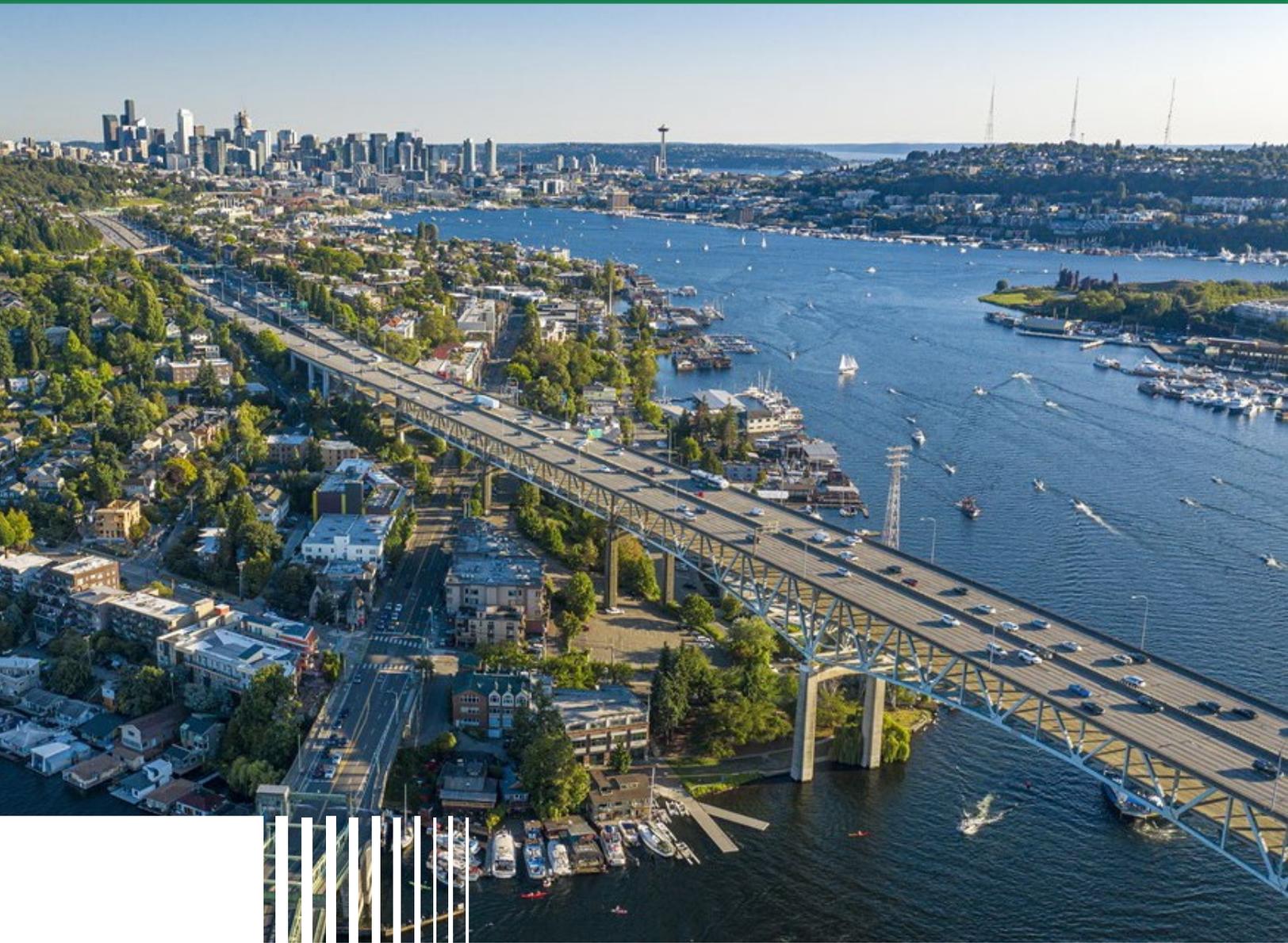


November 21st, 2023

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

Statement of Qualifications Packet B



The information contained in our response constitutes proprietary trade secrets or confidential commercial and financial information of BCG. If any person should request an opportunity to inspect, copy or otherwise obtain disclosure or use of any part of such information, we request that we be immediately notified of any such request, be furnished with a copy of all written materials pertaining to such request (including but not limited to the request itself and any agency determinations with respect to such request), and be given advance notice of any intended release or disclosure. Further, regardless of any requirements to the contrary, BCG reserves the right to request modifications to standard contract terms prior to execution of any agreement pursuant to this proposal. to the contrary, BCG reserves the right to request modifications to standard contract terms prior to execution of any agreement pursuant to this proposal.

Use or disclosure of information contained on this sheet is subject to the restriction on the cover page of this response.



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0 Proposer qualifications Map to Evaluation Criteria

Category	Requirement
Letter of transmittal N/A	N/A
BCG conflict of interest statement	N/A
Scoring Criteria 6: Contractor Certification – Workers’ Rights (Prime and Sub-consultants)	6A
Scoring Criteria 7: References/Past Performances (Prime Consultant only)	7A
Consultant information forms for both the prime consultant and proposed sub-consultants	4A

0.1 Letter of transmittal

BCG is a global research- and data-driven management consulting firm and the world's leading advisor on strategy and organization to both public and private sector clients. Founded in 1963, BCG has offices in over 100 cities in more than 50 countries with over 30,000 employees. We partner with clients from the private, public, and not-for-profit sectors in all regions to identify their highest-value opportunities, address their most critical challenges, and transform their operations. BCG clients are repeat clients; 89% of our clients are repeat customers, 60% for over 5 years.

We have extensive experience with transit and transport agencies. Our Travel, Cities & Infrastructure practice area has delivered over 3,000 projects over the last 5 years, working extensively with both private & government clients. We have done work with transit and transport agencies across the US on topics including operational excellence, org transformation, digital & analytics, future mobility, and procurement excellence.

We have deep expertise across major infrastructure assets and partner with world's top transport and transit agencies to improve both internal operations and external customer services. BCG has supported 600+ transport infrastructure projects in the last 5 years (70+ road projects and 75+ transit projects). Select case examples include:

- Supporting a multi-year technology & change management strategy for a US State DOT
- Improving procurement capabilities to drive cost savings for a US multimodal transport authority
- Revamping a US State bus system to drive future competitiveness with a 10-year strategy and roadmap for the future of buses
- Developing an implementation strategy for new capital delivery organization established by a public transit agency as part of a 10+ year, multibillion dollar public transit expansion
- Assessing LA Metro's diagnostic function (VCM) to identify key challenges and improvement opportunities
- Supporting an operations performance transformation for a US State DMV
- Developing a green bus fleet strategy for a US airport

Based on this breadth of experience and our partnership with the sub-consultants Marine Tiger Technologies and Foursquare ITP, we would be an effective team to partner with WSDOT in advancing the TSMO program. Across the prime and sub-consultant partnership, we will offer differentiated support across Planning, partnering, and policy development, Transportation operations, Intelligent transportation systems, Transportation demand management, and Smart and emerging technologies.

Working alongside WSDOT, we will develop tailor-made solutions that provide long-term value. We believe in working jointly with our clients through interlinked teams, joint meetings, agreed process steps, openers, and constructive atmospheres. Our holistic "OneBCG" approach enables us to operate as a single integrated, multifunctional team to bring customized solutions to



clients. We continuously exceed client expectations by bringing insights and impact through collaboration; 93% of our clients say BCG met or exceeded expected impact, 95% of clients say BCG's quality of collaboration was better than expected, and 94% of clients say BCG met or exceeded expected support in strengthening their organization over the long term.

We look forward to the opportunity to bring our expertise, problem-solving, and best practices to the Washington State Department of Transportation and we hope our response in Packet A proves BCG is an exceptional partner who will exceed all expectations. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "CD".

Charlie Davis
Managing Director
and Partner

A handwritten signature in black ink, appearing to read "Jeff Hill".

Jeff Hill
Managing Director
and Senior Partner

A handwritten signature in black ink, appearing to read "Santiago Ferrer".

Santiago Ferrer
Managing Director
and Partner

Boston Consulting Group
Seattle Office
1201 Third Avenue, Suite 5400
Seattle, Washington 98101
T +1 206 538 5000

Prime Contact Person:
Amir Ganaba
Ganaba.Amir@bcg.com
T +1 213 621 2772
M +1 213 308 6494

0.2 Conflict of interest statement

After reviewing the scope of work in this RFP, we do not believe that BCG has a perceived or actual conflict of interest at this time. For all projects, BCG proactively monitors any instance of perceived or actual conflict of interest, and we also mitigate potential conflict of interest situations through close adherence to our company conflict of interest policies. These policies are designed to ensure potential conflicts are quickly identified and effectively managed. Because BCG is a global company that enters into contracts daily, we reserve the right to update this disclosure if selected for award under this RFP.

By serving multiple companies in the same industry and working across tangential industries, BCG has been able to deepen our industry and functional knowledge and increase our ability to take an informed view of the strategic issues facing our clients. Working in an inter-connected world, our services for one client frequently have the potential to impact the interest or decisions of other clients. For example:

- BCG has a robust Travel, Cities and Infrastructure (TCI) practice and ongoing, confidential client relationships hundreds of companies that specialize in transportation, supply chain infrastructure development, inventory and material management, and corresponding IT systems. BCG has, and will continue to, bid for work with companies and organizations that work on transportation supply chain projects in Washington and other states.
- BCG's US Government consulting practice offers a full range of solutions and services that help the Federal and state and local governments to overcome the challenges related to transportation including planning and implementing supply chain and logistics strategy. We anticipate that BCG will pursue opportunities to help these clients improve transportation and supply chain infrastructure and more.

The team working on this contract has received training on strict procedural and technical protocols to ensure that the information shared by clients is kept appropriately secure and confidential. The project leadership will continue to reinforce these practices and the team will undertake appropriate training and guidance from WSDOT as requested and/or required. Some of the key principles that BCG teams practice in performing contracted services include the following:

- BCG adheres to strict confidentiality obligations with its clients and ensures that each BCG consultant is trained to abide by these obligations and our internal procedures;
- Each individual client team establishes confidential "firewalls" between itself and any project teams working in any relevant industry and/or practice group (and the rest of the company and all third parties), so that no information is shared with unauthorized individuals or entities;
- BCG will not concurrently serve clients on both sides of a particular matter, and individual BCG employees will not simultaneously serve different clients on the same topic; and
- BCG employs technical security and encryption protocols to ensure all confidential information is safeguarded securely from inadvertent disclosure of any kind.

In support, and in addition to all of the above, as the leader of BCG's team for this project, Santiago Ferrer will work with WSDOT to evaluate and address any potential perception of conflict of interest, or related issues.

- 1 6A – Contractor Certification; 7A - References; 4A - Consultant information forms

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

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

Solicitation Title: TSMO Program Plan

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

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

OR

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

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

FIRM NAME: The Boston Consulting Group, Inc.
Name of Contractor/Bidder – Print full legal entity name of firm

By: 
Signature of authorized person

Santiago Ferrer
Print Name of person making certifications for firm

Title: Managing Director and Partner
Title of person signing certificate

Place: Seattle, WA
Print city and state where signed

Date: 11/16/2023

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

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

Solicitation Title: Request for Qualification for Washington State 2024 TSMO Program Plan

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

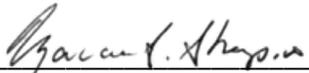
NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

OR

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

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

FIRM NAME: Marine Tiger Technologies Corporation
Name of Contractor/Bidder – Print full legal entity name of firm

By: 
Signature of authorized person

Marcia S. Shapiro
Print Name of person making certifications for firm

Title: President
Title of person signing certificate

Place: Teaneck, New Jersey
Print city and state where signed

Date: 11/16/2023

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

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

Solicitation Title: Washington State 2024 TSMO Program Plan

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

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

OR

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

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

FIRM NAME: Foursquare Integrated Transportation Planning, Inc.
Name of Contractor/Bidder – Print full legal entity name of firm

By: 
Signature of authorized person

Lora Byala
Print Name of person making certifications for firm

Title: President & CEO
Title of person signing certificate

Place: Washington, DC
Print city and state where signed

Date: November 17, 2023

**Washington State
Department of Transportation**

**Performance Evaluation
Completed by Reference**

Consultant Name: Boston Consulting Group
Consultant's Project Manager: Nate Gilbertson
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.) Railroads Fare Strategy

Type of Work:

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

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

<input checked="" type="checkbox"/>	Prime	Start Date 01/01/23	End Date 04/01/23	Dollar Amount of Services 1,500,000.00
<input type="checkbox"/>	Sub			

Performance Evaluation	
Rating Criteria	Score
Please rate each criteria on a scale of 1 to 10. 1 being low and 10 being high.	1 - Low to 10 - High

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

Evaluator Information:		
Firm/Company Name: Metropolitan Transportation Authority		
Evaluator's Name: Nate Gilbertson	Evaluator's Title: Vice President - Operations Support &	
Firm/Company Address: GRAYBAR BUILDING 420 LEXINGTON AVENUE NEW YORK NY 10170		
Phone: (212) 340-2555	Fax:	Date: 11/17/23

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

**Washington State
Department of Transportation**

**Performance Evaluation
Completed by Reference**

Consultant Name: Boston Consulting group
Consultant's Project Manager: Amir Ganaba
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.) California Infrastructure Acceleration (California Infrastructure Czar support)

Type of Work:

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

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

	Start Date	End Date	Dollar Amount of Services
<input checked="" type="checkbox"/> Prime	09/01/22	06/30/23	1.00
<input type="checkbox"/> Sub			

Performance Evaluation	
Rating Criteria	Score
Please rate each criteria on a scale of 1 to 10. 1 being low and 10 being high.	1 - Low to 10 - High

1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related?	10.00
2. Did the firm complete the project within the total budgeted amount?	
3. Did the firm complete the project within the contract schedule(s)?	10.00
4. Did the firm meet all of your technical standards and quality expectations?	10.00
5. Was the firm's communication, both oral and written, clear and concise?	10.00
6. Was the firm's project management system effective?	10.00
Total Score	50.00
(Total the score by adding the scores for criterias 1 through 6.)	
Average Score	8.33
(Average the score by dividing the total score by the total number of criteria that was rated.)	

Evaluator Information:		
Firm/Company Name: State of California / California Forward		
Evaluator's Name: Antonio Villaraigosa	Evaluator's Title: Infrastructure Czar	
Firm/Company Address:		
Phone: (213) 590-1376	Fax:	Date: 11/20/23

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

Consultant Information Form

Firm Name: The Boston Consulting Group, Inc.		FYE Date: 12/31/2023	Number of Employees: 25,000+
Address: 1201 3rd Ave #5400			
City: Seattle	State: WA	Zip Code: 98101	County: United States
Phone: (213) 308-6494	Fax:	Company Web Site: https://www.bcg.com/	
Remit to Address: 1201 3rd Ave #5400			
City: Seattle	State: WA	Zip Code: 98101	County: United States
Phone: (213) 308-6494	Fax:		
Statewide Vendor Number (SWV) for Remit to Address:		Federal Tax ID Number or Social Security Number: 04-2432614	
Unified Business Identifier Number (UBI): 602-725-454		Date Universal Numbering System (DUNS) Number: 090836248	
Year Firm Established: 1967	UDBE/SBE/MSVWBE Certification Number: N/A	NAICS Code & Code Name: 54161 Management Consulting Services	
Proposed Project Manager: Amir Ganaba		Email: Ganaba.Amir@bcg.com	
Financial Contact: Rob Mullen		Email: Mullen.Rob@bcgfed.com	

Firm Type:

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

Annual Gross Receipt:

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

Note:

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

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

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

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

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

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

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

Consultant Information Form

Firm Name: Marine Tiger Technologies Corporation		FYE Date: 12/31/23	Number of Employees: 54
Address: 547 Northumberland Road			
City: Teaneck	State: New Jersey	Zip Code: 07666	County: Bergen
Phone: 201-692-3938	Fax: n/a	Company Web Site: www.marinetiger.com	
Remit to Address: 547 Northumberland Road			
City: Teaneck	State: New Jersey	Zip Code: 07666	County: Bergen
Phone: 201-692-3938	Fax: n/a		
Statewide Vendor Number (SWV) for Remit to Address: Pending award		Federal Tax ID Number or Social Security Number: 27-3279767	
Unified Business Identifier Number (UBI): Pending award		Date Universal Numbering System (DUNS) Number: 078816448	
Year Firm Established: 2010	UDBE/SBE/MSVWBE Certification Number: : D2F0027734	NAICS Code & Code Name: <small>541611 - Administrative Management and General Management Consulting Services</small>	
Proposed Project Manager: Joshua Wagner		Email: jwagner@marinetiger.com	
Financial Contact: Sean Kennedy		Email: skennedy@marinetiger.com	

Firm Type:

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

Annual Gross Receipt:

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

Note:

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

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

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

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

Consultant Information Form

Firm Name: Foursquare Integrated Transportation Planning, Inc.		FYE Date: December 31	Number of Employees: 67
Address: 1441 L Street NW, Suite 500			
City: Washington	State: DC	Zip Code: 20005	County: Washington, DC
Phone: 301.774.4566	Fax: 301.917.3153	Company Web Site: www.FoursquareITP.com	
Remit to Address: 1441 L Street NW, Suite 500			
City: Washington	State: DC	Zip Code: 20005	County: Washington, DC
Phone: 301.774.4566		Fax: 301.917.3153	
Statewide Vendor Number (SWV) for Remit to Address: None		Federal Tax ID Number or Social Security Number: 20-4652875	
Unified Business Identifier Number (UBI): 604871473		Date Universal Numbering System (DUNS) Number: 624113721	
Year Firm Established: 2006	UDBE/SBE/MSVWBE Certification Number: W2F0027823	NAICS Code & Code Name: 541320 - Landscape Architectural Services 541611 - Administrative Management and General Management Consulting Services 541614 - Process, Physical Distribution, and Logistics Consulting Services 541820 - Public Relations Agencies	
Proposed Project Manager: Lisa Kay Schweyer, MPM & TDM-CP		Email: lkschweyer@foursquareitp.com	
Financial Contact: Gary Byala		Email: gbyala@foursquareitp.com	

Firm Type:

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

Annual Gross Receipt:

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

Note:

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

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

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