 United States
Phone: 571-451-9265	Date: 4/2/2024

Distribution:  Original: Return to Consultant being evaluated; and Rev. 2014  
 Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcso@wsdot.wa.gov

Part 2 – Unique AAM Tools, Methodologies and Know-How Used in Past Performance of our Projects

AAM Geomatics Global ArcGIS Analytics

UAM Geomatics Inc., a NEXA subsidiary, owns and operated the groundbreaking business intelligence study titled **Urban Air Mobility—Infrastructure and Global Markets 2022-2045**, which provides multi-year market and economic forecasts for 92 of the world’s largest metropolitan areas. The market intelligence also provides global geo-coded information and big data analytics to accelerate city-by-city UAM development and investment. This research has been subscribed by major AAM companies, federal and state government agencies (including NASA, GAO, and FAA), European agencies, Asian banks, and numerous institutional investors.

UAM Geomatics also has direct experience working for state and industrial clients where local and regional economic benefits need quantification to strengthen negotiations supporting investment, strategic partnerships, and trade. For example, in the past 3 years UAM Geomatics has undertaken AAM and drone market analysis for a number of states, provinces, cities and countries.

In addition, active subscribers to the site include dozens of companies, local and federal agencies, universities, and non-profits involved in the AAM space. Some are listed below.

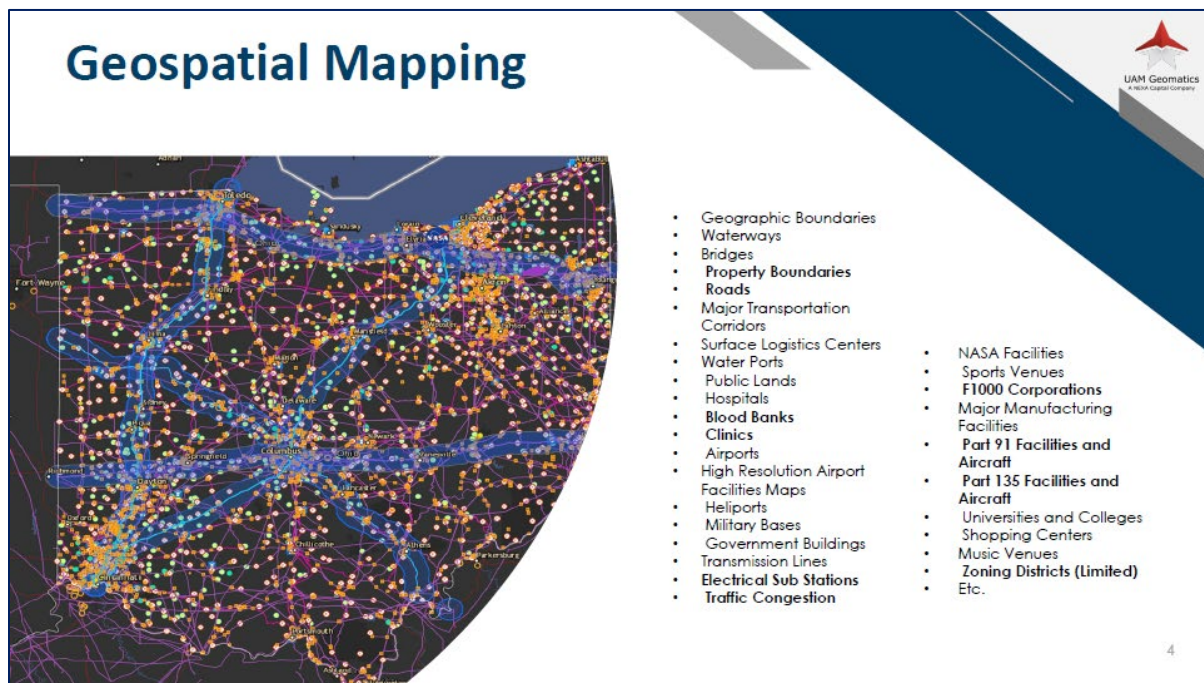
<ul style="list-style-type: none"> <li>■ McKinsey</li> <li>■ Honda</li> <li>■ Mitsubishi</li> <li>■ Toyota</li> <li>■ Joby</li> <li>■ Hyundai/Supernal</li> <li>■ Boeing</li> <li>■ Airbus</li> <li>■ CAE</li> <li>■ Crown Consulting</li> <li>■ Deseret</li> <li>■ State of Utah</li> <li>■ Helijet</li> <li>■ Skyportz</li> <li>■ Spright</li> <li>■ Air Methods</li> <li>■ Thales</li> <li>■ Atkins Global</li> <li>■ Bell</li> <li>■ HorizonX</li> </ul>	<ul style="list-style-type: none"> <li>■ Booz Allen &amp; Hamilton</li> <li>■ Piasecki Aircraft</li> <li>■ Aura Network Systems</li> <li>■ BAe Systems</li> <li>■ Honeywell</li> <li>■ Lockheed Martin</li> <li>■ Sikorsky Aircraft</li> <li>■ City of Vancouver</li> <li>■ Vancouver International Airport</li> <li>■ City of Toronto</li> <li>■ City of Montreal</li> <li>■ HNTB</li> <li>■ Reinvent Capital</li> <li>■ Raytheon</li> <li>■ State of Utah</li> <li>■ State of New York</li> <li>■ Collins Aerospace</li> <li>■ KIAS</li> <li>■ State of North Carolina</li> </ul>	<ul style="list-style-type: none"> <li>■ Deloitte Consulting</li> <li>■ AeroMobile</li> <li>■ Bristol Helicopters</li> <li>■ State of Arkansas</li> <li>■ National Business Aviation Association</li> <li>■ Helicopter Association International</li> <li>■ Vertical Flight Society</li> <li>■ Juniper Unmanned</li> <li>■ Kingsett Capital</li> <li>■ Leidos</li> <li>■ MacAndrews and Forbes</li> <li>■ Wisk</li> <li>■ City of Brisbane</li> <li>■ XTI</li> <li>■ UAMMI</li> <li>■ WSP</li> <li>■ Canadian NRC</li> </ul>	<ul style="list-style-type: none"> <li>■ US Government: Government Accountability Office</li> <li>■ US Department of transportation</li> <li>■ US Department of Defense</li> <li>■ City of Dubai</li> <li>■ Kingdom of Saudi Arabia</li> <li>■ NASA</li> <li>■ State of Ohio</li> <li>■ State of Oklahoma</li> <li>■ City of Pendleton</li> <li>■ NUAIR</li> <li>■ George Mason University</li> <li>■ VPorts</li> <li>■ Leonardo Helicopters</li> <li>■ Etc.</li> </ul>
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The main internet portal is provided in the figure below:




The site provides subscribers with geospatial mapping of 92 of the world’s largest cities and metro areas, as well as selected states and provinces, with features selected for their relevance in planning future AAM implementation. Below is the interactive map we created for the Ohio DOT.



Passenger demand for use cases makes use of an analytical framework comprising 10 important factors. These are tied with price elasticity coefficients to produce rigorous forecasts of enplanements as well as ticket costs.

## 10 Unique Factors Help Forecast Passenger Demand



UAM Geomatics  
A NEXA CAPITAL COMPANY


Factor	Demand Input	Description
1	Airport O/D Traffic	The Airport O/D input weighted cities according to the level of originating and departing passenger traffic. The total commercial passenger "Enplanement" traffic was gathered for all active airports within the wider city metro areas. A tier was then found for each city to determine how much of the passenger traffic was originating to or departing from the city, eliminating connecting traffic.
2	Mobility Substitutes	The Mobility Substitutes input ranked a city's willingness to accept a new UAM transportation option. The rank was derived from five scores, all weighted accordingly, including on-demand taxi cost, public transport cost, vehicle ownership cost, electricity and gas cost. The higher the cost (except for electricity), the better the city scored for the new UAM services.
3	Per Capita GDP	The per capita GDP (PPP) input weighted cities according to the most up-to-date gross domestic product (PPP) of each city.
4	Distances and Congestion	The Distances and Congestion input weighted cities according to average traveling distances. The rank was derived from ranking the distance from the main airport to the city center, and the total area of the city itself. The higher the congestion, the greater weight this factor played.
5	CIMI Human Capital Indicator	The CIMI Human Capital input weighted cities according to the human capital indicator of the ISE Cities in Motion Index (CIMI), 2019. The CIMI comparatively analyzed 174 different cities. The human capital score was derived from 10 different factors, including higher education levels of the population, available universities, and per capita expenditure on education.
6	Population Density	The Population Density input weighted cities according to their density and proximity to city employment areas. The gravity model determined how likely the factor was able to influence UAM demand.
7	Liveability	The Liveability input ranked cities according to its liveability, focusing on disposable income. The costs of living in each city was derived from Expatistan.com, and then inverted. That rank was combined with the average monthly net salary (after tax) of each city, and the two scores were averaged together. The higher the salary and the lower the cost of living, the higher the cities were ranked for UAM usage.
8	Fortune 1000 Presence	The Fortune Global 1000 Corporations input weighted cities according to commercial business environment. To determine the importance of this factor on passenger demand, we identified the total count, total enterprise value, and total employees of Fortune Global 1000 company headquarters. The three scores were ranked and averaged to influence UAM usage.
9	Business Aviation Activity	The Business Aviation arrivals/departures input weighted cities according to their business aircraft arrivals and departures. The data was derived from multiple sources and databases. Business aviation fleets were considered through JETNETS registrations.
10	Existing Heliports	The Existing Heliports input weighted cities according to their sunk investment in heliport infrastructure. The best available data for heliports is considerably inaccurate, so NEXA proprietary data and research tools were developed and used to increase the accuracy.

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In turn the tools can produce valuable CAPEX and OPEX forecasts to inform industry sectors the costs to deploy components such as infrastructure and flight operations companies (example is for Virginia (2023)).

## Virginia Business Case Pillars

2023-2045



UAM GEOMATICS, INC.  
A NEXA CAPITAL PARTNERS COMPANY

Virginia AAM Business Case EcoSystem 2023-2045 (\$US)

		Year	2023-2025	2026-2030	2031-2035	2036-2040	2041-2045	SUM	Pillar Totals
Demand (Passengers)			Nascent	2,287,000	5,978,000	19,253,000	38,607,000	66,125,000	
Ground Infrastructure	Ground Infrastructure OPEX		\$25,890,000	\$69,200,000	\$119,470,000	\$180,600,000	\$195,490,000	\$590,650,000	\$899,230,000
	Ground Infrastructure CAPEX		\$68,500,000	\$68,910,000	\$87,020,000	\$24,810,000	\$59,340,000	\$308,580,000	
RTM/UATM	RTM/UATM Cost OPEX		\$1,100,000	\$12,051,000	\$31,703,000	\$76,725,000	\$121,929,000	\$243,508,000	\$416,916,000
	RTM/UATM Cost CAPEX		\$20,353,000	\$59,603,000	\$30,529,000	\$34,890,000	\$28,033,000	\$173,408,000	
UAM Operators	Passenger Revenues		Nascent	\$508,099,000	\$744,083,000	\$1,603,109,000	\$2,783,255,000	\$5,638,546,000	\$8,601,009,000
	MedEvac Revenues		Nascent	\$226,263,000	\$348,794,000	\$631,595,000	\$555,910,000	\$1,762,562,000	
	Cargo Revenues		Nascent	\$99,162,000	\$170,516,000	\$321,889,000	\$608,334,000	\$1,199,901,000	
Vehicles	Vehicle Manufacturing		Nascent	\$613,022,000	\$1,052,997,000	\$1,487,250,000	\$1,725,403,000	\$4,878,672,000	\$6,511,523,000
	Vehicle Purchases		\$58,800,000	\$277,440,000	\$280,755,000	\$454,411,000	\$561,445,000	\$1,632,851,000	
Virginia Grand Total			\$174,643,000	\$1,933,750,000	\$2,865,867,000	\$4,815,279,000	\$6,639,139,000	\$16,428,678,000	\$16,428,678,000

Note: Nascent - Not Meaningful

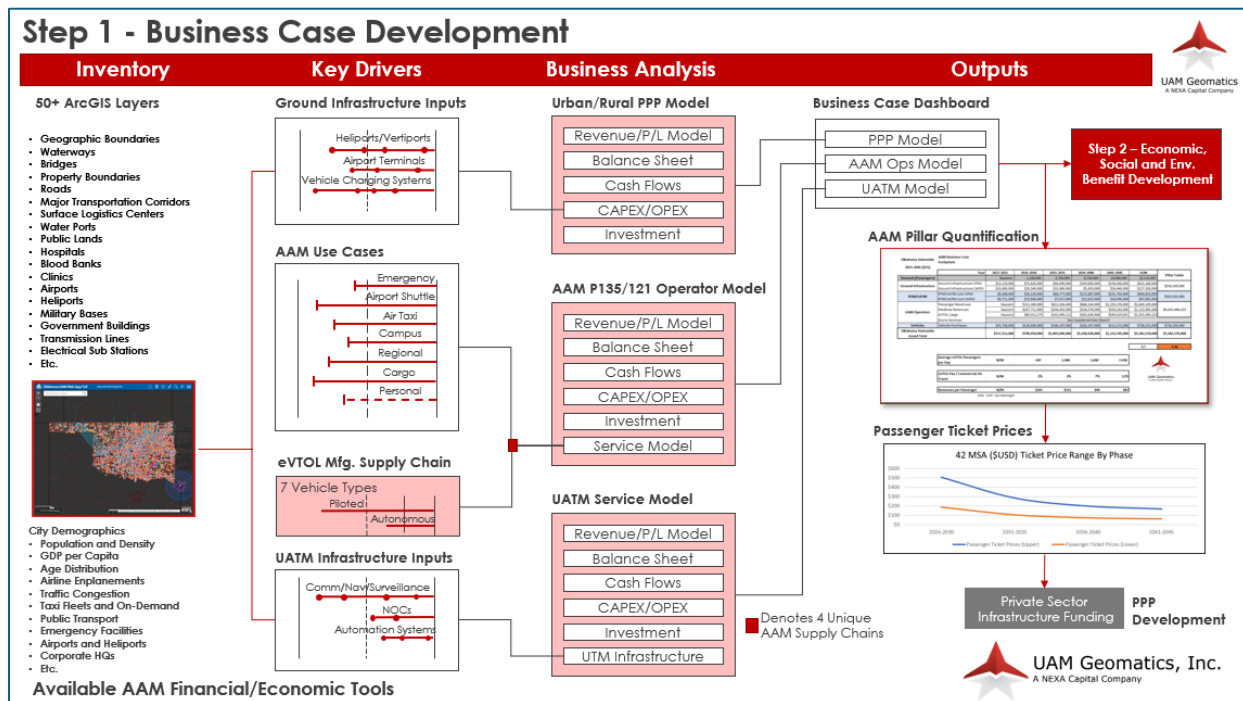
R/I	6.53
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### AAM Business Case Model and Platform

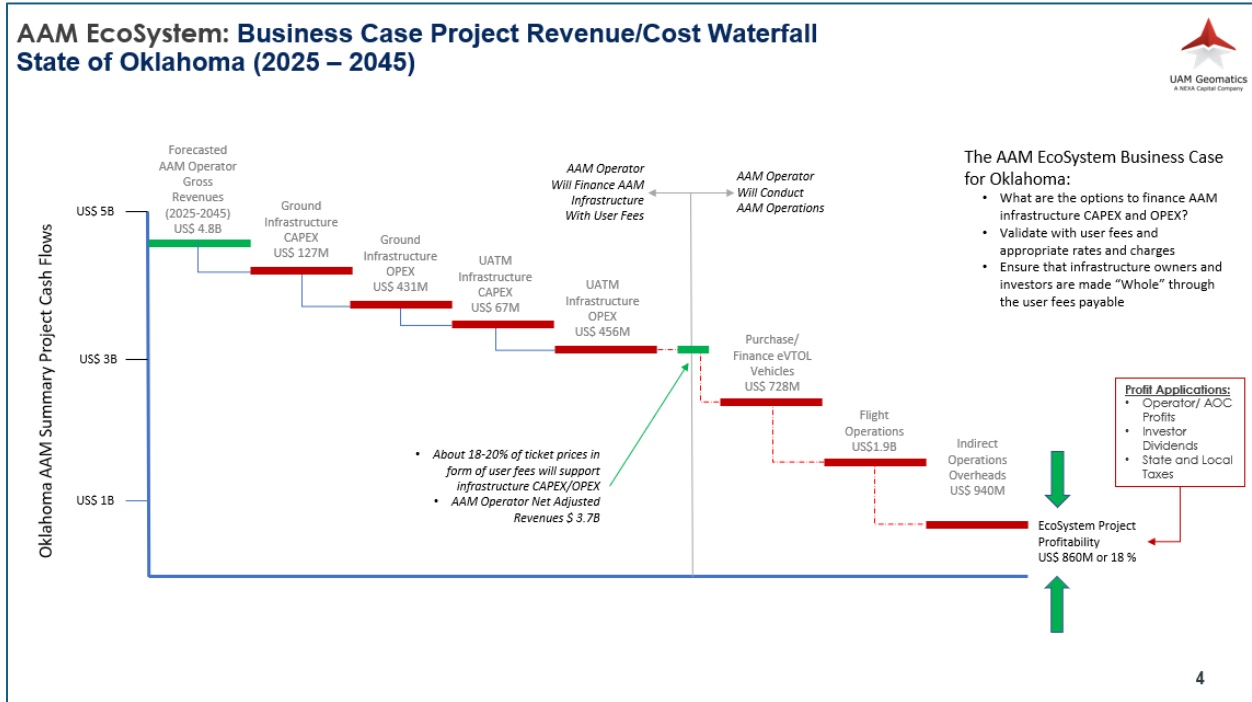
NEXA Advisors has developed sophisticated business case analytic tools to assess feasibility of AAM within specific geographies. We assess four critical value or supply chains (ground infrastructure, air traffic management, aircraft, and operators) over 25-year forecast periods to estimate passenger demand by use case, and infrastructure CAPEX/OPEX. We use pillar tables, cash flow waterfalls, and PPP modeling so that multiple investment options can be studied years in advance of AAM operations.

The graphic below illustrates the analytical flow of the business case model. Extensive inputs beginning with the geospatial inventory for a given metropolitan region or state can then be tagged with a range of infrastructure assumptions to produce estimated passenger demand, revenue (by use case), and services that new infrastructure will facilitate.

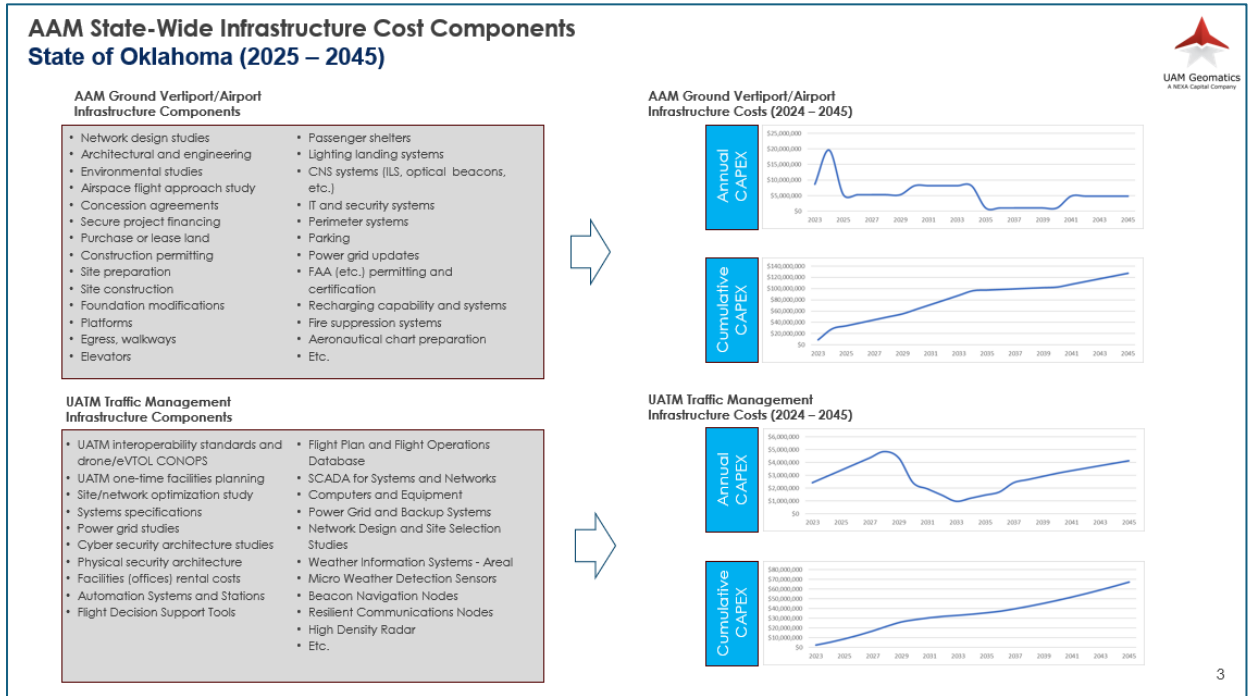


Outputs include the business case dashboard for the region, and the AAM pillar tables that quantify CAPEX and OPEX by value chain. This information leads to a framework for legislation and the discussion with P3 elements about how infrastructure can be funded.

The chart below explains the entirety of the cash flow waterfall for, in this case, a 20 year AAM development and implementation cycle. It is important for a project of this scale and cost to demonstrate break-even characteristics.



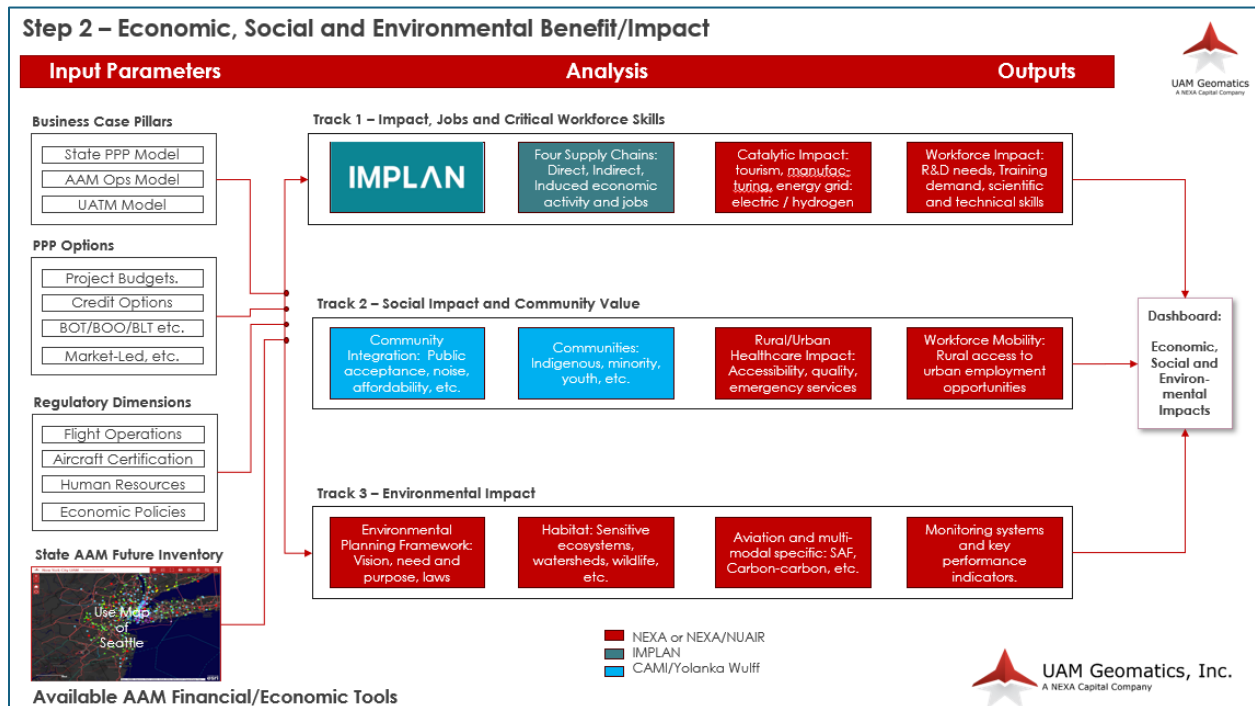
Further examination of the infrastructure cost components leads to greater confidence that the cost estimates have been fairly and directionally determined.



### AAM Economic Tool and Social Impact Platform

NEXA Advisors has a contractual partnership with IMPLAN, a widely used economic impact tool developed under the direction of the United States Forest Service (USFS). IMPLAN forecasts job creation including direct, indirect and induced employment. NEXA extends this analysis to evaluate catalytic impacts of improved mobility, for example with tourism or logistics.

The framework below presents a step-by-step roadmap for economic and social impact analysis. Note that the key drivers of such analysis reside in the business case pillars, and PPP options that may be available to bring the project to life.

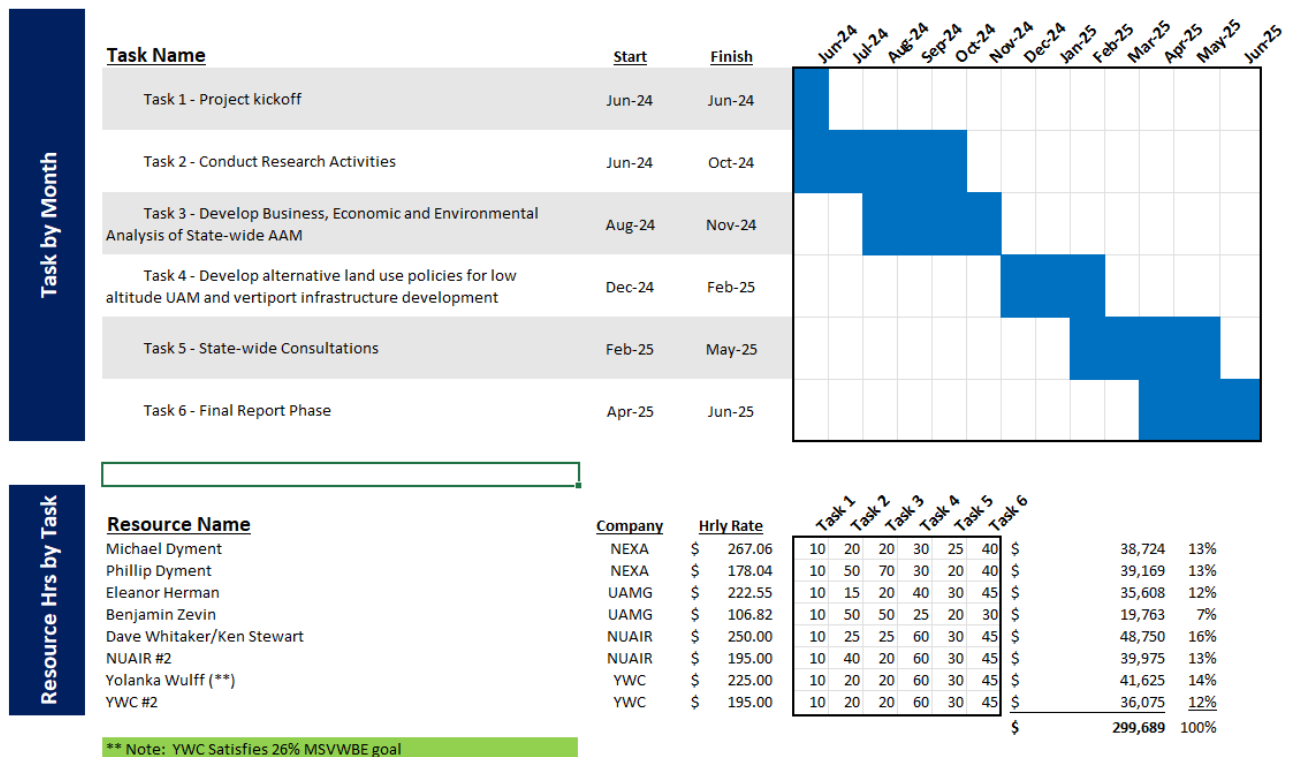


## Evaluation Criterion 9 – Cost Factors

### Project Cost Components

The analysis of the NEXA team’s project costs by estimated tasks is presented below. We use rates that are 100% fully burdened. We certify that these estimates are fair and reasonable and that we accept a fixed price ceiling of \$300,000 as proposed in the RFQ, to include our travel costs.

### NEXA WSDOT Hourly Task Analysis



As stated elsewhere, the Project Manager is Michael Dymont of NEXA Advisors LLC.

### Proposed Billing Rates

- Each company submits certified fully loaded billing rates below and on subsequent pages of this Packet B
- The Billing Rate Table for each of our four companies, in “.xlsx” format, has been appended to this PDF to ensure that we are responsive to the RFQ.

NEXA Advisors LLC



**Billing Rate Table**

WSDOT RFQ - Air Mobility Aircraft Plan  
 NEXA Advisors LLC - PROJECT MANAGER  
 1765 Greensboro Station Place, Suite 900  
 McLean Virginia 22102

Job Classifications	Hourly Billing Rate
Managing Partner - Michael Dymont Project Manager	\$267.06
Vice President - Phillip Dymont	\$178.04
Director - Wes Lawrence	\$106.82



## Proposed Billing Rates

Date: April 2, 2024

Company Name: NEXA Advisors LLC

Address: 1765 Greensboro Station Place, Tower 1, Suite 900

City / State / Zip: McLean VA 22102


Subject: Proposed Labor Classifications and Hourly Billing Rates for WSDOT - Notice to Consultants Air Mobility Aircraft Plan

Attention: Manager, Contract Services Office

Below are the highest anticipated hourly billing rates for the identified labor classifications.

Labor Classification	All Inclusive Billing Rate
Managing Partner	\$ 267.06
Vice President	\$ 178.04
Director	\$ 106.82

Note: Proposed Billing Rates, as submitted, shall be reviewed, accepted, and incorporated as an exhibit to the agreement. The Proposed Billing Rates shall be effective throughout the life of the agreement in accordance with the agreement payment provision.

Respectfully,  
  
Signature \_\_\_\_\_  
Title Managing Partner

DOT Form 224-011  
Revised 12/2018







## Proposed Billing Rates

Date: April 2, 2024

Company Name: UAM Geomatics, Inc.

Address: 1765 Greensboro Station Place, Tower 1, Suite 900

City / State / Zip: McLean VA 22102

**Subject:** Proposed Labor Classifications and Hourly Billing Rates for WSDOT - Notice to Consultants Air Mobility Aircraft Plan

**Attention:** Manager, Contract Services Office

Below are the highest anticipated hourly billing rates for the identified labor classifications.

Labor Classification	All Inclusive Billing Rate
President	\$ 222.55
Senior Associate	\$ 106.82

Note: Proposed Billing Rates, as submitted, shall be reviewed, accepted, and incorporated as an exhibit to the agreement. The Proposed Billing Rates shall be effective throughout the life of the agreement in accordance with the agreement payment provision.

Respectfully,  
 Signature *Cleanor Herman*  
 Title President

DOT Form 224-011  
 Revised 12/2018



DocuSign Envelope ID: 9DA5112F-E2FE-460A-B97A-604FCD1E5C6B



**Proposed Billing Rates**

Date: April 2, 2024

Company Name: Northeast UAS Airspace Integration Research Alliance, Inc. (NUAIR)

Address: 250 Harrison St Suite 201

City / State / Zip: Syracuse, NY 13202

**Subject:** Proposed Labor Classifications and Hourly Billing Rates for WSDOT - Notice to Consultants Air Mobility Aircraft Plan

**Attention:** Manager, Contract Services Office

Below are the highest anticipated hourly billing rates for the identified labor classifications,

Labor Classification	All Inclusive Billing Rate
Sr, Consulting Subject Matter Expert - AAM and UAS	\$ 250,00
Consulting Subject Matter Expert - AAM and UAS	\$ 210,00
Safety Subject Matter Expert	\$ 200,00
Project Manager	\$ 190,00

Note: Proposed Billing Rates, as submitted, shall be reviewed, accepted, and incorporated as an exhibit to the agreement. The Proposed Billing Rates shall be effective throughout the life of the agreement in accordance with the agreement payment provision.

Respectfully,

Signature *Dave Whitaker* 4/2/2024

Title Chief of Development

DOT Form 224-011  
Revised 12/2018





### Proposed Billing Rates

Date: April 2, 2024

Company Name: Yolanka Wulff Consulting

Address: PO Box 11162

City / State / Zip: Bainbridge Island, WA 98110

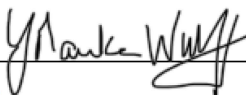
**Subject:** Proposed Labor Classifications and Hourly Billing Rates for WSDOT - Notice to Consultants Air Mobility Aircraft Plan

**Attention:** Manager, Contract Services Office

Below are the highest anticipated hourly billing rates for the identified labor classifications.

Labor Classification	All Inclusive Billing Rate
Principal	\$ 225.00
Senior Research Manager	\$ 195.00

Note: Proposed Billing Rates, as submitted, shall be reviewed, accepted, and incorporated as an exhibit to the agreement. The Proposed Billing Rates shall be effective throughout the life of the agreement in accordance with the agreement payment provision.

Respectfully,  
 Signature   
 Title Principal

DOT Form 224-011  
 Revised 12/2018