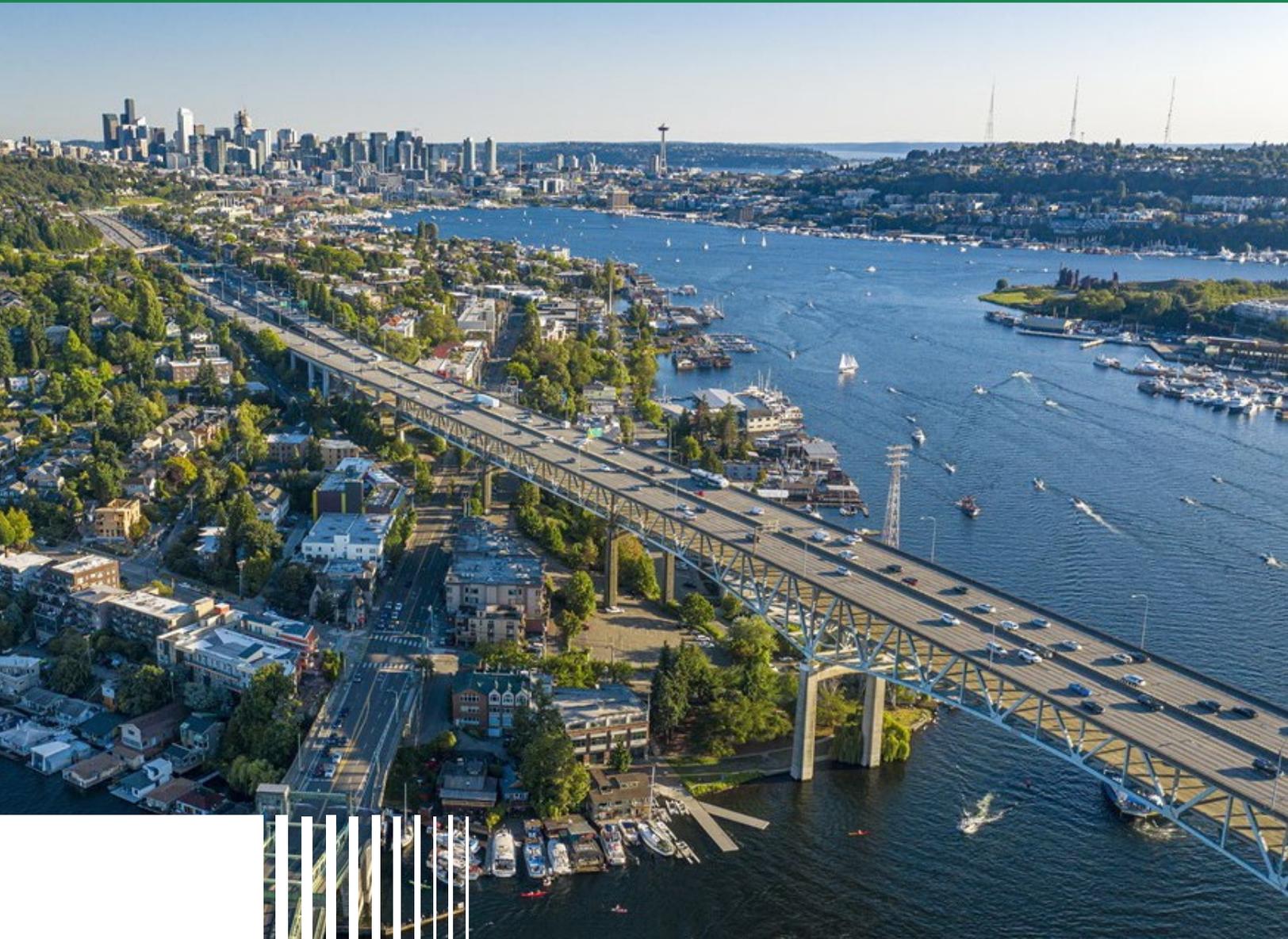




November 21, 2023

Washington State Department of Transportation - 2024 TSMO Program Plan: Request for Qualification

Statement of Qualifications – Packet A



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0 Proposer Qualifications Map to Evaluation Criteria

Category	Requirement	SOQ reference section
Scoring Criteria 1: Qualifications/Expertise of Firms on Team	1A – Firm details	See section 1.1
	1B – Firm offices	See section 1.2
	1C – Work with sub-consultants	See section 1.3
	1D – Staff & resources availability	See section 1.4
	1E – Project examples	See section 1.5
Scoring Criteria 2: Qualifications of Proposed Project Manager	2A – Project manager project examples	See section 2.1
	2B – Project manager’s familiarity	See section 2.2
	2C – Ability to advance goals of WSDOT’s TSMO program	See section 2.3
	2D – Ability to manage a project	See section 2.4
	2E – Project manager licenses/accreditations	See section 2.5
Scoring Criteria 3: Key Team Members Qualifications	3A – Key team member roles and responsibilities	See section 3.1
Scoring Criteria 4: Firm’s Project Management System	4A – Project management processes	See section 4.1
Scoring Criteria 5: Project Delivery Approach	5A – Work planning	See section 5.1 / 5.5
	5B – Approach to resolving issues	See section 5.2 / 5.5
	5C – Work breakdown structure	See section 5.3
	5D – Key issues and critical milestones	See section 5.4 / 5.2
	5E – Client communications	See section 5.5

1 Qualifications/Expertise of Firms on Team

1.1 1A: Firm details

The firms on our proposed team are Boston Consulting Group (BCG) (prime), Marine Tiger Technologies (sub-contractor), and Foursquare (sub-contractor). For more background information about BCG, please see our transmittal letter in Packet B.

1.1.1 Boston Consulting Group (BCG)

BCG was founded in 1963 and now has offices in over 100 cities in more than 50 countries with over 30,000 employees. BCG has been operating out of its Seattle, WA office since 2012 and currently has 290 employees based there. We work across many industries and functional areas – for the purposes of this SoQ, we have focused information about our expertise on industries and topics relevant to the TSMO program and specifically Transportation Operations, Intelligent Transportation

Systems, and Smart & Emerging Technologies; detail on our expertise in other industries and functions is available upon request. Amir Ganaba will serve as the proposed Prime Project Manager on behalf of BCG.

Washington State 2024 TSMO Program Plan - Proposed team organization chart



*Representative team members, subject to availability

See our full proposed team organization chart to the right:

1.1.2 Marine Tiger Technologies

Marine Tiger Technologies (Marine Tiger), a certified DBE in Washington State, has stood out as a 100% virtual technology and business consulting firm since its inception. Marine Tiger has 54 employees across the country; though they do not have any located within Washington state, their team has been pivotal in driving solutions for public sector transportation clients since 2010. The firm specializes in strategic planning, transit asset management, and systems engineering. Marine Tiger excels in all aspects of the project lifecycle including project planning, management, and delivery as well as asset management, resiliency, and systems implementation. Marine Tiger combines effective stakeholder engagement with technical expertise including a deep understanding of infrastructure assets, transit operations, and

business processes to deliver results. Of the TSMO program pillar elements and supporting activities, They have expertise across Planning, Partnering & Policy Development; Transportation Operations; Intelligent Transportation Systems; and Smart & Emerging Technologies.

Marine Tiger’s technical expertise serving clients similar to WSDOT will complement BCG and Foursquare’s capabilities. We will align on the specific roles that Marine Tiger will fulfill based on our scoping conversations with WSDOT about individual Task Orders upon contract award.

1.1.3 Foursquare ITP

Foursquare ITP is an award-winning woman-owned firm founded by Lora Byala – AICP, the president and CEO, in 2006. Foursquare has 60 staff across several US offices; though they do not have any located within Washington state, their team has experience working on a wide variety of transportation planning projects. Though specializing in TDM, Foursquare will support activities across the TSMO program and has performed similar activities since its founding.

Foursquare’s technical expertise and experience serving clients like WSDOT will complement BCG and MTT’s capabilities. Specifically, Foursquare brings rich experience in Transportation Demand Management including the creation of TDM programs to enhance commuter benefits and transportation amenities, TDM outreach to drive marketing & communications to interested parties, and other activities related to driving awareness and usage of intended transportation methods and thus will play a key role on any individual Task Orders related to TDM.

1.2 1B: Firm Offices

BCG has one office in Seattle, WA, with 290 employees. We serve 20+ public sector clients in the Puget Sound community, 70+ public sector clients across the country, and 220+ across the world. Our staff brings a wide breadth of both industry expertise, ranging across the public sector, transportation, and infrastructure sectors, and functional expertise, in topics ranging from Strategy to Operations to People & Organization. Our Seattle staff and staff from other offices across the nation will be available to provide relevant expertise for the TSMO program.

Marine Tiger’s primary offices are in New York and New Jersey. Marine Tiger’s staff will be available to provide relevant expertise for the TSMO program.

Foursquare’s primary office is in Washington DC, with additional offices in Philadelphia, Atlanta, Baltimore, and Boston. Foursquare’s staff will be available for the TSMO Program.

1.3 1C: Work with sub-consultants

The prime consultant, BCG, has worked with the proposed sub-consultant, Marine Tiger Technologies, on multiple projects for transit authorities in the last three years. See one example of our partnership below:

- Project name: Large US City Transit Agency

- Dates: 2022- Ongoing
- Marine Tiger's role: The overall project goal was to identify processes and practices with potential fiscal inefficiencies, where adjustments may result in significant savings. MTT's role focused on reviewing procurement and operational activities in two major railroads, with special emphasis on maintenance processes that could be causing unnecessary overtime. Tactically, they assessed the shift structure, out-of-office management practices (e.g., vacation, sick days, training) and skill/craft demands that drive continued overtime.

Foursquare is a new partnership for BCG, we are partnering on this project because of Foursquare's deep expertise in Transportation Demand Management and look forward to bringing our complementary skillset to WSDOT.

As part of this potential engagement with WSDOT, we plan to rely on our DBE sub-contractor team to complete a minimum of 20% of the work for the individual Task Orders.

1.4 1D: Staff and resources availability

Our practice areas work closely together to staff cross-functional teams. We recognize that most client problems rarely fit neatly into one industry area or one functional practice, but typically span many. For example, when we serve a public transit agency, we typically draw from both our public sector practice and our TCI (Transportation, Transit, Cities, and Infrastructure) practice, augmented with relevant functional expertise from our functional practice areas.

BCG's unique staffing model allows us to staff projects from a global staffing pool. While we will prioritize staffing WSDOT projects from our Seattle office to ensure local knowledge and minimize costs, we will also leverage our ability to staff from any BCG office and practice in the US or around the globe to bring the very best of BCG to WSDOT. This will allow us to ensure any given project is executed by those with the needed infrastructure and digital experience and capabilities for the project to succeed while maintaining an ability to tap others with cross-cutting insights and knowledge that would be beneficial to WSDOT and the TSMO program.

As an important differentiator, BCG maintains a single staffing pool across its state & local public sector and private sector clients. When we commit to bringing expertise and experience to the public sector from best-in-class commercial organizations, we do so with teams that are versed in serving clients in both sectors.

BCG's support for WSDOT will be driven by a staffing plan utilizing dedicated individuals serving five distinct roles. All five roles will bring relevant, complementary experience that will help drive the work forward and ensure the TSMO program is set up for success across all workstreams. Each role plays a part in ensuring the quality of the work – from research to analysis, from insights to recommendations – and is thoroughly vetted by the team, WSDOT, and other relevant stakeholders at the direction of WSDOT. The team will consist of:

- Senior leadership, leverages deep industry and functional expertise to provide direction and thought leadership to steer the overall effort, and vet final deliverables with the team and with senior stakeholders
- Project manager, a member of the senior leadership team who will serve as the executing officer and primary point of contact for the TSMO program
- BCG experts, SMEs across transportation, infrastructure, public sector, digital, etc. who will provide thought leadership and input on final deliverables on an as-needed basis
- Day-to-day project leader(s), who will lead day-to-day engagement, review and refine team output, and coordinate across senior stakeholders, leadership, experts, & executing team
- Day-to-day executing team, which will work hand-in-hand with WSDOT and other stakeholders on all tasks and deliverables; day-to-day work will be dependent on specific tasks, but can look like generating research questions and hypotheses, conducting research and surveys, performing analyses, drawing out insights, and synthesizing and forming recommendations

The table below includes representative availability for BCG team members:

Team Member Type	Availability
Senior Leadership <i>(1-3 team members)</i>	5-10 h/wk (20-40h/mo)
Project Manager / Executing Officer <i>(1 team member)</i>	20-30 h/wk (80-120h/mo)
BCG Experts <i>(# of team members as needed based on tasks)</i>	2-5 h/wk (8-20h/mo)
Day-to-Day Project Leader <i>(1 team member, additional as needed based on tasks)</i>	55-65 h/wk (220-260h/mo)
Day-to-Day Executing Team <i>(# of team members as needed based on tasks)</i>	55-65 h/wk (220-260h/mo)
Other BCG Resources – Knowledge/ Research, Design, Graphics, etc. <i>(# of team members as needed based on tasks)</i>	5-10 h/wk (20-40h/mo)

We will also be supported by our sub-contractor team, Marine Tiger Technologies and Foursquare ITP. They will provide additional subject matter expertise across the TSMO program pillars. See tables below with Marine Tiger & Foursquare team members’ availability:

Team Member	Availability
(MTT) Joshua Wagner, AICP, PMP	20 h/wk (80 h/mo)
(MTT) Amos Jasper Wright	25 h/wk (100 h/mo)
(MTT) Sean Kennedy, PMP	16 h/wk (64 h/mo)
(Foursquare) TDM Project managers (3)	8 h/wk (32 h/mo)
(Foursquare) TDM Planners (8)	20 h/wk (80 h/mo)

1.5 1E: Project examples

Select BCG projects completed within the last three years include:

Associated Project Pillars	Client	Summary of experience
Transportation operations; Smart & emerging technologies	US State Department of Transportation	<p>Work/Services provided: Established data-driven approaches for strategic asset management, through the creation of a digital twin of the agency’s road network. This digital model considers the entire state-maintained system, covering 82,000 miles, and includes detailed asset collection and analysis from 'fence to fence'. Collaborating closely with the DOT, project focused on developing technology and practical applications for this system. Initiative leveraged artificial intelligence (AI) and machine learning (ML) to gather comprehensive data, assess road conditions, and analyze various factors (e.g., deterioration, maintenance requirements).</p> <p>Impact realized: The approach has significantly enhanced the efficiency and accuracy of managing the state's vast road network and developing total cost of ownership and lifecycle investment options. Improved data collection & analysis, optimized lifecycle management, and improved risk-based decision-making and investment ROI to reduce solicitation speed by 40% and increase FTE productivity by 30%.</p> <p>Amount received: Confidential, discussed upon request.</p> <p>Date: 2022-23</p>
Transportation operations; Smart & emerging technologies	Metro transit agency	<p>Work/Services provided: Currently assisting the agency in a complete overhaul of its operating model for buses. Defining a 10-year strategy and roadmap for the future of buses, including redefining the role of buses, assessing the role private contractors can play in bus operation, “futureproofing” the operating model to account for commercialization of autonomous vehicles and the rise of demand-responsive transport, designing and supporting extensive public outreach.</p> <p>Impact realized: Ensures buses are a competitive option for a wide range of residents, using multiple operators (including private). Contributed to ~70% increase in rail ridership over one year. Enhanced customer orientation: 5pp increase in staff who believe they have incentives to provide great customer service. Improved leadership decision-making and collaboration: 21pp increase in perceptions quick/ effective and 25pp increase in perceptions comms efficient.</p> <p>Amount received: Confidential, discussed upon request.</p> <p>Date: 2022-23</p>

Intelligent Transportation Systems; Transportation Operations	French road infrastructure concessions company	<p>Work/Services provided: Designed and built a product leveraging advanced AI-powered image processing software to increase the efficiency of road concession managers, tolling operators and traffic supervisors.</p> <p>Impact realized: Major productivity gains by detecting the class of the vehicles in toll gates automatically, with no manual interventions and with the same performance as a classification expert. Additionally, reduced intercom customer calls and customer claims, as well as enabled more fluid toll lanes and higher customer satisfaction.</p> <p>Amount received: Confidential, discussed upon request</p> <p>Date: 2017-ongoing</p>
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Select Marine Tiger projects completed within the last three years include:

Associated Project Pillars	Client	Summary of experience
Planning & partnering; Transportation operations; Smart & emerging technologies	Transportation Authority	<p>Work/services provided: The city’s Paratransit services used a wide array of systems and technologies to support the delivery of on-demand paratransit services. Marine Tiger was engaged to streamline the portfolio of systems as well as establish and execute best project management practices at the agency.</p> <p>Impact realized: Developed a proof-of-concept product and product roadmap across all paratransit functions, defining clear process and technology objectives and milestones. Implemented best practices of project management and product development across the city organization (e.g., users’ requirements identification, protocol testing, user training, and communication). This increased online trip bookings by 4% year over year and reduced call center call duration by ~15% (~1 min), achieving massive efficiencies considering ~450k calls were fielded each month</p> <p>Amount received: Confidential, discussed upon request</p> <p>Date: 2022 - ongoing</p>
Planning & partnering; Transportation operations	State Department of Transportation	<p>Work/services provided: In the midst of a rapidly changing transportation landscape, the city’s office of Traffic Safety and Mobility (OTSM) engaged Marine Tiger to help them define their future strategic goals and identify the gaps and actions required to achieve them.</p> <p>Impact realized: Analyzed external data and conducted workshops and interviews to update OTSM strategic direction, identifying key gaps in terms of resources,</p>

		<p>organization structure, technology, and performance management. Identified OTSM future core functions required as well as current functions with efficiency opportunities, leading to substantial cost savings</p> <p>Amount received: Confidential, discussed upon request</p> <p>Date: 2021 – ongoing</p>
<p>Planning & partnering; Transportation operations; Intelligent Transportation systems; Smart & emerging technologies</p>	<p>State Department of Transportation</p>	<p>Work/services provided: MTT is part of team driving the integration of the advanced traffic management system for a 30-mile corridor to increase the attractiveness and ridership through improved frequency, availability, and accessibility of local transit, as well as reduce travel times. MTT developed and maintained the project schedule, verification and validation plan, and execution of the system acceptance testing.</p> <p>Impact realized: Though project is still in design phase, MTT gained agreement on standards among multiple stakeholders for project deliverables and timelines, as well as quality metrics of project delivery. Upon completion, project is expected to reduce transit travel time and improve reliability and safety for all travelers.</p> <p>Amount received: Confidential, discussed upon request</p> <p>Date: 2019 - 2022</p>

Select Foursquare projects completed within the last three years include:

Associated Project Pillars	Client	Summary of experience
<p>Transportation demand management</p>	<p>City Department of Transportation</p>	<p>Work/services provided: Foursquare ITP leads the team that operates the DOTs Transportation Demand Management (TDM) program. The team is responsible for planning, implementing, improving, and expanding upon the program’s offerings aligned with the goal of increasing the use of sustainable transportation modes to reduce traffic congestion, improve air quality, and create a better quality of life in the region.</p> <p>Impact realized: Since assuming the administration and operations in 2017, the Foursquare ITP team has expanded the program reach to many more employers, residents, visitors, and schools. From 2021-2022 organizations served by program grew by 20%. Directly contributed to 36k+ individuals choosing sustainable transportation options for work commutes.</p> <p>Amount received: Confidential, discussed upon request</p> <p>Date: 2017 - ongoing</p>

Transportation demand management	State Department of Transportation	<p>Work/services provided: Foursquare ITP developed a comprehensive re-envisioning of the Commuter Choice program which is a statewide transportation demand management (TDM) program. Foursquare ITP now provides ongoing implementation support to the Commuter Choice program</p> <p>Impact realized: Foursquare ITP created a unified statewide employer services program that they now support in implementing through ongoing, long-term support. The program now includes a shared statewide CRM, consistent workflows for providing employer assistance, and a wealth of information in a variety of formats for engagement with employers and commuters.</p> <p>Amount received: Confidential, discussed upon request</p> <p>Date: 2018 – ongoing</p>
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2 Qualifications of Proposed Project Manager

2.1 2A: Project Manager Project Examples

The proposed Project Manager for this engagement is Amir Ganaba, a Managing Director and Partner in our BCG Los Angeles office. Amir is a core member of BCG’s Public Sector and Transportation, Cities, & Infrastructure practice areas. His experience spans state, local, & federal government, transportation, and infrastructure sectors, with a focus on transformation & operations. Select examples of Amir’s project experience include:

Organization name	Project description	Dates	Responsibilities
Confidential, can be discussed upon request	<p>Transportation operations; Smart and emerging technologies: Established data-driven approaches for strategic asset management, through the creation of a digital twin of DOT's road network. This digital model encompasses the entire state-maintained system, covering 82,000 miles, and includes detailed asset collection analysis 'fence to fence'. Initiative leveraged Artificial Intelligence (AI) and Machine Learning (ML) to gather comprehensive data, assess road conditions, and analyze and forecast various factors (e.g., deterioration, maintenance requirements).</p> <p>Impact realized: The approach has significantly enhanced the efficiency and accuracy of managing</p>	2022-2023	Amir was a member of the senior leadership team on all listed projects, providing direction and thought leadership to steer the overall effort, and vet final

	<p>the state's vast road network and developing total cost of ownership and lifecycle investment options. Improved data collection & analysis, optimized lifecycle management, and improved risk-based decision-making and investment ROI to reduce solicitation speed by 40% and increase FTE productivity by 30%.</p>		<p>deliverables with the team and with senior stakeholders</p>
	<p>Transportation operations: Infrastructure and capital deployment strategy to optimize \$15-20B in federal funding for rebuild of a US territory inclusive of major roadway developments. Impact realized: Developed awareness and drove contractor engagement – leading to Industry Day with over 50+ firms represented. Developed path to create over 1k+ affordable housing units for worker housing. Building multi-sector PMO expected to drive delivery efficiencies in excess of 10 years and \$1B+ in savings over next decade.</p>	<p>2022-ongoing</p>	
	<p>Transportation operations: Led engagement with a large US state on end-to-end IIJA funding allocation, optimization, and implementation. Conducted study to identify major frictions for statewide infrastructure & identify delivery solutions. Impact realized: Identified major pain points in infrastructure portfolios across regions and asset classes. Determined bottlenecks in the review and permitting process responsible for 20-30% added time and significant additional cost. Identified best practices for alternative delivery models, workforce development programs and governance approach needed to reach desired project delivery metrics.</p>	<p>2022-2023</p>	

2.2 2B: Project Manager’s familiarity

Amir has extensive experience and understanding of state and federal regulations and recently authored *Building a more inclusive and sustainable California: Maximizing the federal infrastructure funding opportunity* (URL: <https://cafwd.org/resources/building-a-more-inclusive-and-sustainable-california-maximizing-the-federal-infrastructure-funding-opportunity>). This work highlights Amir’s understanding of the challenges and potential impact that can be had from having a focused and intentional infrastructure strategy. This work also included considerations for multimodal transportation systems and expressed an understanding of the current regulatory and

governance landscape as well as the reforms needed to advance the needs of the constituency and the state's vision including incorporation of new Safe Streets standards and community engagement to drive infrastructure portfolio prioritization. Additionally, Amir also co-authored *Operations & Maintenance: Ensuring Infrastructure Resilience and Optimizing Total Cost of Ownership* (URL: <https://www.linkedin.com/pulse/operations-maintenance-ensuring-infrastructure-total-cost-daniel/>) in which, Amir reflects about the changes required in state infrastructure's operations & maintenance practices, in a context where managing the total cost of ownership is becoming more and more relevant given the ever increasing number of assets and cost per asset, and rising maintenance and adaptation costs given the increasing impact of climate change.

Moreover, Amir has performed work with many other public sector agencies spanning dozens of states across the country – this includes experience with rapid process improvement using customer journeys to embed new ways of working, developing digital tools, and improving maintenance functions for large transportation agencies, and helping operations and support functions including HR and procurement for transportation and department of safety agencies including driving services. This further underpins his understanding of the nuances and variability between different state regulations and procedures. With this broad experience, Amir is uniquely capable of identifying potential regulatory obstacles and devising a strategy to successfully overcome them. Within this work, Amir has also participated in the development of 'North Star' strategic visions for several entities and helped to align stakeholders' strategies and implementation plans towards achieving them.

2.3 2C: Ability to advance goals of WSDOT's TSMO program

Amir has broad experience working with transportation agencies including many DOTs, transit agencies, airports, and ports, and much of his work intersects with the TSMO program pillars. Amir has provided leadership for the development of strategies that touch on Planning, Partnering, and Policy Development, Transportation Operations, and Smart and Emerging Technologies. An example of this is his work at a US State Department of Transportation developing an intelligent asset-management strategy; the strategy and accompanying implementation plan leveraged satellite technology to increase the visibility of road assets and improve predictive maintenance.

2.4 2D: Ability to manage a project

Amir has extensive experience in managing time and resources with 6+ years running complex projects and setting effective workplans and schedules and 12+ years working in infrastructure. At BCG, our project managers / executing officers are responsible for the overall delivery of our projects. Amir has leveraged BCG's state-of-the-art Activist Program Management Office (APMO) approach on many projects (see more detail on APMO in Section 4.1). Every project Amir has managed has included multiple elements, including: managing project delivery in accordance with the agreed-upon project schedule; managing the overall scope of work and ensuring scope creep is addressed collaboratively and effectively; staffing teams and resources to meet project

needs; facilitating diverse teams and stakeholder groups, both within BCG and in teaming with our clients; managing to a project budget; and addressing all unexpected changes that arise throughout projects. On the three projects listed in Section 2.1, Amir effectively managed all these elements and led the successful project delivery: on time and within budget.

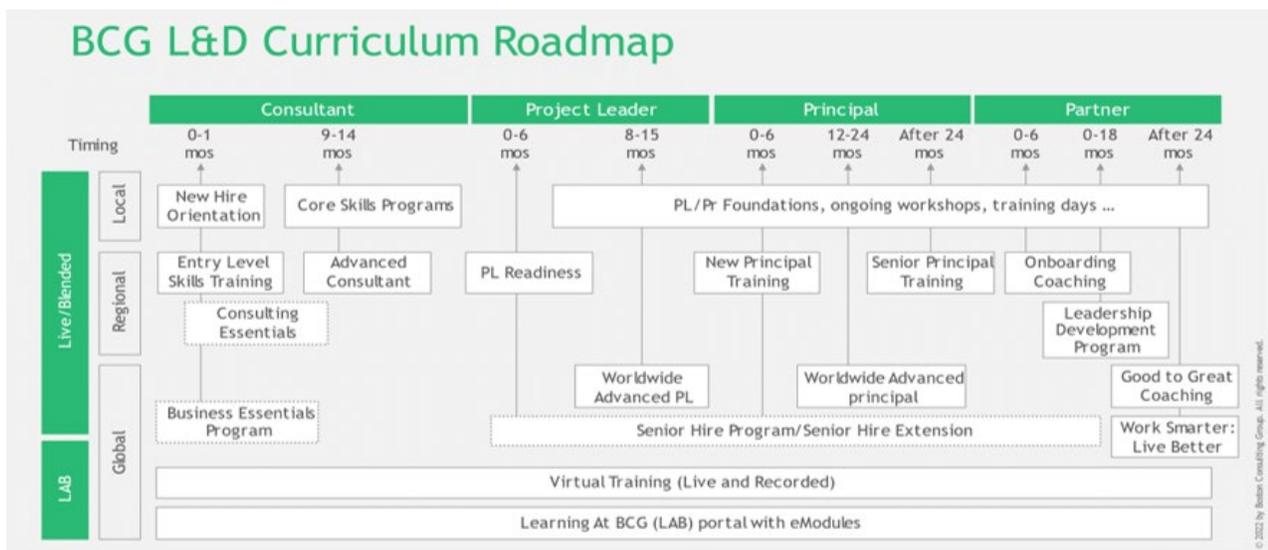
2.5 2E: Project manager licenses/accreditations

BCG’s internal L&D capabilities are at the core of developing our consultants to deliver value to clients across industries and functional topics. We have a global team of experienced learning and development professionals who curate the training curriculum. Each year at BCG, employees in our consulting track are expected to participate in over 40 hours of training, specifically designed for their role and tenure. The training conducted is a mix of in-person and virtual learning, hosted by both internal teams and by outside specialty vendors.

While BCG does not formally confer PMP designations, our Project Leaders receive more than 2x the number of contact hours than a PMP by completing the full battery of BCG training over the course of two years. For example, employees that reach the Project Leader, or manager, role at BCG undergo several trainings, including:

- Making the Transition to Leadership
- BCG’s Project Management Framework
- Designing Project Work Plans
- Managing Process
- People Management Coaching

Our pro Project Manager, Amir, has completed all the above BCG training. See below an example of the learning and development trajectory for those who pursue the consulting track at BCG:



3 Key Team Members Qualifications (Prime Consultant and Sub-Consultants)

3.1 3A: Key team member roles and responsibilities

	NAME, ROLE	KEY CAPABILITIES	TEAM ROLES/ RESPONSIBILITIES
BCG Core Leadership Team <i>Project experience below; full profiles in supplemental appendix</i>	Amir Ganaba, <i>Managing Director & Partner</i>	State & local funding, infrastructure delivery strategy, implementation	Project Manager
	Santiago Ferrer, <i>Managing Director & Partner</i>	Infrastructure, transport, and transit transformations	Senior Leadership
	Kelly Newton, <i>Managing Director & Partner</i>	Public sector, organization structure & operating model	Senior Leadership
	Charlie Davis, <i>Managing Director & Partner</i>	Public sector strategy, large scale program management	Senior Leadership
	Marisa Gerla, <i>Managing Director & Partner</i>	Public sector people, organizations, & future of work	Senior Leadership
	Patt Talvanna, <i>Partner & Associate Director</i>	Transportation funding & financing development, & operations	Senior Leadership
	Jordan Hmaidan, <i>Principal</i>	Public sector strategy, operations, & transportation infrastructure	Day-to-Day Project Leader
Working Team <i>(consulting staff)</i> <i>Full profiles available upon request</i>	Max Roth	Transportation – rail, operations	Working team
	Stefan Johanson	Public sector strategy, operations	Working team
	Rebecca Milian	Public sector & infra strategy	Working team
	Vivian Isenberg	Infrastructure strategy	Working team
	Brian McCormick	Public sector & infra strategy	Working team
	Carli Cone, <i>Associate</i>	Infrastructure strategy	Working team
	Tori Takeshita, <i>Associate</i>	Public sector & infra strategy	Working team
	Janet D’Anna, <i>Senior Knowledge Analyst</i>	Large capital projects, procurement	Working team
Additional BCG experts <i>Full profiles available upon request</i>	Jeff Hill, <i>Managing Director & Senior Partner</i>	Infrastructure strategy and technology	Expert
	Daniel Acosta, <i>Managing Director & Sr. Partner</i>	Public sector strategy; organization and operations	Expert
	Heidi Kim, <i>Managing Director & Partner</i>	Public sector digital; customer-centric technology	Expert
	Neveen Awad, <i>Managing Director & Partner</i>	Public sector digital/technology transformations	Expert

	Meldon Wolfgang, <i>Managing Director & Sr. Partner</i>	Transportation emerging technology (e.g., drone usage)	Expert
	Selin Zalma, <i>Managing Director & Partner</i>	Complex large-scale transformations in state & local	Expert
	Parth Doshi, <i>Managing Director & Partner</i>	Transport strategy and operations	Expert
	Daniel Wilderotter, <i>Managing Director & Partner</i>	Digital and operations in transport; large capital program delivery	Expert
	Konark Singh, <i>Managing Director & Sr. Partner</i>	Operations, smart technologies, & customer centric digitization	Expert
	Manik Jain, <i>Managing Director & Partner</i>	Transit performance & productivity	Expert
	David Schaar, <i>Managing Director & Partner</i>	Rail strategy, infrastructure, operations, procurement, logistics, etc.	Expert
	Aaron Bielenberg, <i>Managing Director & Partner</i>	Infrastructure investments, financing, transformations	Expert
	Barbara Thwaites, <i>Managing Director</i>	Digital & data platforms in transit, transport, & infrastructure	Expert
	Ana Matosantos, <i>Sr. Advisor</i>	Infrastructure transformations; policy development	Expert
	Molly Campbell, <i>Sr. Advisor</i>	Public sector and infrastructure	Expert
	Chuck Harrington, <i>Sr. Advisor</i>	Technology in infrastructure	Expert
	David Seaton, <i>Sr. Advisor</i>	Large scale project delivery	Expert
Marine Tiger Technologies	Sean Kennedy, <i>Principal Consultant / COO</i>	Transportation, transit performance & productivity, planning	Expert
<i>Project experience below; full profiles in supp. appendix</i>	Joshua Wagner, <i>Sr. Transportation Planner</i>	Project management, transportation planning	Day-to-Day Executing Team
	Amos Jasper Wright, <i>Transportation Planner</i>	Public sector, transportation planning	Day-to-Day Executing Team
Foursquare ITP	Danelle Carey, <i>TDM Project Manager</i>	Transportation demand management	Day-to-Day Executing Team
<i>Project experience below</i>	Lisa Kay Schweyer, <i>TDM Project Manager</i>	Transportation demand management	Day-to-Day Executing Team

Please see relevant project experiences below for the BCG Core Leadership team and our sub-contractor teams – for detailed bios, see supplemental appendix. Bios for the working team and other BCG experts are available upon request.

Patt Talvanna (BCG)
Partner and Associate Director

Selected Relevant Experience

Project description	Dates	Roles and responsibilities
<p>Planning, partnering and policy development: Key role in creating DOT’s first revolving state bond mechanism, BUILD NC. Lead quantifying impacts and identifying projects to obtain legislative approval for this new financing mechanism.</p> <p>Impact realized: Increased the capacity of the Transportation Improvement Program (TIP) from 5 to 10 years and diversified transportation sources of funds. BUILD NC is an effective and financially sustainable source of funds that accelerates and delivers transportation projects decades in advance.</p>	2018 – 2020	Patt was a member of the senior leadership team on all listed projects, providing direction and thought leadership to steer the overall effort, and vet final deliverables with the team and with senior stakeholders
<p>Transportation operations: Key role in enhancing transportation operations, particularly in the field of highways focusing on integrating strategic asset management with operational goals, utilizing new near and long-term metrics and levels of service to improve efficiency and effectiveness.</p> <p>Impact realized: Developed budget needs and performance forecasting for legislative review for Maintenance, Operations, Performance, and Asset Reporting (reporting for biennium budget forecast & requests submitted to state legislature).</p>	2014 – ongoing	
<p>Transportation operations; Smart and emerging technologies: Key role in leading and establishing data-driven approaches for strategic asset management, through the creation of a digital twin of DOT's road network. This digital model encompasses the entire state-maintained system, covering 82,000 miles, and includes detailed asset collection and help analysis 'fence to fence'. Initiative leveraged Artificial Intelligence (AI) and Machine Learning (ML) to gather comprehensive data, assess road conditions, and analyze and forecast various factors (e.g., deterioration, maintenance requirements).</p> <p>Impact realized: The approach has significantly enhanced the efficiency and accuracy of managing the state's vast road network and developing total cost of ownership and lifecycle investment options. Improved data collection & analysis,</p>	2022 – ongoing	

<p>optimized lifecycle management, and improved risk-based decision-making and investment ROI to reduce solicitation speed by 40% and increase FTE productivity by 30%.</p>		
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Santiago Ferrer (BCG)
Managing Director and Partner

Select Client Experiences

Project description	Dates	Roles and responsibilities
<p>Transportation operations; Smart and emerging technologies: Established data-driven approaches for strategic asset management, through the creation of a digital twin of DOT's road network. This digital model encompasses the entire state-maintained system, covering 82,000 miles, and includes detailed asset collection analysis 'fence to fence'. Initiative leveraged Artificial Intelligence (AI) and Machine Learning (ML) to gather comprehensive data, assess road conditions, and analyze and forecast various factors (e.g., deterioration, maintenance requirements).</p> <p>Impact realized: The approach has significantly enhanced the efficiency and accuracy of managing the state's vast road network and developing total cost of ownership and lifecycle investment options. Improved data collection & analysis, optimized lifecycle management, and improved risk-based decision-making and investment ROI to reduce solicitation speed by 40% and increase FTE productivity by 30%.</p>	2022-2023	Santiago was a member of the senior leadership team on all listed projects, providing direction and thought leadership to steer the overall effort, and vet final deliverables with the team and with senior stakeholders
<p>Transportation operations: Development of digital service agency for driver & gov services by mapping customer journey and performing site observations.</p> <p>Impact realized: Identified and prioritized most critical frictions and pain points and solutions along each customer journey to drive redesign. Sized gap and time required to address backlog. Identified value-added areas to implement transformational processes.</p>	2022-2023	
<p>Transportation operations: Led engagement with a large US state on end-to-end IJA funding allocation, optimization, and implementation. Conducted study to identify major pain points in statewide infrastructure and identify solutions to accelerate delivery.</p>	2022-2023	

<p>Impact realized: Identified major pain points in infrastructure portfolios across regions and asset classes. Determined bottlenecks in the review and permitting process responsible for 20-30% added time and significant additional cost. Identified best practices for alternative delivery models plus workforce development programs, and governance approach needed to reach project delivery metrics.</p>		
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Kelly Newton (BCG)
Managing Director & Partner

Select Client Experiences

Project description	Dates	Roles and responsibilities
<p>Supporting activities: Operational improvement program management & implementation for a division of the federal government</p> <p>Impact realized: Improved customer experience to provide transparency of materiel status; reduced time to issue and execute contracts by over 30% by using digital & agile; redesigned the IT governance process to prioritize, track and execute projects (20-50% faster); stood-up a strategic supplier relationship function to reduce critical backorders</p>	2017-2019	Kelly was a member of the senior leadership team on all listed projects, providing direction and thought leadership to steer the overall effort, and vet final deliverables with the team and with senior stakeholders
<p>Supporting activities: Digital transformation for a national industrial distributor including identification of high priority digital opportunities and set up of digital data platform to support use cases across the org.</p> <p>Impact realized: Launched two digital use cases with customers within 6 months – reducing time to respond to an RFP from 3 weeks to ~3-5 days.</p>	2020-2021	
<p>Supporting activities: Rapid sprint to set path and drive savings in working capital within 6-12 months</p> <p>Impact realized: Drove ~20% net working capital savings within ~10 months</p>	2018	

Charlie Davis (BCG)
Managing Director and Partner

Select Client Experiences

Project description	Dates	Roles and responsibilities
<p>Transportation operations: Multi-decade capacity and demand forecasts and strategic recommendations for multiple transportation systems in WA State.</p> <p>Impact realized: Identified policies and innovation framework to deliver economic benefit and savings for Washington residents reaching a combined projection of 250% ROI against allocated infrastructure investments.</p>	2018	Charlie was a member of the senior leadership team on all listed projects, providing direction and thought leadership to steer the overall effort, and vet final deliverables with the team and with senior stakeholders
<p>Transportation operations: Strategy project on the future of I-5 identifying infrastructure challenges and applicable technology and mobility trends.</p> <p>Impact realized: Identified and consolidated core levers to support transportation transformation needed.</p>	2017	
<p>Transportation operations: Analyzed existing procurement strategy to identify gaps and develop a new strategy linked to organizational priorities.</p> <p>Impact realized: Created an end-to-end procurement calendar, redesigned roles, responsibilities, and processes, and built a procurement governance structure for the team to follow.</p>	2016	

Marisa Gerla (BCG)
Managing Director & Partner

Selected Relevant Experience

Project description	Dates	Roles and responsibilities
<p>Transportation operations: Designed and supported implementation of strategic transformation plan for one of the largest US public transit systems; supported realignment of executive leadership team; supported diagnostic sprints for human capital, procurement, and digital transformation enablers.</p>	2022-2023	Marisa was a member of the senior leadership team on all listed projects, providing direction and thought leadership to steer the overall effort, and vet final deliverables with the team and with senior stakeholders
<p>Supporting activities: Supporting federal agency to stand up enterprise PMO and executive risk management support for agency-wide implementation of new health benefits technology platform serving nearly 2 million public employees.</p>	May 2023-present	

Jordan Hmaidan (BCG)
Principal

Select Client Experiences

Project description	Dates	Roles and responsibilities
Transportation operations; Smart & emerging technologies: Developed a 20-year transportation strategy for a US State across infrastructure for roads, airports, ferries, and passenger / freight rail	2019	Jordan was the day-to-day project leader, leading day-to-day engagement, reviewing and refining team output, and coordinating across senior stakeholders, leadership, experts, and the executing team
Supporting activities Forecasted economic impact from transportation infrastructure constraints.	2019	
Supporting activities Created public policy transportation infrastructure strategy and calculated future economic benefits	2019	

Sean Kennedy (MTT) Principal Consultant / Chief Operating Officer

Select Client Experiences

Project description	Dates	Roles and responsibilities
Planning & partnering; Transportation operations; Smart & emerging technologies: Metropolitan Transportation Authority, Access-a-Ride (Paratransit) Department, Real-Time Scheduling, Computer Assisted Dispatch, and Automated Vehicle Location Management System Project Management.	Jan 2022 - present	Served as Project Manager tasked with establishing documentation standards, project schedule tracking, and contract management
Planning & partnering; Transportation operations; Smart & emerging technologies: Massachusetts Bay Transportation Authority (MBTA), Quality Management System, Processes and Implementation to collect accurate and actionable asset data to ensure infrastructure quality.	Apr 2021 - present	Process Lead responsible for developing preventive maintenance procedures for MBTA's Signals department
Planning & partnering; Transportation operations; Intelligent Transportation systems; Smart & emerging technologies: New York State Department of Transportation, Systems Integrator, Integrated Corridor Management for advanced traffic management system at the Hudson Valley Transportation Operations Center with other ITS applications and systems	Sept. 2020 - present	Served as the Engineering Lead for the Verification and Validation plan and system testing for the ICM project

Joshua Wagner (MTT)

Senior Transportation Planner

Select Client Experiences

Project description	Dates	Roles and responsibilities
Transportation operations; Smart & emerging technologies: New Jersey Transit (NJT) Zero Emission Bus System Design and Investment Planning Study	May 2023 - present	Project manager for reviewing major transportation operations policies at NJT
Planning & partnering; Transportation operations: NYSDOT Office of Traffic Safety and Mobility (OTSM) - Strategic Framework Support to close functional and staffing gaps for OTSM	June 2021 - present	Serving as project manager to develop a business case and strategic framework
Planning & partnering; Transportation operations; Smart & emerging technologies: Massachusetts Bay Transportation Authority (MBTA), Quality Management System, Processes and Implementation to collect accurate and actionable asset data to ensure infrastructure quality.	Feb. 2023 - present	Consultant for the development of a set of procedures to operationalize the quality management system

Amos Jasper Wright (MTT)

Transportation Planner

Select Client Experiences

Project description	Dates	Roles and responsibilities
Transportation operations; Smart & emerging technologies: New Jersey Transit (NJT) Zero Emission Bus System Design and Investment Planning Study	May 2023 - present	Transportation Planner for reviewing major transportation operations policies at NJT
Transportation Operations: Security Audit Program, Port Authority of New York and New Jersey, New York, NY: Statistical analysis of the results of security audits of aviation facilities for compliance with federal regulations and local airport security plans	Sept. 2023 - present	Performed analysis across compliance rates concerning location, date, time, and audit type over various time periods
Transportation operations: Long Island Rail Road/Metro-North Railroad, Data Analytics Project. Produced data visualizations to inform internal operations efficiency programs and uptake of new work order policies.	Feb. 2023 - present	Data Analyst for internal operations performance and work order compliance

Danelle Carey (Foursquare ITP)

TDM Project Manager

Select Client Experiences

Project description	Dates	Roles and responsibilities
<p>Transportation Demand Management: Foursquare ITP leads the team that operates goDCgo, DDOTs Transportation Demand Management (TDM) program. The goDCgo team, led by Foursquare ITP, is responsible for planning, implementing, improving, and expanding upon the program’s offerings. The program’s goal is to increase the use of sustainable transportation modes to reduce traffic congestion, improve air quality, and create a better quality of life in the DC area.</p>	2017 - present	Program Director-directs and manages five outreach programs
<p>Transportation Demand Management: Atlanta Regional commission, Georgia Commute options - Foursquare ITP is part of a team providing TDM outreach, marketing and communications to employers, property managers, local governments, and commuters in the 20-county maintenance area of Metro Atlanta. Danelle has provided significant guidance to the team during the ramp up period, including developing training materials, work plan development, communications protocols, and other components of getting a brand new contractor team up and running.</p>	June 2023 - present	Senior Advisor for marketing and communications

Lisa Kay Schweyer (Foursquare ITP) TDM Project Manager

Select Client Experiences

Project description	Dates	Roles and responsibilities
<p>Transportation Demand Management: Maryland DOT - Foursquare ITP developed a comprehensive re-envisioning of the Commuter Choice Maryland program, Maryland's statewide transportation demand management (TDM) program and now provides ongoing support to Commuter Choice Maryland.</p>	2017 - present	Leads a team providing outreach, research and recommendations
<p>Transportation Demand Management: Atlanta Regional commission, Georgia Commute options - Foursquare ITP is part of a team providing TDM outreach, marketing and communications to employers, property managers, local governments, and commuters in the 20-county maintenance area of Metro Atlanta. Danelle has provided significant guidance to the team during the ramp up period, including developing training materials, work plan development,</p>	June 2023 - present	Senior Advisor for marketing and communications

communications protocols, and other components of getting a brand new contractor team up and running.		
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Common understanding of WSDOT/public agency regulations/procedures

We recognize the vital role WSDOT plays in delivering a safe, efficient, and modern transportation system to the state of Washington. Our key team members have extensive experience with DOTs and other entities with similar spans of control over transportation infrastructure - including roadways, highways, bridges, ferries, and airports. Each member of our team – across BCG, Marine Tiger Technologies, and Foursquare ITP – has a deep appreciation for the challenges and opportunities within this evolving landscape ecosystem, which includes the integration of physical infrastructure for safety, maintenance, and real-time vehicle communication; the environmental and funding impact of vehicle electrification; a paradigm shift in transportation as a service prioritizing people over vehicles; and evolving workforce and talent demands. We also have a deep understanding of public agency regulations/procedures as a result of our broad experience supporting public sector agencies in authoring, understanding, and abiding by them at the local, state, and federal levels.

4 Firm’s Project Management System (Prime Consultant)

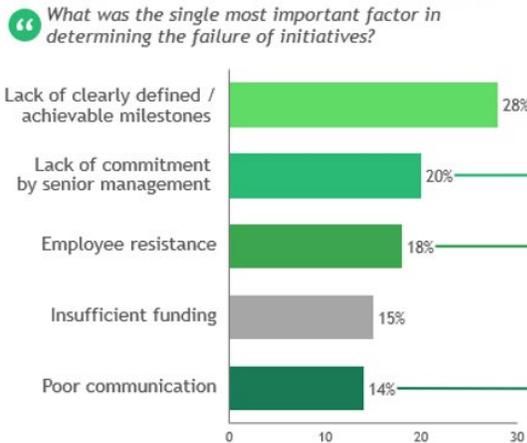
4.1 4A: Project management processes

WSDOT will benefit from our team’s extensive experience in implementing project management systems that unlock sustained value for our clients. BCG’s state-of-the-art Activist Program Management Office (APMO) approach is the heart of any major multi-stakeholder engagement, ensuring that programs focus on results through ongoing assessments of needed resources and capabilities, as well as implementing stress-test initiatives to refine successful practices. To that end, **BCG will establish our APMO at the onset of the engagement to guide our activities over the life of the contract.** In terms of leading coordination efforts, BCG will apply our APMO, change management, and stakeholder engagement approaches across the entire project lifecycle to ensure that all work is completed on time and within budget.

Our APMO acts as a **coordinating body throughout the program lifecycle** to ensure consistency across the program, provides transparency on milestones and activities, and pushes the progress of critical initiatives to senior management, including their expected impact, as it tightly aligns senior stakeholders with clearly defined accountabilities. These hardwired outcomes translate into locked-down commitments in Key Performance Indicators (KPIs). Finally, the APMO enables workstreams to correctly apply the methodology, tools, and templates to obtain desired outcomes and behaviors and identifies and coordinates interdependencies continuously. **BCG’s experience with clients globally indicates that an APMO is most effective for delivering impact with in-depth materials for the whole change management process.**

Unlike traditional PMOs, which focus on collecting and reporting information with minimal additional guidance, or “Accountable” PMOs, which assume all responsibility for program completion, an Activist PMO proactively works to counteract the most common reasons large transformations fail:

Most significant challenges in delivery programs



How an Activist PMO drives value

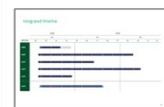
- Provides org-wide view of progress
 - Provides the discipline, oversight, and detail needed for leaders to manage multiple initiatives & vendors
 - Sets priorities and timing to mutually reinforce initiatives
- Promotes a close working relationship with steering committee that helps ensure leadership engagement
- Supports coordination and interface across departments
 - Helps create and maintain a sense of urgency across city departments and stakeholders
- Drives coordinated communication and creates a clear picture of what the transformation is, why it is needed, and how people will be impacted

Source: PMI® 2016 Thought Leadership Series/Economist Intelligence Unit Survey “Strengthening benefits awareness in the C-suite”, 2016

- **Lack of clearly defined or achievable milestones to measure progress:** An APMO provides oversight, embeds discipline and accountability, and creates visibility for leaders to manage parallel ongoing initiatives, including defining metrics, setting priorities, and resolving conflicts.
- **Lack of senior leadership commitment:** An APMO maintains a close relationship with the key program leader(s) to ensure ongoing engagement and maintain a sense of urgency for change.
- **Lack of stakeholder buy-in:** An APMO maintains perspective on key stakeholder constituencies (end users, employees, etc.) through close engagement with change management efforts (such as the Ready, Willing, Able diagnostic and drives a coordinated communication effort to create a clear picture of what is changing, why change is needed, and how people will be impacted.

Key roles for the APMO include providing coordination and support to project teams to ensure that key cross-functional partners are engaged. The APMO will provide a consistent, program-wide view of progress, issues, and interdependencies. APMO leadership will communicate key information throughout the change effort (including timelines, updates, and directives). As part of our APMO approach, we will also conduct in-person and virtual meetings to formulate individual project scopes of work, budget plans, and eligible activities and effectively inform, address, and correct any issues.

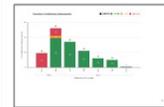
APMO tools increase executional certainty



Integrated timelines to provide a full view of initiatives, interdependencies, and resource constraints



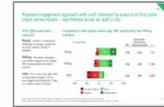
Milestone status summary to identify potential risks (delayed or unsuccessful) in time to correct course



Aggregated milestone timeline to show the distribution of milestones across the timeline to highlight bandwidth issues



Decision request summary to highlight initiatives and milestones needing decisions before the next stage



Pulse check summary to identify areas needing additional support and engagement

Team BCG will leverage our APMO tools for WSDOT stakeholders, with a particular focus on Milestone status summary for risk identification and pulse check summary to support the discovery of evolving needs. These tools, summarized on the right, increase execution certainty for WSDOT.

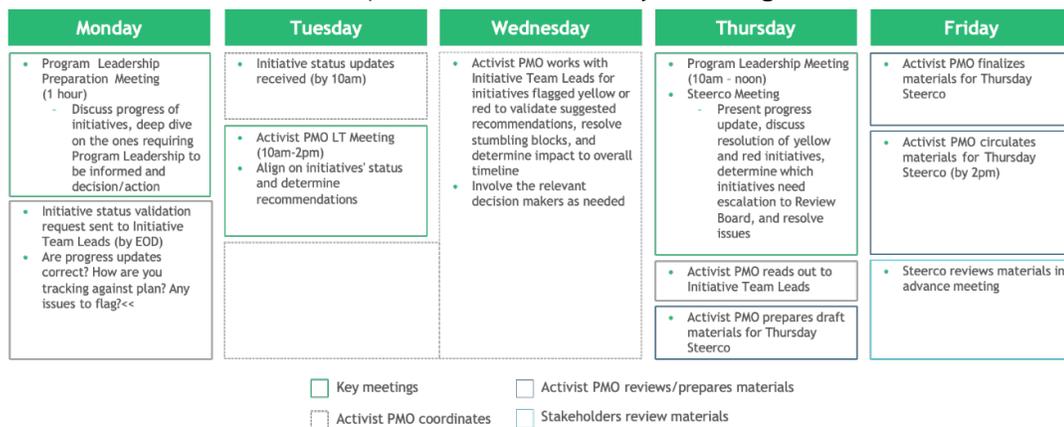
In setting up the APMO, BCG focuses on 3 steps:

Step 1: We will develop vision and guardrails, scope, and timeline of work as part of the team mandate and charter using our 10-point checklist; early planning and setting the mandate is key for transformation. The vision for the APMO maximizes value creation from transformation initiatives through the embedding of change in the organization. We will also set the APMO guardrails to be aligned with transformation sponsors and the WSDOT’s senior leadership.

Step 2: We will develop the cross-organizational structure, and define roles and team sizes, including the role of select leadership members. The APMO will develop and ensure ownership of the change program at executive and initiative levels to support the resolution of cross-functional issues, work with owners to create rigorous and feasible roadmaps, ensure transparency, and synthesize and create reports for high-level stakeholders. See more detail in Section 5 about roles and responsibilities, and how we communicate with clients.

Step 3: We will implement a governance structure whereby all stakeholders are held accountable and activities documented. **BCG's experience shows a 13% transformation value generated if an APMO has the right governance structure and controls in place.** We will lead five critical activities underpinned by processes and tools:

- **Planning and Interdependencies:** Develop an integrated roadmap for strategic initiatives and workstream charter, identify interdependencies to determine critical path and update timeline, and prioritize initiatives by business value. The APMO will collaborate with all internal, client, and external stakeholders to provide a transparent and clear workplan approach. We will schedule meetings, determine the cadence, and ensure alignment with workstreams and toward high-level stakeholder meetings. Amir has leveraged BCG’s APMO roadmap approach on all three projects listed in Section 2.1. See an illustrative sample below of a weekly meeting schedule and timeline:



- **Risk Management:** Identify, evaluate, and rank perceived risks based on impact and probability; develop mitigation plans, work with stakeholders to actively manage risks.
- **Tracking and Reporting:** For each initiative, we define KPIs and process and inputs for data collection. Across initiatives, we create reporting dashboards customized to stakeholder needs, and early escalation of impediments.
- **Issue Resolution and Escalation:** Develop guidelines for prioritizing potential issues; establish process for resolution based on criticality, urgency, and nature of escalation.
- **Quality Assurance/Control and Value Assurance:** BCG prioritizes top-notch quality in client work and internal processes. The project structure facilitates a client feedback loop for sound risk management and high-quality outputs. Internal communication within project teams is emphasized to monitor progress and ensure timely results. Open dialogue with clients for discussions on successes and areas for improvement. BCG actively seeks qualitative and quantitative feedback at major assignment completion and suggests a post-project implementation review after 6 to 9 months.

Our approach, as defined by the above key characteristics, will ensure that stakeholder priorities are always aligned with the project's progress.

5 Project delivery Approach

5.1 5A: Work planning

How BCG will Develop a Work Plan & Maintain Schedule

BCG's experience across thousands of similarly structured projects offers lessons on effective partnership - our working style prioritizes **daily collaboration** and rigorous **commitment to a timely delivery**:

- We first seek to agree on the objectives of the project by aligning on expectations in a set of early discussions with key stakeholders; during these discussions, **we work collaboratively to establish a set of milestones**, informal check-ins with various working groups, more formal touchpoints with project leadership, and to align on expected outputs. WSDOT leadership, WSDOT Task Order project leads, the BCG Project Manager, and BCG Senior Leadership will be key decision-makers for development of the work plan
- Throughout the project, **we work in a highly agile and iterative way** so that you shape the work as it advances, always ensuring we're meeting the quality bar & delivering on time
- On top of the above, **we have experience in mitigating risks and contingencies**. We know the ingredients for a successful, timely outcome (e.g., adequate client capacity and engagement from your team to shape and absorb the work, clarity of roles, need for leadership alignment over scope, readiness to move from strategy to implementation), and will openly communicate with you if one of these is missing. Our Project Manager and Day-to-Day Project Leader will monitor potential issues every week and proactively flag any potential risks

Team BCG will **provide a work plan** no later than 2 weeks after the project begins, or 6 weeks after the contract is awarded, whichever is sooner. This work plan will lay out planned activities, milestones, and deliverable completion dates. See more detail in Section 5.2 on how we address issues, and detail in Section 5.5 on how our core communication practices sustain our approach to maintaining our agreed work plan and schedule.

5.2 5B: Approach to resolving issues

We will mitigate any issues that arise through clear communications with clients and stakeholders – see Section 5.5 for more detail on our communications approaches. For an example of how we will address tactical issues that arise, see below illustrative issues and our proposed mitigation strategies:

Potential/Perceived risk to maintaining schedule	Mitigation strategies
Ability to achieve a “fast start”	<ul style="list-style-type: none"> • BCG has a full team ready to begin immediately, pending confirmation of the project start date • BCG is often "parachuted in" to the most complex public sector and industry problems, and we are trained and experienced to provide immediate knowledge and value • BCG is often brought into organizations following other service providers with minimal transition disruption; in fact, clients appreciate our increased energy and faster pace • BCG invests time & effort needed to hit ground running
Potential turnover of BCG Team Members / need for more staff, with expanded scope or more work than anticipated	<ul style="list-style-type: none"> • BCG has a flexible staffing approach, which allows us to ensure on-time delivery no matter the contingency • Size and depth of capabilities allow us to shift resources to meet urgent needs and requirements, including last-minute changes to project structure or broadening of project scope • BCG has over 50 years of experience successfully managing projects; we are well-practiced in aligning appropriate resources to guarantee deliverables
Difficulty scheduling regular steering committee meetings due to other priorities of WSDOT staff	<ul style="list-style-type: none"> • As we have done in managing many other projects, BCG will be flexible to WSDOT’s time constraints and schedules. If we are unable to meet our planned cadence, we will schedule shorter check-ins on a regular basis to ensure we remain aligned • BCG will also provide written updates regularly to WSDOT leadership when meetings are not possible
Ability to reach to key agreements among multiple diverse	<ul style="list-style-type: none"> • BCG will secure key stakeholder alignment through comprehensive pre-meeting engagements • In these meetings, we share insights, findings, and recommendations comprehensively with project key

<p>stakeholders to ensure project deliverables</p>	<p>stakeholders, fostering a nuanced understanding of the proposed strategies. This not only guarantees a shared vision but also expedites decision-making processes, leading to an accelerated execution of agreed-upon initiatives.</p>
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5.3 5C: Work breakdown structure

At the outset of the engagement, we will work with WSDOT to define roles and responsibilities for the APMO and all stakeholders across BCG, our subcontractors, and WSDOT. This approach ensures clear communications and minimizes duplicative efforts across the PMO. By establishing clear roles from the outset, such as the illustrative roles shown below, we facilitate clear accountability for work breakdown structure and appropriate escalation paths.



These approaches ensure sustainable delivery and enablement for WSDOT by 1) working with organization leaders to determine the values and norms that will propel execution; and 2) establishing ways of working and communicating with WSDOT internal and external stakeholders. This also includes defining governance, including reporting lines, initiative ownership, cadence, escalation processes, and establishing cross-component touchpoints to accelerate learning.

5.4 5D: Key issues and critical milestones

See Section 5.2 for details on potential issues that could arise throughout this project, and how we anticipate managing them. Critical milestones will be identified and managed based on the specific Tasks required for the TSMO Program.

5.5 5E: Client communications

Our commitment to the success of your organization will be evident from the start. Enabling clients is a key part of our value proposition. **We will partner with you through all phases of our**

work, from analysis through implementation. We build forums with key decision-makers, including belief audits to identify issues and workshops to drive alignment. Across all projects, we work to build buy-in and collaboration with clients, then empower client decision-makers to execute change in a way that is tailored to the organization's specific context.

We collaborate and empower clients

- 1) Our client's success is our own: we focus on the deliverable, working side-by-side with clients to truly understand their organizations, effect change, and meet your needs no matter what it takes.
- 2) We engage stakeholders early and often, managing communications and building organizational commitment.

Additional communications are as follows:

- Team BCG will hold **weekly Working Group meetings** with a small number of WSDOT leadership to ensure maximum collaboration and alignment, and to make decisions when needed, with ad-hoc meetings added when additional engagement is warranted.
- Team BCG will **share weekly updates** on the plan for the week and progress from the prior week, with a weekly planning meeting with our project manager and your project manager.
- Team BCG will **attend all relevant meetings** with stakeholders to ensure full context and alignment across our working teams.
- Team BCG will use **monthly Advisory Group** meetings for our collective WSDOT and BCG team to gather additional input from key stakeholders, and keep them updated on our progress, to ensure as much alignment as possible with important stakeholders to keep the work on track to reach the desired outcomes and hit planned milestones.
- Team BCG will **set agendas**, develop materials, and **share the next steps** for each meeting to efficiently drive toward the intended output.