



PACKET A

STATEMENT OF QUALIFICATIONS | MARCH 15, 2023

2023 Toll Division Government Relations/ Communications Support



1

Qualifications/Expertise of Firms on Team

With five toll facilities in operation and three additional facilities currently anticipated, the Washington State Department of Transportation (WSDOT) Toll Division is managing and delivering on an unprecedented level of infrastructure improvements. The WSP USA (WSP) team brings a history of expertise, strategies, and partnership to continue to work with the Toll Division as an extension of their staff. The WSP team brings:

- **Proven partnership with the Toll Division.** Project Manager Charla Skaggs brings more than 30 years of experience leading government relations and communications efforts for public agencies, including WSDOT Toll Division. She brings a team of experienced professionals from WSP, Maul Foster & Alongi (MFA) and

Larson Consulting Associates to continue the work this team has been providing to WSDOT.

- **Expertise in strategic communications and government relations.** Our team is ready to develop and implement communications strategies, deliver campaigns, and support ongoing communications and customer education throughout the lifetime of this contract. The successful delivery of our services is driven by our passion for optimal communications and marketing messaging using a range of strategies, identification of audiences, selection of efficient distribution channels, creative production, and cost-effective advertising.

A/B. Firm Listing, Expertise, Office Locations, and Employees

 **WSP** has provided communications and public involvement (CPI) and strategic communications for 13 years in the Puget Sound region. Our expertise includes a range of facilitation, government relations, communications, and public involvement services. As part of a large multidisciplinary firm, WSP's advisory services, communications and public involvement staff bring a unique perspective to project communications—and a deep knowledge and understanding of technical information and existing relationships with project teams. WSP draws on the resources of its more than 100 dedicated CPI staff who can support our core project team.

Our CPI professionals will work with the Tolling Division and stakeholders to identify key engagement contacts within various community groups, including under served communities. We will work directly with these leaders to find the best approach for informing the public and gathering input. Public involvement is an ongoing process, with upfront stakeholder input being considered throughout each project. By engaging key stakeholders early and often, WSP will ensure that WSDOT's Toll Division outreach is effective, inclusive, and promotes the opportunity to hear varied interests and perspectives. As the agency and its evolving needs expand, the WSP team will leverage a deep bench of experience across our many local offices to meet these needs.

 **Maul Foster & Alongi, Inc. (MFA)** is a Pacific Northwest-based, multidisciplinary professional consulting firm with expertise in communications and public involvement, environmental services, engineering, GIS, and planning. For more than 26 years, MFA has provided creative and award-winning services to clients representing diverse industry and municipal sectors. We know that our success is directly tied to our clients' achievements, and the responsibility of facilitating those achievements individually and collectively motivates our staff of over 140 professionals. MFA's communications team has more than a decade of experience managing communications efforts on many of the Puget Sound region's most complex and high-profile infrastructure and transportation construction projects, from policy development through construction.

 **Larson Consulting Associates (LCA)** provides facilitation, management, and advisory services to agencies on the east and west coasts, with extensive experience in team building, stakeholder outreach, voice of the customer, conflict resolution, and decision making. LCA currently provides facilitation and advisory services support for WSDOT, Washington State Ferries, the Riverside County Transportation Commission, and was just awarded a contract with the Port Authority of New York New Jersey. LCA is a certified Women-Owned Business.

The WSP team is organized to deliver high-quality work on time and within budget. **Exhibit 1** lists further details of the firms that make up our team, including LCA, a Disadvantaged Business Enterprise (DBE) firm which will help deliver more than 16% of the work on this project.

Exhibit 1: Listing of firms, expertise of each firm, number of employees and years of expertise.

Firm Name, Number of Employees by Office Location	No. of WA Employees	Years of Expertise	Areas of Expertise
WSP USA WA: Seattle: 235; Federal Way: 121; Kirkland: 37; Lynnwood: 9; Redmond: 102; Vancouver: 45 OR: Portland: 176 Nationwide: 13,000+	549	139	Seattle, Federal Way, Vancouver: Project management; communication and public engagement; planning; engineering; and construction management Kirkland, Redmond, Lynnwood: Environmental planning and engineering
Maul Foster & Alongi, Inc. WA: Bellingham: 7; Seattle: 23; Vancouver: 33 OR: Portland: 57 Nationwide: 143	63	26	Communication and public engagement, environmental services, engineering, GIS, and planning at all locations.
Larson Consulting Associates <i>DBE Certified</i> WA: Tacoma: 4	4	5	Facilitation, engagement, program strategy, state budget development, allotment and forecasting, lean six sigma, collaboration.

Organizational Chart

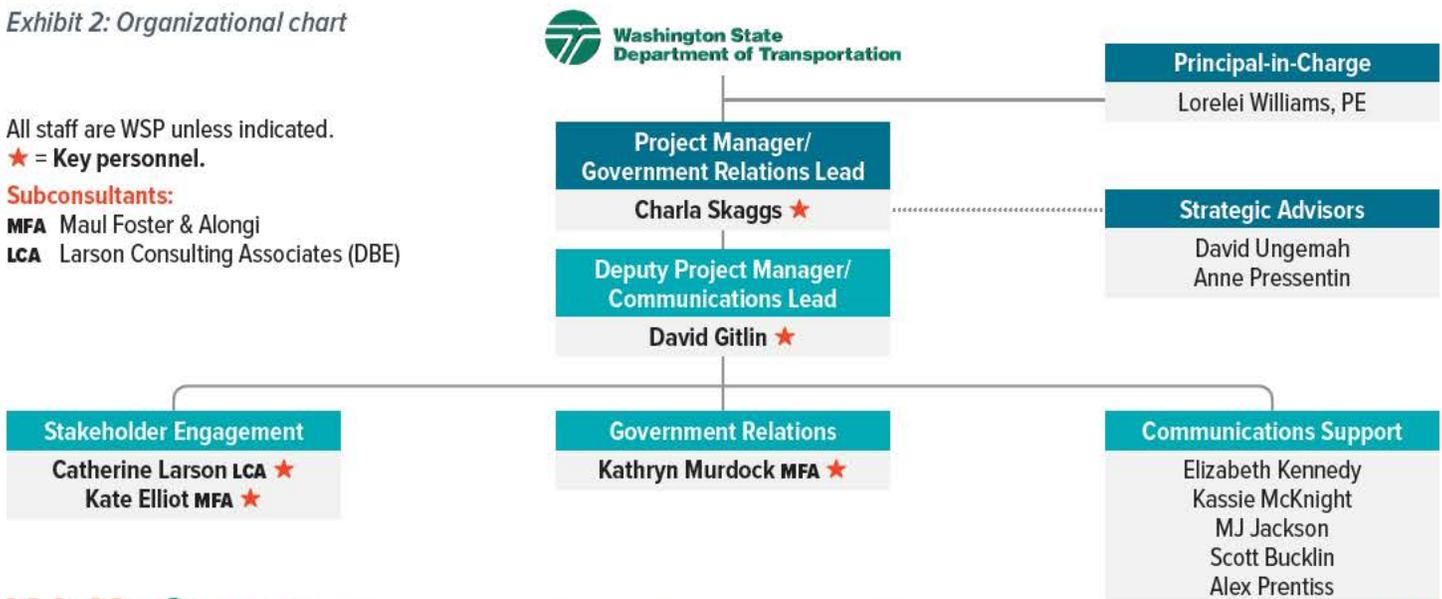
WSP is committed to assigning the best resources for each identified task or project. The WSP team organizational chart, shown in **Exhibit 2**, identifies the roles, duties, and reporting relationships between our team members.

Project manager **Charla Skaggs** will manage the project’s scope, schedule, budget and staff availability; establish rigorous QA/QC procedures; and coordinate all work efforts with project leadership, subconsultants and WSDOT staff. She will also provide project updates and have regular meetings with WSDOT Toll Division’s project manager. Deputy project manager **David Gitlin** will assist Charla with project management efforts and coordinating technical work amongst team members.

Supporting Charla and David is a team of technical and creative professionals that bring local experience and expertise in leading government relations and communications efforts for transportation projects. Task leads will provide technical oversight for their respective tasks and work closely with Charla to ensure all work is done in a timely and cost-effective manner.

WSP is committed to delivering quality professional service, documentation and technical excellence, and this expectation is shared by our subconsultants. Strategic advisors **David Ungemah** and **Anne Pressentin** bring a wealth of experience in transportation and planning services, as outlined below.

Exhibit 2: Organizational chart



All staff are WSP unless indicated.

★ = Key personnel.

Subconsultants:

MFA Maul Foster & Alongi

LCA Larson Consulting Associates (DBE)

David Ungemah Strategic Advisor/WSP National Tolling Expert

WSP



David serves as the national director for WSP's Transportation Operations Strategy business line, which includes WSP's service areas for managed lanes and roadways, intelligent transportation systems, connected and automated vehicles, tolling and road usage charge (RUC). He has guided the development of managed lane and pricing applications in 21 states, as well as for FHWA, National Cooperative Highway Research Program (NCHRP) and the Ontario Ministry of Transportation. Notable examples include Senior Advisor and Task Lead for congestion pricing policy for the I-5 and I-205 Toll Program in Portland, Oregon; and Project Manager and senior advisor to the Colorado Department of Transportation (CDOT) for the development and implementation of the I-25 Express Lanes, which opened in 2006 as the nation's sixth priced managed lanes facility.

Anne Presentin Strategic Advisor/WSP Regional Tolling Expert

WSP



Anne serves as a senior vice president and manager for WSP's Transportation Planning business line. Her experience in the public and private sectors includes delivery of transparent outreach processes to stakeholders, media and decision-makers using multiple platforms and tools, including public meetings and events, printed and electronic materials, social media, presentations, media relations. She has lead public involvement activities, facilitated stakeholder meetings, translated technical document to lay language, served as media spokesperson, planned and executed events and conducted stakeholder outreach. Anne's extensive experience throughout the Pacific Northwest in communication planning in the transportation sector will be a great asset in her advisory role for the WSP team.

C. Amendment Language Drafted

Tolling policy is complex in our state, and the necessary statutory and administrative changes to implement and operate tolling require significant collaboration and attention. The WSP team bring years of experience supporting WSDOT Toll Division with legislative relations, stakeholder engagement, and ongoing work with the Washington State Transportation Commission (WSTC). Our team currently supports Toll Division staff by:

- Drafting responses to legislator and legislative staff questions
- Scheduling, planning and facilitating legislator and legislative staff briefings
- Analyzing legislation to determine impacts on Toll Division operations
- Coordinating within WSDOT to provide awareness of Toll Division activities to the Legislative Relations Office, Finance and Budget, Office of the Secretary, and relevant project and regional offices
- Collaborating with partner agencies such as Sound Transit and the City of Seattle

WSP team members also work closely with the Office of the Governor, the Office of Financial Management, the Attorney General's Office, and the Office of the Treasurer to coordinate current and planned legislative and financial needs. As part of our coordination work, we schedule regular check-ins, draft memos, and talking points, and provide the latest information to convey to their leadership about the program.

Charla Skaggs, our proposed project manager, has drafted multiple amendments and provisos for the Toll Division, including the successful bill authorizing tolling on the I-405 Express Toll Lanes between Bellevue and Renton. Charla works regularly with legislators and legislative staff to identify ways to address legislative intent without unintended consequences or infeasible requirements. Charla is currently working with the Senate Transportation Chair and relevant committee staff on toll authorization legislation for the Interstate Bridge Replacement project.

Charla is supported by the WSP CPI team, which was established in 2010 and comprises nearly 100 community engagement professionals located throughout the United States.

D. Availability of Key Staff and Resources

Our goal is to support WSDOT's success and optimize staffing to meet your project needs. The availability of our staff is shown in **Exhibit 3** as hours available per month for the length of the contract, and is not intended to show proposed staffing levels.

Exhibit 3: Availability of key staff and resources.

Key Staff	2023										2024 and beyond*	
	M	A	M	J	J	A	S	O	N	D		
Charla Skaggs WSP	80	80	80	80	80	80	80	80	80	80	80	80
David Gitlin WSP	70	70	70	70	70	70	70	70	70	70	70	80
Kate Elliot MFA	30	30	30	30	30	30	30	30	30	30	30	30
Kathryn Murdock MFA	40	40	40	40	40	40	40	40	40	40	40	40
Catherine Larson LCA	40	40	40	40	40	40	40	40	40	40	40	40

*Total hours available for this contract per month.

E. Relevant Project Experience

WSP has experience managing WSDOT on-call projects for more than 35 years. Our team brings comprehensive experience spanning all project phases.

Interstate 5 and Interstate 205 Toll Program, Portland, Oregon Responsible Firm: WSP

Client: ODOT
Duration: 2019-Ongoing
Fee: \$45 million
Relevant Services:

- Government Relations
- Stakeholder Engagement
- Communications Support
- Legislation Drafting and Analysis
- Meeting Planning
- Budget Tracking
- Correspondence
- Project Management



Oregonians rely on a safe, effective transportation system to help them get where they need to go, whether that’s work, home, appointments, or recreation. However, the existing highway system isn’t keeping pace with the region’s continued growth, leading to hours of delay and congestion every day. This delay comes at a real impact worth millions of dollars every year. And with a deferred maintenance shortfall of \$510 million annually, the system is also vulnerable to a major earthquake.

WSP is supporting ODOT in planning and implementing the Oregon Toll Program, a series of projects that both identify variable-rate tolling proposals that will manage congestion

and pay for transportation and safety improvements to improve congestion throughout the Portland metropolitan region.

The WSP communications, engagement and planning teams have supported ODOT with these critical toll projects since 2017, which has included supporting an initial feasibility study, early scoping, authorship and public involvement supporting multiple NEPA environmental documents. WSP has also worked hand-in-hand with ODOT to develop a first-of-its-kind Equity Mobility and Advisory Committee, a collaborative effort with community stakeholders to design to center equity as ODOT plans toll pricing and implementation.

WSP also supports ODOT’s government relations efforts by planning and managing facilitation of key regional stakeholder committees, including a statewide rule-making committee and a regional toll advisory committee, along with managing ongoing as-needed correspondence and briefing requests.

In our time supporting the Oregon Toll Program, we have helped ODOT collect and analyze more than 25,000 survey responses, review and respond to 5,000 incoming phone calls and emails, and plan and implement more than 300 public briefings and presentations. WSP manages the Oregon Toll Program website and develops informational videos, presentations and fact sheets.

Finally, WSP works with a team of Community Engagement Liaisons to provide multilingual and inclusive engagement to communities that have been historically and are currently underrepresented and underserved by transportation projects.



Interstate Bridge Replacement Project, Portland, OR/Vancouver, WA

Responsible Firm: WSP

Client: WSDOT/ODOT

Duration: 2020

Fee: \$7.3 million

Relevant Services:

-  Government Relations
-  Stakeholder Engagement
-  Communications Support
-  Legislation Drafting and Analysis
-  Meeting Planning
-  Budget Tracking
-  Correspondence
-  Project Management



As the only continuous north-south interstate on the West Coast between Mexico and Canada, I-5 is a vital trade route for regional, national and international economies. Replacing the Interstate Bridge over the Columbia River has been an ongoing concern of Portland/Vancouver region residents for decades. The northbound bridge recently turned 106 years old, while the southbound bridge opened in 1958. Large transportation infrastructure projects have historically harmed many low-income communities and communities of color. The Interstate Bridge Replacement program is committed to

centering equity in all aspects of work to not only avoid further harm to equity-priority communities, but also ensure they have a voice to help shape program work and realize economic and transportation benefits. Communication services began in October 2020, with communication expenditures at \$7.3 million through May 2022. Communications scope includes oversight and coordination of the subconsultant teams, including Partner, Stakeholder and Community Engagement, Advisory Group meeting agendas and cadence, and participation in a committee to determine innovative and inclusive outreach strategies. WSP also leads the Creative Direction of the program, including branding, messaging, and overview and management of the website, videos, social media, and graphics.

In February 2021, the Communications Team supported a community survey completed by over 9,000 individuals with over 14,000 comments submitted regarding transportation values and priorities. In May 2021, the Communications Team launched an [Accountability Dashboard](#), a transparency tool updated quarterly with community engagement, funding, expenditure, and disadvantaged business participation metrics. And from November 2021 to January 2022, the Communications Team conducted a second community survey completed by over 9,600 individuals, providing feedback on preferences and priorities associated with the user experience and attributes of design options. The team extended the survey deadline to allow for additional outreach to equity-priority communities, including refining survey and outreach materials to meet needs of people living with disabilities and those who use screen readers and visual aids.

Updated Cost Estimate

- + Base Cost
- + Range of Identified Project-Specific Risks
- + Inflation (Year of Expenditure)

Updated Cost Estimate

What is Included

Modified Locally Preferred Alternative Components:

- Replacement bridge over the Columbia River
- Replacement of the North Portland Harbor Bridge
- One auxiliary lane southbound and northbound
- Extension of light rail from Portland to Vancouver and three new station locations
- Partial Interchange on Hayden Island
- Full Interchange on Marine Drive
- Access bridge from Hayden Island to Marine Drive

Cost Estimate Update

A new cost estimate has been developed and reflects the current, endorsed Modified LPA components and current market conditions. It also accounts for potential risks and opportunities, and expenditures for construction of the replacement bridge and facilities, occurring between 2025-2035. **The new cost estimate range is \$5 - \$7.5 billion.** Risks in the cost estimation process can be associated with unexpected cost escalation of materials or labor, inflation, schedule delays, and unplanned events or findings during construction. National and regional construction projects have seen unprecedented cost increases due to the effects of unanticipated construction interruptions, highly competitive and saturated market conditions, labor shortages, and historically high inflation rates. The Financial Plan will include additional details on estimated costs, funding sources and the finance approach.

For more information, view our [Cost Estimate Update factsheet](#).

COMMUNITY ADVISORY GROUP HIGHLIGHTS

- CAG members learned about partner conditions regarding the IBR Modified LPA and reviewed proposed program improvements that will be evaluated through the NEPA environmental evaluation process.

EQUITY ADVISORY GROUP HIGHLIGHTS

- ENG members discussed how the IBR program will measure success related to established equity objectives and shared recommendations regarding key performance indicators.

Bridge Stories

WHAT'S YOUR STORY?

We want to hear your experience using the bridge, what the bridge means to you and the benefits a replacement bridge could provide.

Send your story to info@interstatebridge.org | [View more bridge stories.](#)



Watch on

West Seattle Bridge Emergency Repair, Seattle, WA

Responsible Firm: WSP

- Client:** City of Seattle
- Duration:** March 2020–September 2022
- Fee:** \$65 million
- Relevant Services:**
-  Stakeholder Engagement
-  Communications Support
-  Meeting Planning
-  Budget Tracking
-  Correspondence
-  Project Management

In March 2020, the City of Seattle underwent an emergency closure of the West Seattle Bridge corridor per public safety recommendations from WSP in reaction to rapidly-accelerating cracks observed inside the bridge. WSP served as the engineer-of-record for the \$40 million emergency stabilization and subsequent rehabilitation of the 1,300-foot-long bridge, in addition to the \$10 million rehabilitation of the adjacent cantilevered post-tensioned segmental box girder low-rise swing bridge, and \$15 million rehabilitation of multiple approach bridges along the corridor and corridor major maintenance needs (\$65 million total).

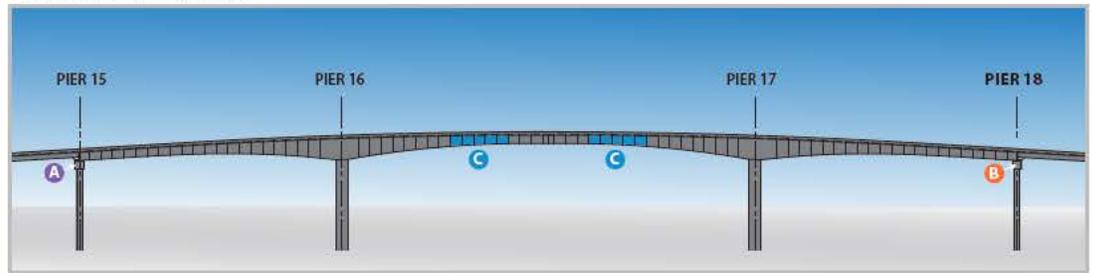
The West Seattle Bridge is a key transportation link in the city of Seattle connecting more than 100,000 people every day, and its closure—near the beginning of the 2020 COVID-19 pandemic—captured the attention of the public and the press. WSP worked hand-in-hand with the Seattle Department of Transportation and the broad team of West Seattle Bridge consultants to clearly, effectively, and efficiently communicate about the scope of stabilization and rehabilitation throughout the bridge’s two+ year closure.

WSP’s scope of work was completed under an amendment to an on-call structures contract. Key responsibilities for the WSP team included providing strategic guidance to SDOT throughout the closure, contributing to a project cost analysis, support in refining messaging and content for blogs, and transmitting drawings, technical information and engineering expertise to the SDOT communications team.

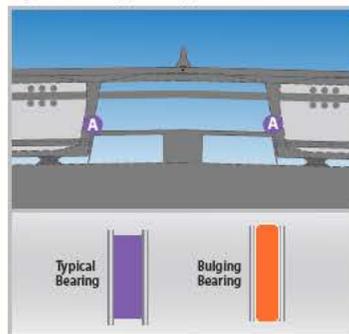
Prior to joining WSP, David Gitlin managed consultant construction communications for the West Seattle Bridge replacement for the Seattle Department of Transportation.

The diagram below is an example of the WSP communications team taking complicated information and conveying it in a user-friendly way.

West Seattle Bridge Pier 18 Repair



A Lateral bridge bearings



Lateral bridge bearings distribute pressure and allow the bridge to move in response to traffic loads, normal concrete creep and shrinkage, thermal variations, or even an earthquake.

B Pier 18 bearing



Pier 18’s bearing is compressed, which means that the bridge cannot move as it should. Instead, the bearing is creating additional pressure on the surrounding area and affecting the bridge as a whole.

C Cracking in bridge center



Potentially dangerous cracking was discovered in the center of the bridge, both inside and outside the structure, leading to its closure. The Pier 18 bearing likely contributed to the cracking.

WSDOT Toll Division Government Relations/Communications Support

Responsible Firm: MFA

Client: WSDOT**Duration:** July 2017–Ongoing**Fee:** \$600,000**Relevant Services:**

Government Relations



Stakeholder Engagement



Communications Support



Legislation Drafting and Analysis



Meeting Planning



Budget Tracking



Correspondence



Project Management

The WSDOT Toll Division plays a vital role in the community and regional economy by creating toll facilities that fund regional transportation improvements. To help guide facility and division efforts, WSDOT hired MFA to provide ongoing communications and government relations support.

MFA continues to serve as an extension of the Toll Division team in analyzing bills during legislative session using the LobbyGov software; scheduling, coordinating preps, and drafting materials for legislative briefings; and coordinating with the Urban Mobility, Access, and Megaprograms teams to ensure division-wide coordination.

MFA also supports coordination with the WSDOT secretary, assistant secretary, and Toll Division director to support ongoing division initiatives, including coordination with partner agencies, the Office of Financial Management, Office of the Governor, and Office of the Treasurer to ensure that efforts are consistent with statewide priorities and incorporate ongoing legislative and statutory requirements.

MFA also served as project coordinator for the WSDOT Toll Division's plan to begin tolling for the SR 99 tunnel. MFA's duties included developing a complete go-live plan for the launch of tolling; managing multiple disciplines; and managing interagency coordination efforts with the City of Seattle, King County Metro, Port of Seattle, Community Transit, and Sound Transit. Among other duties, MFA staff were responsible for supporting SR 99 performance monitoring; toll equipment installation and testing; logistics of multiple technical group efforts, including partner agency staff; developing a protocol for real-time reporting and coordination with multiple outside agencies; and logistics around the planned Tolling Information Center.

As the Toll Division plans for up to three new toll facilities starting in 2025, MFA is once again serving as project coordinator to develop a system that will help the Toll Division assess risks, plan out staffing, and develop costs for additional support to complete this unprecedented level of capitol delivery successfully.

Interagency Consultant Support for Revive I-5

Responsible Firm: MFA

Client: WSDOT**Duration:** January 2023–Ongoing**Fee:** \$600,000**Relevant Services:**

Communications Support



Project Management



Stakeholder Engagement

The upcoming construction seasons in the central Puget Sound Area contain an unprecedented number of projects that require multiple high-impact closures to complete. The closures will affect all major Seattle-area highways including I-5, I-405, SR 520, and I-90. Given the number of high-impact closures, the traveling public will likely see multiple high-impact closures taking place simultaneously through at least 2027. It is critical that WSDOT and partner agencies coordinate closely through these impacts to ensure travelers have the information they need to navigate the region while this work occurs.

WSDOT hired MFA to create and implement a framework for partner coordination during this high-impact time frame from 2023-2027. In this role, MFA has created a communications plan to guide interagency efforts and coordinates and develops materials and information in support of a series of interagency coordination meetings focused on key coordination groups including: Traffic and Operations (staff), Communications (staff), Senior Staff (managers), and Agency Executives across WSDOT Northwest Region, Management of Mobility, Mega Programs (SR 520, I-405/SR 167, AWV, Gateway), Toll Division, Maintenance, Communications and our partners at City of Seattle, SDOT, Office of the Waterfront, City of Bellevue Transportation Department, Port of Seattle, Northwest Seaport Alliance, US Coast Guard, King County Metro, Community Transit, Sound Transit and Pierce Transit.

The purpose of this effort is to provide a structure so WSDOT and its partners can coordinate ahead of major construction impacts, maintain speed and reliability across our transportation systems, and coordinate and carry out the joint communication efforts throughout several busy construction seasons.

Sustainable Airport Master Plan Responsible Firm: MFA

Client: Port of Seattle
Duration: July 2021–Ongoing
Fee: \$200,000
Relevant Services:

-  Stakeholder Engagement
-  Communications Support
-  Project Management

MFA currently manages a two-firm team to support the Port of Seattle in engaging airport communities around their upcoming NEPA and SEPA processes for the Sustainable Airport Master Plan. The team has begun initial planning efforts to minimize the barriers to engage communities closest to the airport, including development of a community liaison program, an engagement plan that includes key touchpoints with the Port of Seattle Commission, and creating materials that simplify a complex NEPA comment process. These initial planning and drafting efforts ensure that the project and team will be ready to launch community engagement prior to the NEPA process.

Washington State Ferries (WSF) Vessel Project Development Responsible Firm: LCA

Client: Washington State Ferries
Duration: March 2022–Ongoing
Fee: \$35,000
Relevant Services:

-  Stakeholder Engagement
-  Budget Tracking
-  Project Management

Using Lean Six Sigma principles, Catherine facilitated a series of stakeholder workshops to define the WSF vessel capital project funding and work order development processes, roles and responsibilities.

Collaboration: Working with two executive sponsors and at times up to 20 staff, Catherine is facilitating eight WSF workshops using lean principles to map, analyze, and streamline the funding and work order development steps within the Project Development Process. These workshops were also used to establish clear roles and responsibilities for the WSF Capital Program Office, Vessel Business Group, and other functionally involved organizations (i.e. HQ CPDM, Terminal Engineering, F & A Grants Team).

Problem solving: WSF had consistently struggled to fully execute the W2 program, even with a large preservation backlog and vessels falling out of a state of good repair. They had also struggled to pay their suppliers in a timely manner resulting in interest penalties.

Results: Evaluated the current state for value-added and non-value-added activities, opportunities for process improvements and to streamline the process. Developed the future state and identified necessary timelines and durations for each task. One example of an updated, streamlined approach brings in key players at project identification for project/budget alignment. This allows projects to move more quickly to approval, resulting in reduced change management and a faster project start.

LA County Metropolitan Transportation Authority, ExpressLanes Program Responsible Firm: LCA

Client: Los Angeles County
Duration: September 2015–March 2018
Relevant Services:

-  Stakeholder Engagement
-  Communications Support
-  Meeting Planning
-  Budget Tracking
-  Project Management

Catherine provided program management and toll expertise for policy development, program evaluation, surveys and research, marketing and branding, and toll operations support for the LA Metro ExpressLanes program.

Operational improvements: Catherine developed new ExpressLanes toll program policies that introduced a phased approach to address demand on the highly congested ExpressLanes. She also facilitated a complete update of the program’s business rules.

Rebranding: Catherine developed and managed the agency’s FasTrak Flex declarable transponder rebranding project.

Colorado Transportation Investment Office (CTIO), Safety Enforcement Program **Responsible Firm: LCA**

Client: CTIO
Duration: October 2020–
 Ongoing
Fee: \$300,000
Relevant Services:

-  Stakeholder Engagement
-  Budget Tracking
-  Project Management

Catherine is the project manager responsible for the design and implementation of the first-of-its-kind violation enforcement program for the network of express lanes in the State of Colorado.

Visioning: Pulling from lessons learned from her decades of experience in the toll industry, Catherine is enjoying the opportunity to create a toll violation process from scratch. Her work covers the entire lifecycle of the toll violation from lane system to collections.

Foresight: Catherine has a keen eye for modern design that provides customers a smooth and quick resolution to their outstanding violations. From web design to correspondence to customer service, she is focused on simplifying workflows and encouraging online services.

Innovation: Catherine is working with new toll industry vendor, Blissway, a start-up that intends to upend the toll industry with superior technology that delivers a more accurate and reliable lane system. Catherine is taking advantage of this new system’s capabilities and green field status of this project to provide efficient tools for the call center and customer.

2

Qualifications of Proposed Project Manager



8 YEARS
of WSDOT Toll Division
Communications



Development of strategic
government relations for
**WSDOT & MULTIPLE
PUBLIC AGENCIES**



Oversight of
\$5 MILLION
in multiyear projects



FACILITATOR
for Sound Transit's
Technical Advisory
Group



Charla Skaggs

Firsthand experience with WSDOT Toll Division Strategic Government Relations:

Charla has been assisting public agencies and other organizations with effective communications and government relations for more than 30 years. Through her work as a staff member at two major Puget Sound-area ports, and as a consultant, she has supported multiple environmental and regulatory permitting processes for large-scale infrastructure developments. She brings significant experience in developing strategies that wed political, community, and business considerations with long-term

communications goals. Charla is a seasoned facilitator and communicator with significant experience in developing and executing plans designed to mitigate potential political or legal risk to large agencies. She is well-versed in public agency financing and how funding mechanisms impact future infrastructure developments. As an experienced government relations professional, she has built a significant portfolio of clients, relationships, and projects across the Pacific Northwest. Her work with the WSDOT Toll Division providing strategic government relations services is included below.

A. Charla's Experience on Similar Projects

WSDOT Toll Division Strategic Government Relations, Seattle, WA

Dates: 2015–Ongoing

Responsibilities and Tasks on Project: Charla is responsible for developing and assisting with the implementation of comprehensive communication, stakeholder engagement, and government relations strategies for the WSDOT Toll Division. She works directly with WSDOT executive leadership to support ongoing division initiatives, and coordinates with partner agencies, the Office of Financial Management, the Office of the State Treasurer, and the Office of the Governor to ensure that efforts are consistent with statewide priorities and incorporate ongoing legislative and statutory requirements. She works regularly with state and local elected officials in both advisory and support roles. Her work on the SR 520, SR 99, Gateway, and I-405 Express Toll Lanes megaprograms has included communicating about financing, capital project management, state and local policy issues, and complex schedule sequencing that incorporates multiple projects and agencies working in the same footprint on interdependent capital improvements. She oversees bill analysis for the division and serves as the liaison with WSDOT Legislative Relations for all legislative matters affecting Toll Division. She drafts legislation and works with appropriate stakeholders to assess and edit legislative language when necessary.

Port of Seattle Stakeholder Engagement and Facilitation, Seattle, WA

Dates: 2016–Ongoing

Responsibilities and Tasks on Project: Charla serves as primary client contact and overall project manager for multiple initiatives across divisions at the Port of Seattle. Projects include airport-area community engagement for the Safe Flight Corridor, an initiative with significant community opposition; communications strategy for change in executive personnel; stakeholder engagement, communications strategy, and facilitation for an executive review panel assessing the International Arrivals Facility capital project; stakeholder engagement, communications strategy, and commission staffing for West Seattle to Ballard Link light rail alignment discussions; facilitation and stakeholder engagement for groups such as on-demand taxi providers; communications and marketing to promote #FlyHealthySEA; and regular CEO communications to Port staff regarding COVID-19 impacts to the agency.

Interstate Bridge Replacement (IBR) Government Relations, OR/WA

Dates: 2022—Ongoing

Responsibilities and Tasks on Project: Charla leads government relations efforts to gain necessary Washington legislative authority for the IBR. She drafts legislation, coordinates with legislative leadership and staff, and works closely with WSDOT's Legislative Relations office to ensure broad awareness of needs and concurrence with proposed strategies. She meets regularly with IBR staff as well as Oregon Department of Transportation staff to coordinate and collaborate on bi-state legislative needs. Charla currently serves as facilitator of a bi-state effort to develop a financial framework that supports both states' constitutional, statutory, and financial requirements.

B. Familiarity with Relevant State and Federal Regulations/Procedures

Charla has worked within the regulatory and statutory frameworks that govern public agencies for 23 years and began drafting legislation in 2005. As a staff member at the Ports of Seattle and Tacoma, and in her consulting careers, she has worked on dozens of projects that fell under NEPA and SEPA guidelines, particularly the requirements for stakeholder and community engagement. She is conversant in FHWA and FTA grant and reporting requirements as well as Washington state budgetary procedures and processes.

She is also well-versed in bond financing, particularly triple-backed bonds as they relate to eligible toll facilities in Washington. She works directly with the Washington State Transportation Commission on rate setting and exemption policies and collaborates with OFM and OST as needed to ensure common awareness of issues and milestones.

She works within WSDOT's Agency Request Legislation process when legislation is necessary and can offer multiple approaches to meet those needs within statutory guidelines.

Toll legislation and/or toll authority legislation: Charla provided the initial draft of the I-405 Renton to Bellevue toll authorization legislation and assisted with multiple iterations of the bill throughout the 2019 legislative session. She worked closely with the WSDOT Legislation Relations Director, the Office of the Governor, and the Office of Financial Management to ensure the language was consistent with both existing statute and the evolving requests of legislators, through its final passage.

She understands what components must be in statute, and what elements of operating a toll facility might be best handled via a master bond resolution or memorandum of agreement. She approaches each legislative need with a knowledge of how legislation might impact tolling policy or operations in the future and works closely with stakeholders (including the WSTC and relevant project offices) to stay ahead of changing project needs and stakeholder input. She is currently working with relevant WSDOT and

legislative staff on toll authorization legislation for IBR and provided the initial draft to the prime sponsor.

Experience providing bill or legislation analysis and written summaries: Charla has led bill analysis on behalf of the Toll Division since 2015. She regularly reviews legislation, assesses impacts on Toll Division, identifies stakeholders, and writes the analysis for Toll Division staff to review. Early in her time supporting Toll Division, she developed a new system designed to make the process smoother and easier for staff – a process still used today.

C. Examples of the Proposed PM's Ability to Manage Schedule, Scope, Budget, and Project Changes

I-405 Toll Authorization: 2019 marked the third legislative session attempting to run toll authorization. Each year, the scope of stakeholder and legislative involvement grew, as did apprehension about the effort. Legislators provided direction to include Gateway toll authorization and bonding for both facilities in the final bill. Charla worked with Toll Division staff to manage the available funds and coordinate with the 405 and Gateway project offices to leverage efforts. As sine die approached, she was in constant communication with Toll Division, project offices, WSDOT headquarters, stakeholders, Office of Financial Management and Office of the Governor until the gavel dropped on successful passage.

I-405 Bus Rapid Transit WSDOT/Sound Transit

Coordination: Going into the 2021 legislative session, both WSDOT and Sound Transit knew that project funding scenarios would have to be changed. Charla facilitated an effort between the two agencies to be sure that each was constantly aware of discussions and decisions happening with the other, as schedule delays for one agency had significant impacts on the other. Sound Transit's realignment process was on a different timeline than WSDOT's legislative budget development, and both agencies were committed to elected leadership seeing and believing the ongoing collaboration. What began as a two-month process evolved over several months, and Charla successfully managed a tight budget and scope through to completion.

3

Key Team Members Qualifications

WSP has selected team members not just for their specific skills, but also for depth and level of cross-cultural communication skills, experience with WSDOT, and understanding of WSDOT organization. As we selected key staff, we identified whose experience reflected the nuances of tolling projects and demonstrated experience in facilitation, team building, organizational dynamics, strategic communications, and stakeholder engagement.

A. Key Team Member Experience

The following pages include brief summaries of key staff's experience and qualifications. While our team has the depth of resources to bring in staff from across the country to help deliver project work, we recognize the importance of our key staff to be local; able to reach a project site or WSDOT office quickly; and bring familiarity with the stakeholders and resource agencies in the region.

David Gitlin Deputy Project Manager and Communications Lead

WSP



Relevant Projects

Interstate 205 Toll Program, ODOT, Portland, OR: David leads public engagement for this regional tolling project for ODOT. WSP is providing NEPA analysis for the implementation of value congestion pricing on Interstate 5 and Interstate 205 in the Portland metro area, and David leads the consultant outreach team in planning and implementing inclusive engagement, communications and government relations support. The project is a follow-on to the WSP-led feasibility study. (2022–Ongoing)

West Seattle Bridge Rehabilitation, SDOT, Seattle, WA*: As Senior Associate, David managed consultant construction communications for the West Seattle Bridge replacement for SDOT. David acted as a liaison between the construction contractor, SDOT, local media, and community members, ensuring the sharing of accurate and timely information. He supported media and external communications coordination, video planning, weekly information updates, and other as-needed communications updates by managing bridge tours, coordinating internal strategy sessions, and developing informational materials. David provided strategic communications guidance to project leadership. (2021–2022)

SR 520 Bridge Replacement and HOV Program, WSDOT, Seattle, WA*: David managed programmatic communications for the \$4.65 billion SR 520 Bridge Program. Serving in a co-located capacity, David directly supported WSDOT in the development, planning, quality assurance, and publication of print and online materials in support of SR 520 bridge replacement communications, including providing cross-project support as early tolling was implemented on old SR 520 bridge prior to its eventual replacement. David provided ongoing coordination with Northwest Region and Headquarters staff to ensure project information-sharing was aligned with agency guidance and principles. (2008–2013)

*Completed prior to joining WSP

David is a communications and public involvement senior manager with more than 15 years of experience providing project management, public engagement, and communications strategy for high-profile transportation and other public infrastructure projects. He has managed projects ranging from small efforts for local jurisdictions to large, multi-million dollar, multi-year comprehensive outreach and communications programs in public, private, and non-profit sectors. David delivers effective, equitable, and authentic communication and engagement strategies to client project managers and agency leaders. His areas of specialization are inclusive and equitable engagement, project planning, media coordination, crisis communications, and client relationship management. In this role, David:

- Delivers effective, equitable, and authentic communication and engagement strategies to client project managers and agency leaders
- Focuses on inclusive and equitable engagement
- Provides expertise in project planning, media coordination, crisis communications, and client relationship management

Understanding of WSDOT and other public agency regulations/procedures

- ✓ Conversant in WSDOT, ODOT, and SDOT style guides and review procedure
- ✓ Served as liaison with other WSDOT megaprograms teams

Kate Elliot Stakeholder Engagement Lead

MFA

**Relevant Projects****2025 Toll Commencement Planning Support, WSDOT, WA:**

In 2025 the WSDOT Toll Division will launch three new tolled facilities – SR 167 upgrade, I-405 Renton to Bellevue Express Toll Lanes, and SR 509. Given the unprecedented nature of opening three facilities at the same time, the Toll Division hired Kate to provide assistance in planning, preparing and tracking progress to launching the facilities. (2023–Ongoing)

Interagency Coordination, WSDOT Management of Mobility, WA: WSDOT hired MFA to create and implement a framework for partner coordination during the high-impact time frame from 2023-2027. In this role, Kate created a communications plan to guide interagency efforts, coordinates and develops materials and information in support a series of interagency coordination meetings from staff to agency executive coordination. (2023–Ongoing)

Interagency Coordination, WSDOT Management of Mobility, WA: WSDOT hired MFA to create and implement a framework for partner coordination during the high-impact time-frame from 2023-2027. In this role, Kate created a communications plan to guide interagency efforts, coordinates and develops materials and information in support a series of interagency coordination meetings from staff to agency executive coordination. (2023–Ongoing)

With more than a decade of experience managing communications for some of Washington's largest transportation projects, Kate's top priority is cultivating collaborative and trusting relationships with her clients and stakeholders. She has developed government and stakeholder outreach strategies for some of the largest infrastructure and transportation projects in the Pacific Northwest—including WSDOT's SR 99 Tunnel Tolling Project and *Good to Go!* Back Office System Transition, as well as the I-405 Express Toll Lanes Project, and the SR 520 Eastside Transit Floating Bridge Replacement and HOV Project.

Understanding of WSDOT and other public agency regulations/procedures

- ✓ Kate understands WSDOT's standards, protocols, and communication style deeply from her work with WSDOT over the last decade. She has also worked with other state and local agencies and understands the regulations and standards required in their external and internal communications, and public-facing documents.

Kathryn Murdock Government Relations Lead

MFA

**Relevant Projects****Toll Division Government Relations Strategy, WSDOT, Seattle, WA:**

Kathryn supports government relations for WSDOT Toll Division through closely tracking priority bills during legislative session, supporting legislative briefings, analyzing bills in the LobbyGov system, and reviewing budgets to ensure that they are consistent with statewide priorities and incorporate ongoing legislative and statutory requirements. (2021–Ongoing)

Autonomous Vehicle Work Group, Washington State Transportation Commission, Seattle, WA: Kathryn managed communications for the Autonomous Vehicle Work Group, which was tasked with making policy recommendations to the legislature on potential policies, laws, and rules to support the safe operation of AVs on public roadways in the state. She advised the WSTC on communication strategies including leading the development of a new, user-friendly website for the Work Group and a communications road-map for them to use moving forward to define their goals and communications objectives internally and externally. (2019–2021)

SR520 Bridge Replacement and HOV Program, Seattle, WA: For three years, Kathryn worked full-time on communications and outreach for the SR 520 Bridge Replacement and HOV Program, serving in multiple roles to respond to the rapidly evolving needs of a megaprogram. Working closely with the WSDOT project engineers in the construction site office, Kathryn managed construction communications for the West Approach Bridge North Project, including planning and executing events with elected officials; and coordinating with partner agencies and corridor stakeholders to facilitate and plan site visits and briefings. (2014–2017)

Kathryn has more than eight years of experience leading and coordinating public engagement and communications strategies for public agency clients. Kathryn has worked with WSDOT on multiple megaprograms and initiatives over the last eight years, including: working full time on the communications team for the SR 520 Bridge Replacement and HOV Program; supporting the SR 99 Alaskan Way Viaduct Replacement Program on their grand opening; developing the engagement section of the Ultra-High-Speed Ground Transportation Study, developing communication materials for the Washington State Transportation Commission's Autonomous Vehicle Workgroup; supporting Washington State Ferries communications team; and supporting Toll Division in government relations and communications.

Understanding of WSDOT and other public agency regulations/procedures

- ✓ Through her work with WSDOT, Kathryn has gained a deep understanding of the standards, protocols, and style of the agency's communications. She has also worked with other state and local agencies and understands the unique regulations and standards required of public agencies.

Catherine Larson Stakeholder Engagement/Communications Support

LCA



Relevant Projects

WSDOT, Seattle, WA: As facilitator, Catherine led a series of workshops for WSDOT's Urban Mobility and Access administrative staff. The workshops were designed to build team trust and respect, define roles and responsibilities and eliminate any duplication of efforts. As part of a separate engagement, Catherine facilitated a series of team building workshops between WSDOT's Toll Division staff and the incoming operations vendor. Currently, Catherine supports stakeholder input for the I-405/SR 167 Eastside Corridor Express Toll Lane System Investment Grade Traffic and Revenue Study to establish the infrastructure phasing scenarios, policy assumptions, gross-to-net revenue forecasts and toll rate setting. In addition, Catherine is facilitating workshops with the Toll Division, Central Budget Office, CPDM, Financial Planning, MEGA Projects and Region Maintenance staff to establish and document the roles, responsibilities, principles and processes for how toll dollars are allocated, spent and monitored. (2008–Ongoing)

Washington State Transportation Commission; Olympia, WA: As facilitator, Catherine led a series of stakeholder workshops and designed the end-user survey work for the legislatively mandated I-405/SR-167 Low Income Toll Study. Workshops were conducted with staff from key agencies' who may be responsible for implementing, or could support, a potential low-income toll discount program. The workshops were designed to identify and document potential program options, eligibility verification methods, and agencies' organizational, financial and system capacities for implementing or supporting a low-income toll program. The workshops included representatives from the WSDOT Toll Division, the Washington State Department of Social and Health Services (DSHS), King County Metro, and the WSTC. During the workshops the need to connect with potential users of a low-income toll discount program was identified. The purpose of the outreach was to assess the benefits of each of the options to users of a potential program. The outreach was conducted through two online surveys of low-income users of I-405 and SR 167. (2020–2021)

Riverside County Transportation Commission; Riverside, CA: As facilitator, Catherine managed the online survey work and facilitated a series of focus groups that solicited input from customers on the proposed changes to account types, fees and transponder technology for the 91 Express Lanes. In addition, she provides marketing and communications oversight, as well as operations expertise and oversight for the new Riverside Express Customer Service Center, which opened in 2021 and has a current customer satisfaction rating of 98.5 percent. Catherine also supported the design and development of all customer facing program elements including the program website and phone system, customer communication and case management, and the operations transition for the OCTA/RCTC shared 91 Express Lanes Back Office System replacement that launched in 2022. (2020–2022)

Catherine has more than 17 years of experience working as the owner, or owner representative for toll agencies across the country. Catherine has worked on some of the most challenging and rewarding start-up toll programs in the country.

She's was co-located with the WSDOT Toll Division from 2008-2018 where she supported them on policy and planning, rate setting, and education and outreach campaigns for the SR 520 Bridge, I-405 ETLs, and early planning of the SR 99 tunnel project. In addition she supported the Toll Division in several legislatively mandated reports including the TNB Cashless Study, The Toll Division Operational Review, and the Toll Division/WSF Integration Report.

Catherine supported many programs and projects that required interaction and coordination across various WSDOT headquarter and regional offices, legislators, OFM and the JTC. Catherine has continued to support the Toll Division in various capacities since 2018 while expanding her knowledge and experience through her support of other clients around the country. Her unique history with the Toll Division, combined with her experience across the country provide a unique and special skill set to support the Toll Division.

Understanding of WSDOT and other public agency regulations/procedures

- ✓ Catherine has worked with WSDOT since 2008 when she helped the Toll Division launch early tolling on the SR 520 Bridge. Through the years, she has served as a liaison between the Toll Division, the Washington State Transportation Commission and WSDOT project offices on many toll projects, legislatively mandated reports and special projects.

4

Responsiveness to Schedule During Legislative Session

A.1 Describe your firm's tracking system(s) to monitor the project's budget and/or scope

As project manager, Charla will use an Oracle-based system, Forecaster, to closely monitor project scope and budget to ensure the WSP team is able to maintain the needed capacity to respond to project requests and provide as-needed engagement support for activities like briefings, tours, and material development needs. This system provides her with real-time information so that as the project evolves, she can monitor scope and budget.

Most importantly, the WSP team's expertise and experience with WSDOT Toll Division means Charla can be especially mindful and cost-effective in approaching this work. She keeps a close eye on milestones and upcoming needs so that budget dollars are available when they are most needed. She also understands how to work quickly and effectively with Toll Division staff, so that work is not duplicated, and the resources of the collective team are leveraged appropriately.

A.2 Ability to provide interaction with your client and/or stakeholders

Many members of the WSP team are currently supporting Toll Division. Prior to the pandemic, they shared office space and were present daily to support ongoing

government relations and communications tasks. That kind of collaboration has moved mostly to Teams, but is still a regular feature of their work. Charla and the WSP team will continue to be available for the in-person weekly Leadership Team meeting and other important meetings as needed.

The WSP team will serve as an extension of Toll Division staff and represent those needs and interests with multiple stakeholders. Charla works regularly with legislative staff, the Office of the Governor, the Office of Financial Management, and other state agencies to represent Toll Division. Proposed deputy project manager David Gitlin has extensive experience with WSDOT megaprograms and is currently supporting the Oregon Department of Transportation's tolling program, lending another voice to that critical partner as we move toward tolling the IBR.

In addition, their involvement in multiple transportation initiatives means they can bring necessary information and people back to Toll Division when there are projects or developments that intersect with toll facilities. Our team's attendance at Washington Highway Users Federation, Regional Access Mobility Partnership (RAMP), Eastside Transportation Partnership (ETP), and other similar groups provides additional insight into how legislators, partner agencies, and others are thinking about tolling in our state.



The WSP team facilitates in-person and virtual meetings to build consensus and camaraderie on major projects.

This deep knowledge of and passion for Toll Division’s work translates to more effective collaboration and relationships with your staff and partners across the region. But the WSP team also understands and embraces the role of consultant support: to represent your interests and implement your decisions, at your direction.

A.3 Ability to coordinate multiple agencies and offices to compile responses to legislation

In theory, there is a smooth cadence to the legislative process; requests for bill analysis, testimony, fiscal notes, and information come fast and furious, and the deadlines are immovable.

WSP team members currently serve as adjunct Toll Division staff, monitoring bills, requests, and hearing agendas to ensure Toll Division responds as required. During the 2023 session, we have so far analyzed 35 bills and worked closely with legislative staff on both emergent issues such as toll bill escalations and legislative needs, along with the cost of specialty plates. We are also supporting the ongoing collaboration with the Oregon Department of Transportation, responding to their legislative deadlines and needs as we plan for the Interstate Bridge Replacement Program, a bi-state tolled facility.

When proposed project manager Charla Skaggs began working with the Toll Division, she implemented a “SWAT team” approach to bill analysis so that no one Toll Division team member bore the brunt of rapid-fire requests. Requests can be directed to the correct person, as well as to other WSDOT departments for collaboration on response. The WSP team understands how and when to elevate issues that require the Attorney General’s Office, the Office of the WSDOT Secretary, or WSDOT Legislative Affairs review. Long-standing relationships within WSDOT and with other agencies allow the WSP team to move quickly in getting the information Toll Division leadership needs to make informed decisions about potential legislation.

A.4 Ability to respond to constituent requests, legislators, and legislative staff

Our proposed team has a history of working with various transportation agencies, including WSDOT, to respond to high-priority constituent and legislative requests, especially during high-pressure legislative sessions.

We understand the need to triage requests and to notify appropriate internal team members of when communications arrive from key stakeholders. We draft initial response language based on approved key messaging and clearly highlight when proposed responses are new or vary from approved language. We make certain that we provide the appropriate level of commitment in draft responses, ensuring that we are managing the risk of WSDOT and the Toll Division in all written communications.

Finally, we develop quality control and assurance systems to ensure all communications are fully reviewed by the WSP team before transmission back to constituents and legislative audiences.

A.5 Ability to schedule briefings and tours

While written correspondence is the cornerstone of agency communication with external partners, one of the best resources a project team can provide is a face-to-face briefing or an in-person tour of project facilities.

Our WSP team members have years of experience coordinating briefings and tours for WSDOT and other transportation agencies. We help our clients think through all the necessary details, including:

- What is the platform for a briefing; in-person or virtual?
- Are we providing effective calendar management, ensuring our client partners have enough time before and after the briefing or tour to arrive with plenty of time to be prepared and centered before beginning the event?
- What materials are supplementing the briefing or tour, and how have we delivered them to attendees?
- If we are planning an in-person event, have we provided clear directions (including screenshots from Google Maps) on how to arrive at the event location?
- If we are completing an in-person tour, do we have all the appropriate safety gear for meeting attendees?

We understand how effective briefings and tours can be for project success, and our coordination expertise ensures we are setting all attendees up for the best possible experience.

A.6 Ability to draft correspondence to legislators on behalf of the Office of WSDOT Secretary and WSDOT Legislative Affairs

Secretary Millar, Deputy Secretary Scarton, and Assistant Secretary Meredith are often asked to provide updates to legislators and other civic and elected leaders on behalf of the Toll Division. The WSP team understands the multiple review steps and protocols for drafting correspondence on behalf of WSDOT leadership, and our experience also lends some knowledge of how different WSDOT leaders typically respond, and the level of detail they will expect to see in draft correspondence.

For example, during the back-office system transition, Secretary Millar sometimes received direct legislator inquiries about the process. WSP team members:

- Notified Legislative Relations about the request
- Wrote the initial draft for the Toll Division review
- Incorporated any edits
- Sent revised drafts to Assistant Secretary Meredith and Legislative Relations for concurrent review
- Formatted near-final documents for Secretary Millar's review

Often, legislative inquiries come to Toll Division via the Legislative Relations Office. In those instances, the WSP team currently drafts a response for review by Toll Division and other necessary reviews, formats the response to be sent, and provides Legislative Relations staff with recipient emails to make a timely response easier for all involved.

5

Project Delivery Approach

A. Work Plan

A.1 How does your firm track multiple correspondence and coordination events between stakeholders, agencies, constituents and WSDOT offices?

Our team has years of experience managing overlapping and oftentimes competing correspondence and coordination needs for WSDOT and the Toll Division. Each request for a correspondence or coordination event is assessed when received to determine who should be involved in responding, if other offices (such as WSTC or other departments within WSDOT) should be notified, and how best to scale the workplan based on this assessment.

For example, correspondence that can be replied to with existing project messaging can be managed directly at the most efficient level. On the other hand, coordination events with multiple stakeholders will require a detailed workplan so that all involved parties are aligned on purpose, goals, and approach.

We also track this information in a spreadsheet that is specific to Toll Division and update the Urban Mobility and Access (UMA) tracking document as well.

A.2 Who is involved with the decision-making process for the development of a workplan, internal written procedures and guidelines for process and workflow, and review of work to outside entities?

A good workplan has three factors: a clear and measurable goal; a realistic approach that factors in available resources and any constraints or external factors; and clear milestones tied to the overall schedule. In consultation with WSDOT staff, Charla and her team will develop a scaled workplan for each request. These workplans will be assigned based on staff experience and capacity, will be informed by WSDOT and WSP best practices and approved key messaging documents, and will be in alignment with standing meetings and coordination opportunities established at project kickoff. We know that staff time is limited, so our workplans will be structured to best leverage available opportunities for coordination and review.

Below is our process for developing an effective work plan:

- **Initial step:** The WSP team begins by meeting with Toll Division to gain input on the overall goal we are working toward, what staff and other WSDOT resources are available, and the end date for the effort.
- **First draft:** Next, we work internally as a consultant team to write the initial draft, which includes:
 - Roles and responsibilities for plan development and implementation
 - Who will lead the development of the plan to ensure we meet Toll Division deadlines
 - Toll Division and other WSDOT reviews necessary before implementation
 - External factors that may impact the ability to implement the plan
- **Check-in on progress:** To make sure our initial efforts are moving in the right direction, we check with Toll Division staff at this milestone. Are we making the right assumptions? Have we missed anything? Have there been any new developments we need to know about?
- **Work-back plan:** Some of us on the WSP team shine with developing the overall strategy and approach, and some of us are very good at building specific work-back plans that outline how we will reach milestones and ensure proper review and timely implementation.
- **Develop a final plan:** “Final” can be a moving target for government relations and communications efforts, but when a plan has sufficient detail and is ready for external review, we work with Toll Division to move this process along swiftly. We incorporate edits where appropriate, and if the document will be external facing, ensure that the WSDOT Style Guide is used. WSP has an established QA/QC process to review documents for factual inaccuracies or typographical errors, and we vet one final time with you to ensure we incorporate any changing information or partner/stakeholder concerns.
- **Implementation:** Then we get to work!



The WSP team supported Toll Division's work with the SR 99 travel shed, educating drivers about Good To Go!

A.3 Describe each of the elements of the desired outcomes for this work effort

We track a list of key elements for each correspondence or coordination request, including:

- Audience for the request
- Resources needed to comply with the request, such as information needs, existing materials, or added resources that need to be created
- Staff capacity, including the specific roles and responsibilities of each team member of staff that will be involved in the request
- Timeline for the request, including a workback schedule for each individual component of responding to the request so that our collective team has a clear understanding how requests will be managed
- Desired outcomes for the overall effort

A.4 Describe how your workplan addresses contingencies that may arise during the work effort

Change is a constant in government relations and communications, and emergent issues occur frequently. We develop workplans that have a built-in backup for WSDOT or consultant team vacations so that people get necessary time away, but projects keep moving in their absence. More importantly, our proposed team has a deep bench of government relations and communications professionals that can be available at a moment's notice to support changing priorities. This means that if a particular project

grows in scale or urgency, or Toll Division staff is pulled off on other projects, we have staff ready to step in and help. We also factor in contingencies in the work plan document itself when planning for a high-profile or lengthy initiative.

For example, in planning for potential toll authorization legislation for IBR, our workplan included multiple approaches to drafting the legislation to reflect the multiple avenues such legislation might take. By incorporating contingency planning early, Toll Division is better able to pivot and respond to changes in timing, priority, or circumstances.

B. Approach to Resolve Conflict within the Project Team, Clients and Stakeholders

Conflict often happens on complex projects and initiatives, especially when multiple interests and points of view must be considered. The WSP team will implement an approach that identifies and mitigates potential conflicts before they develop and affect the schedule, budget, or stakeholder support. When conflicts occur, the WSP team is prepared to address and resolve those conflicts within the team, with clients, and with stakeholders.

Resolving Project Team Conflicts

WSP's project approach focuses on creating a team culture that minimizes or quickly resolves conflicts that occur within the team.

- **Clear and frequent communication.** This starts with our project kick-off meeting to review and receive team buy-in of the project's goals and objectives, baseline schedule, and scope of work and continues throughout our regular team meetings. These meetings are an opportunity for task leads, Project Manager Charla Skaggs, and Deputy Project Manager David Gitlin to identify and resolve any potential issues and confirm team members' understanding of upcoming work activities.
- **Defined roles and responsibilities.** As part of our workplan, we will clearly define roles and responsibilities for members of our team to minimize confusion and allow team members to quickly determine who should provide input on an issue.
- **A clear escalation plan that empowers team members to resolve issues at the lowest possible level.** If issues are not solved among the team members who identify

them, task managers serve as the first line of decision-making. If any issues cannot be resolved at this level, they will be immediately escalated up the ladder to Project Manager Charla Skaggs and Principal-in-Charge Lorelei Williams with the goal of quickly resolving issues so the team can continue to advance their work.

Resolving Conflicts with Clients

WSP's approach to conflict resolution with clients relies on clear and frequent communication between the client and the consultant team. We regularly confirm expectations and ask follow-up questions to ensure everyone on our team understands how to deliver their assigned tasks. Charla, David, and our team's key staff will have regular meetings with Toll Division.

Resolving Conflicts with Stakeholders

Tolling and transportation project stakeholders often have different or even conflicting interests. In the past several years, the WSP team has built many relationships with Toll Division stakeholders and partners, such as the Washington State Transportation Commission, I-405/SR 167 and Puget Sound Gateway project offices, Sound Transit, the Office of the State Treasurer, and many more.

Listening to stakeholder concerns, ongoing communication (even when nothing is wrong), and finding a path to resolution underlines our approach to effective stakeholder relations. We work consistently to identify common goals and find a path forward that everyone can live with. Charla facilitated a partnering effort between the I-405 project office and the Sound Transit I-405 BRT project to identify and resolve, where possible, potential construction and funding schedule conflicts. The group identified innovative approaches to long-standing challenges and through the effort created a stronger working relationship.

C. Identify any Key Issues and Critical Milestones for the Work

Tolling is becoming even more important to our transportation system—as gas tax and other funding sources are dwindling, tolling offers both a significant source of revenue and a critical tool for congestion management on some of our most crowded corridors. The next six years will bring the opening of three new toll facilities, a bi-state toll facility coming online, and continued efforts to develop and implement a low-income tolling policy in partnership with the Washington State Transportation Commission (WSTC). We see both significant challenges and significant opportunities in the years to come and have an approach



Community engagement about SR 99 toll commencement was a critical component of #SeattleSqueeze planning.

for partnering with you to meet them head-on. Toll Division has three significant initiatives underway:

- With *Thrive in 25* we know that it will take a lot of resources to successfully go-live with Gateway, I-405 Renton to Bellevue, and SR 167. WSP knowledge, experience, and deep understanding of how tolling works in Washington means we won't miss a beat in supporting the initiatives at Toll Division. From legislative coordination on budget requests to ensure the team is staffed, to successfully launching the toll facilities, and coordination with the WSTC for rate setting, exemptions, and occupancy toll policy, the WSP team is uniquely able to step in with additional resources and new energy and ideas to push us through the finish line.
- **Low-income toll policy:** WSTC and the Toll Division are coordinating on a low-income toll policy. To fully design and implement a program, this will require continued coordination with legislators and the WSTC.
- **Interstate Bridge Replacement (IBR) Program:** With ODOT preparing to toll the IBR program beginning in 2026, the Toll Division will have to coordinate with the legislature to pursue toll and bonding authorization, in addition to a bi-state agreement that will include language about how WSTC and Oregon Transportation Commission will coordinate on policy items, such as rate setting for a bi-state bridge.

These efforts come amid implementing the new Tacoma Narrows Bridge roadside contract; coordinating with other states and agencies to develop true interoperability; ongoing legislative and other reporting requirements; developing additional phases of the back-office system; daily operational issues; and the scrum of ongoing legislative and other requests for information.

We will approach these milestones with three key goals in mind:

Goal 1: Energizing and extending your team. The most important thing we can do is to make your jobs easier and be your partner in achieving your mission. The WSP team serves as an extension of Toll Division staff, and we can scale up or down as you need us to. Our knowledge, experience, and deep understanding of how tolling works in Washington means we will not miss a beat in stepping in to support the initiatives happening with the Toll Division.

Each of the milestones listed above will require a robust communications effort to support a successful outcome. With demonstrated success supporting the Toll Division team, our team can implement lessons learned from past efforts and bring expertise from other toll agencies across the country as Washington's toll system expands.

Goal 2: Educating legislators, partner agencies, and communities on how to implement and operate toll facilities. Our team has worked successfully with Toll Division staff on multiple initiatives that have spotlighted the knowledge and commitment of Toll Division and all they do to move people and goods effectively in our region. WSP supported the Toll Division in the months leading up to the beginning of tolling on the SR 99 tunnel, including ongoing collaboration with the City of Seattle, King County Metro, Sound Transit, and the Port of Seattle as part of #SeattleSqueeze; assisting with communications and outreach; and coordinating the full go-live plan and the multiple disciplines involved. WSP was there each step of the way as Toll Division's partners in a successful, thoughtful process to implement tolling in a new facility.

WSP also worked behind the scenes for the back-office system (BOS) go-live. Kate Elliott (MFA) and Charla Skaggs (WSP) were part of the years-long process to bring the *Good to Go!* system into a new generation. Kate participated in behind-the-scenes planning for this transition, and Charla worked closely with legislators, legislative staff, and internal WSDOT stakeholders to ensure everyone was aware of each milestone and challenge. Along with Kathryn Murdock (MFA), we continue to support the BOS transition as TD begins escalating unpaid toll bills.

Of course, things do not always go to plan, and there are times when circumstances mean we need an innovative approach. The WSP team develops each strategy and implementation plan with this reality in mind and has demonstrated success at pivoting when necessary. Bottom line: We approach our work with a strong desire to make Toll Division shine and to demonstrate the critical role you play in our region.

Goal 3: Effectively collaborating with internal and external partners to support their readiness. Our knowledge of Toll Division's internal and external stakeholders means we know how and when to include project offices, UMA, WSDOT headquarters, legislators, staff, and other agencies. Toll facilities are located throughout



It is our job to manage the project effectively, continuing to keep you informed and involved at the right time and the right level without adding to your workload. The WSP team is full of individuals who are passionate about organization and work to create trackers, schedules, and systems that work for you to ensure that every action item is tracked, and follow-up is communicated at the appropriate level and in a timely manner.

the region and items that impact their construction and operations impact regions, projects, offices, and transit agencies, as well as cities and counties.

In supporting the Toll Division on government relations, the WSP team has worked closely with the Urban Mobility and Access and Megaprograms Division to ensure that Assistant Secretary Julie Meredith and her team are updated on all bills, briefings, and legislative updates weekly throughout session through regular meetings updates and a weekly email each Friday.

The WSP team has been working on behalf of the Toll Division with the IBR team for several months now. Early into that work, we recognized that existing project schedules were extremely detailed and didn't afford an at-a-glance understanding of how specific milestones impacted legislative timing. We developed a high-level program schedule for the project team that could be shared with WSDOT and ODOT leadership, the Office of the Governor, the Office of Financial Management, and legislative stakeholders to highlight key timeline decision points the program needed to move forward with legislation. Our experience with Toll Division stakeholders and partners—and our experience communicating about these issues—means we can see what is missing and fill the gaps effectively.



WSP worked with Urban Mobility to provide interactive tabling at Sunday Parkways in Portland for ODOT's I-5 and I-205 Tolling Program.



Cost Factors



**Washington State
Department of Transportation**

Proposed Billing Rates

Date: March 15, 2023

Company Name: WSP USA

Address: 1001 4th Avenue, Suite 3100

City / State / Zip: Seattle, WA 98154

Subject: Proposed Labor Classifications and Hourly Billing Rates for Toll Division Govt. Relations and Communications Support

Attention: Manager, Contract Services Office

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

Labor Classification	All Inclusive Billing Rate
Senior Vice President 1, Strategic Project and Govt. Relations, WSP USA	██████
Assistant Vice President, Communications and Public Involvement, WSP USA	██████
Senior Consultant, Communications and Public Involvement, WSP USA	██████
Senior Vice President 1, Environmental Planner, WSP USA	██████
Senior Vice President 1, National Business Line, WSP USA	██████
Consultant, Project Accountant, WSP USA	██████

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.

Respe
 Signal  Lorelei Williams, PE
 Title Senior Managing Director, Northwest Pacific District

