Statement of Qualifications Package A

Response to Economic Ridership and Revenue Forecasting RFQ

To serve: State of Washington, Department of Transportation

Prepared by: KPMG LLP

KPMG notes that Any contract award will be predicated on mutually agreeable terms and conditions and a mutually agreeable statement of work between KPMG and WSDOT.

Scoring Criteria 1: Qualifications/Experience of Firms on Team

A. **Include the following items:**
- **Provide a listing of all firms on your proposed team**

Firm Name	Engagement Role
KPMG LLP	Prime
Cheng Solutions LLC	Subcontractor

- **List the type(s) of experience that each firm on your team can provide**

KPMG LLP

KPMG, LLP ("KPMG") is the U.S. firm of the KPMG global organization of independent professional services firms providing Audit, Tax, and Advisory services. The KPMG global organization operates in **143 countries and territories** and has more than **265,000 people** working in member firms worldwide.

KPMG traces its origin back to 1897 and, since 1994, has been a limited liability partnership registered in the State of Delaware. With more than **40,000 professionals**, including more than **2,200 partners**, we are a leader among professional services firms. We provide services from more than 90 offices serving clients in all **50 states**.

The KPMG Team is well-positioned to provide clear support to Washington State Ferries (WSF) and WSDOT on a path forward for the Project. Our Team's focus on providing forecasts is exemplified by its leadership provided by Pierre Vilain, a leading advisor on ferry demand modeling and economics in the field. Pierre has led many ferry strategic plans in the last decade in the United States. As it has done successfully on a number of passenger ferry strategic planning exercises, the KPMG Team members will develop a solid business case that will provide important information to WSF. The KPMG Team we have assembled for you is a market leader in ferry ridership analysis, with experience in preparing forecasting models in New York City (NYC Ferry, the Staten Island Ferry, and Port Authority of NY and NJ), Boston, Tampa Bay, Kitsap County (WA), Vancouver,

Portland (ME), Lummi Island (WA), and Puerto Rico. Our team has worked with a full spectrum of financing structures and project delivery alternatives and is accustomed to developing financial models capable of analyzing changing assumptions and structures. Specifically, the KPMG Team has recently led the financial modelling efforts for the Puerto Rico Maritime Transportation Services Ferry project, which is expected to result in over $300 million in public subsidy savings over the term of the contract.

Cheng Solutions, LLC

Cheng Solutions, LLC ("Cheng Solutions") is an independent transportation consulting firm focused on transportation planning, economics, and asset management. Since 2007, Cheng Solutions has helped private and public-sector clients manage change in transportation. Cheng Solutions has completed numerous repeat ferry assignments for the NYC Economic Development Corporation, Port Authority of NY and NJ and North Jersey Transportation Planning Authority as well as private-sector clients such as Hornblower, one of the world's largest ferry and cruise companies operating in 125 U.S cities. The firm has conducted economics work including cost benefit analyses, input-output regional modeling as well as ridership forecasting. Cheng Solutions, LLC is certified as an MBE and WBE. Key staff from Cheng Solutions for this project will be Alice Cheng and Michael Fusillo. Alice Cheng, the principal of Cheng Solutions, is an urban planner and economist by training. Dr. Michael Fusillo is a Transportation Economist with over 25 years of experience examining economic impacts and providing forecasting analysis.

- **How long has each firm on your team provided these type(s) of experience; and**

Firm Name	Years of experience
KPMG	Over 20 years
Cheng Solutions	11 years

- **Provide organization chart of your proposed team and include the respective roles that each firm will provide for the team.**

Staff Name, Engagement Role, Firm	A brief description of role in this engagement
Pierre Vilain, Ph.D. Managing Director KPMG Project Lead	**Pierre Vilain**, a Managing Director in KPMG's Economic and Statistical Consulting practice. Pierre is an economist who applies microeconomics, urban and transportation economics and econometrics to a wide array of advisory services. He is a

	noted specialist in developing ridership, revenues and economic benefits for passenger ferry services.
Lucile Kellis Senior Manager KPMG Project Manager	**Lucile Kellis**, a KPMG Senior Manager, will be Engagement Manager. Lucile is a specialist in behavioral analysis and has developed survey-based or revealed preference demand models for a number of passenger ferry systems, including the Staten Island Ferry, Boston Harbor/MBTA, NYC Ferry and Kitsap Transit.
Alice Cheng, P.P. Principal Cheng Solutions	**Alice Cheng**, the principal of Cheng Solutions, is an urban planner and economist by training. Before founding Cheng Solutions, Alice led rail freight transportation policy, planning and development for ten years as a Vice President at the New York City Economic Development Corporation. Alice's knowledge is rail freight economics and mode shift diversion among rail, truck and short sea.
Michael G. Fusillo, Ph.D. Principal Economist Cheng Solutions	**Dr. Michael Fusillo** is a Principal Economist with Cheng Solutions with over twenty-five years of experience specializing in transportation research, strategic planning, and demand forecasting. Before joining Cheng Solutions, Dr. Fusillo was an economist with The Louis Berger Group. His experience spans work at Halcrow, PIERS, Paul F. Richardson Associates and Reebie Associates. In addition to consulting for Cheng Solutions, he is currently a part-time adjunct professor of economics at Tufts University.

B.   **Include the following items:**
Provide listing of each team member's offices within the state of Washington (including the Greater Portland Metropolitan Area), include the total number of employees within each location and the types of experience that is available at each location.

Although the Team members' offices are not located in the state of Washington, we have adequate and robust technologies to facilitate working with clients and delivering high quality work.

Below we include the total number of employees in our KPMG Seattle, WA office and Portland, OR office. Both offices provide Tax, Audit, and Advisory services.

Location	088-Seattle				
Sum of HC	Column Labels				
Row Labels	Audit	Tax	Advisory	NBPG	Grand Total
1-Partners/Principals	8	15	7	1	31
0-MDs	6	16	6		28
2-Directors/Sr. Managers	19	43	27	1	90
3-Managers	13	46	53		112
4-Sr. Associates	56	57	68	1	182
6-Associates	79	60	42		181
8-Parapro		3			3
9-BPG	10	9	6	40	65
Grand Total	191	249	209	43	692

Location	265-Portland, OR				
Sum of HC	Column Labels				
Row Labels	Audit	Tax	Advisory	NBPG	Grand Total
1-Partners/Principals	12	6	1		19
0-MDs	2	7	3		12
2-Directors/Sr. Managers	16	18	11		45
3-Managers	14	4	12		30
4-Sr. Associates	42	11	12		65
6-Associates	45	18	4		67
8-Parapro		2			2
9-BPG	4	1		19	24
Grand Total	135	67	43	19	264

C. **Include the following items:**
Has the prime consultant worked with proposed sub-consultant(s) on similar projects in the last three years? If yes, provide name of the project, each firm's role on the project and the dates the services were performed. Limit examples to one project for each sub-consultant firm.

KPMG and Cheng Solutions have worked together on multiple similar projects in the past 10 years, including:

Engagement 1 – New York Metropolitan Transportation Authority (MTA) New Fare Payment System Analysis (2018-2019)

Engagement 2 - Dallas Area Rapid Transit, Universal Platform Payment Analysis (2019)

In addition, KPMG and Cheng Solutions collaborated on a number of engagements dating back to 2014 when the MTA tasked a KPMG and CS team to complete an analysis of the economic impacts of the MTA Capital Plan.

D. **Include the following items:**
Provide table identifying current availability of key staff and resources for each firm on the proposed project team. The availability of staff must be identified as hours available per month for the length of the project, not in percentages of time available.

Name	Hours Available Per Month
Pierre Vilain	10
Lucile Kellis	40
Alice Cheng	25
Michael G. Fusillo	40

E. **Include the following items:**
Provide a list of up to three (3) projects that each firm on your project team has completed within the last three (3) years. The project(s) must demonstrate the required experience needed for this project. Include the work/services provided on the project(s) and the approximate amount received for each project.

KPMG LLP
Project 1 - Confidential Client; Major US transit market
Amount Received – approximately $68,000
Project Description: The KPMG team developed a scenario planning model with three likely scenarios - best case, medium case, worst case - for ridership and revenue recovery over a four-year time horizon to inform the agency's budget and financial planning process. Using econometric modeling in Stata, the Team utilized macroeconomic variables, monthly fixed effects, and client ridership data to determine pre-pandemic behavioral relations in order to forecast future ridership. The forecasting process revealed that employment, work-from-home, fares, income levels, and gas prices all had a causal effect to ridership levels in the metropolitan area.

KPMG LLP
Project 2 - NY Waterway Ferry Demand Market Analysis (October 2022- January 2023)
Amount Received – approximately $88,000
Project Description: KPMG supported a private ferry operator in its bid to operate additional ferry services in the NY and NYC area. As part of the engagement the KPMG team developed several ferry demand models and a market analysis to help inform fare strategy and route operations across multiple markets. The study was led by the key members proposed as part of the project management Team for this project. Key activities included: • Ridership analysis • Origin and destination locations of bus routes • Operating schedule • Review of existing market and demographic analysis • Testing alternative fare structures and schedules • Recommending economically feasible service

KPMG LLP
Project 3 – ALX Revenue Forecast Roads in Europe (2021)
Amount Received – Approximately $200,000
Project Description: ALX tasked KPMG to develop a series of forecasts for one of its largest road assets in Europe. This tolled motorway network links Paris to Switzerland. The tasks we conducted included: • Project kick off: deliver a workplan and project management plan to client and obtain approval of workplan • Data collection and review: conduct literature and market analysis. Collect relevant data, transactions, and traffic counts needed for modeling. Organize and manage input data for modeling • Generate data summary statistics and featuring engineering: help select and design the proper statistical analysis to forecast traffic; conduct variable selection; and perform testing and improve model • Reporting and documentation: prepare draft and final report that documents research questions, model approach and assumptions, data sources, and results. ALX is able to use our results to estimate revenue and road usage.

Cheng Solutions
Project 1 – Ridership Studies for Hornblower (2018-Current)
Amount Received – Approximately $75,000
Project Description: Cheng Solutions has been trusted with repeat assignments to develop ridership analysis for Hornblower as part of their due diligence of new ferry services. We evaluated potential new routes in New Jersey, Long Island as well as the expansion of the NYC citywide ferry system. This work entails assessing competing modes of transportation and travel times for both commutation and leisure travelers, as well as access to ferry location. Role: Alice Cheng performed planning research and Mike Fusillo performed econometric modeling.

Scoring Criteria 2: Qualifications of Proposed Project Manager

A. <u>Include the following items:</u>
Provide up to three (3) examples for the proposed Project Manager that demonstrates his/her prior experience as a Project Manager on WSDOT or similar projects. Include the date(s) of each project; the name of the client/organization for each project; list the Project Manager's responsibilities and tasks on each project.

Project 1: NY Waterway Private Operator Ferry Demand Market Analysis
Date: 2022-2023
Organization: NY Waterway
Responsibilities: Lucile supported a private ferry operator in its bid to operate additional ferry services in the NY and NJ area. As part of the engagement, Lucile developed several custom ferry demand models as well as market analysis to help inform ferry demand forecasts, fare strategy and route operations across different markets.

Project 2: Sound Transit
Date: 2023
Organization: Sound Transit, WA
Responsibilities: Project Manager, developed sales tax and motor vehicle registration forecasts for Sound Transit.

B. **Include the following items:**
Demonstrate the Project Manager's familiarity with relevant state and federal regulations and/or procedures.

Having done numerous ferry planning exercises with government agencies, Lucile is aware of Coast Guard regulations regarding staffing and other safety requirements for ferries. Lucile has also worked with Kitsap Transit to apply for Ferry Boat Discretionary Funding.

C. **Include the following items:**
Provide up to three (3) examples of the proposed Project Manager's ability to manage all of the following within a project;
- **Project schedule;**
- **Scope of work/scope creep;**
- **Budget issues; and**
- **Changes that arise throughout the life of the project.**

In Lucile's previous projects, she always worked closely with the client and delivered high quality work on time. In one of the projects she recently accomplished, the client wanted to increase the project scope and include additional work. She worked with the client and obtained a new task order/engagement letter to include the additional work.

At the beginning of each engagement Lucile always carefully reviewed budget and allocated budgets to staff of different levels. She reviewed project progress and budget weekly to visit budget spent as planned. When there were unexpected changes arising in a project, she closely worked with her clients and engagement leadership to resolve issues so that projects were completed on time and high-quality work would be delivered.

Project 1: Kitsap Passenger Only Ferry Business Plan & Long Range Strategy , Kitsap Ferry Demand Forecasting
Date: 2014
Organization: Kitsap Transit, WA
Responsibilities Project Manager – led the demand forecasts for ferry services in Kitsap County, WA. Lucile was part of a team of consultants, led by KPFF Consulting Engineers, tasked to develop the Kitsap Transit Passenger-Only Ferry Business Plan and Long-Range Strategy. Lucile managed the analysis of expected ridership and revenues, having developed a forecasting model based on existing ferry ridership and journey to work data.

Project 2: NYC DOT Staten Island Ferry (SIF) to Midtown
Date: 2017
Organization: NYC DOT
Responsibilities: Lucile directed the demand forecast for the Staten Island Ferry proposed service to Midtown for NYC DOT. Lucile was part of a team led by KPFF Consulting Engineers tasked to develop a feasibility study to determine if it is economically feasible to fully expand service and provide additional Staten Island Ferry (SIF) operation service hours. Lucile managed the demand forecasting modeling activities, including estimating a new ferry mode choice model for NYC DOT.

D. **Include the following items:**
   Provide listing of professional licenses/accreditations for the proposed Project Manager; include the year that each license/accreditation was received. Please include the licenses that were obtained in the State of Washington only.

   This is not applicable to this proposal.

Scoring Criteria 3: Key Team Members Qualifications - Prime Consultant and Sub-Consultants

A. **Include the following items:**
   • **List each key team member's role/responsibilities on your proposed team.**

Key Staff	Responsibilities
Pierre Vilain	Engagement Managing Director Pierre will oversee the project in its entirety, make sure staffing needs are met and the timeline and budget constraints are

	respected. Given his experience over the last 20 years working on passenger ferry projects worldwide, he will play a key role in developing the forecast methodology and approach.
Lucile Kellis	Engagement Manager

Lucile will facilitate day-to-day management of the project and staff; will lead and oversee project deliverables, day-to-day client contact and communication; and take the lead in monitoring outcomes such as ridership, and revenues in real-time. Lucile will also take the lead on all policy applications related to fare policy, service levels and system connectivity. Lucile will also communicate with client with respect to meeting state and federal requirements as they pertain to the Project. |
| Alice Cheng | Technical Lead

Alice will implement regional economic forecasting and evaluation and provide as needed policy and environmental review. |
| Michael G. Fusillo | Subject Matter Specialist

Michael will focus on econometric modeling and analysis and ferry demand and revenue econometric analysis and forecasting. |

- **For each proposed key team member, provide up to three (3) examples of prior relevant projects. Include the name of project(s); dates of the project(s); and roles/responsibilities for each team member on those project(s); and**

Pierre Vilain

Citywide Ferry Update
Date: 2013-2014
Organization: SDG for NYC EDC
Responsibilities:
Since 2013, Pierre has worked with New York City on the planning, route selection, and ridership and revenue estimates for the ferry network. The planning efforts were the basis for a four-fold increase in the size and usage for the system, which now serves all boroughs of the City. He developed fare strategy for the system and conducted extensive financial analysis of different service options. Further, he carried out extensive analysis of economic impacts tied to the service, including analysis of real estate premia tied to the service within ½ mile buffers of piers.

Lucile Kellis

Market Research of Trans-Hudson Passenger and Goods Movement

Date: 2020-2022
Organization: PANYNJ
Responsibilities: Lucile was the project manager for the Port Authority's Tunnels, Bridges, and Terminals Department (TB&T) to conduct a behavioral study of auto users, transit passengers and commercial vehicles traveling on the TB&T facilities. The future implementation of congestion pricing in NYC's central business district is anticipated to impact traffic at Port Authority crossings for autos, transit, and truck users. Lucile managed the development of a major survey effort for auto, commercial vehicle, and transit users during the COVID-19 pandemic. The task included conducting a series of (virtual) focus groups, and the design of an online survey of NYC residents (both auto and transit users). The survey includes pre-, mid- and post-COVID-19 lockdown questions pertaining to teleworking. The results will be used to update the demand forecasting model.

Alice Cheng & Michael Fusillo

Citywide Ferry Update
Date: 2013-2014
Organization: SDG for NYC EDC
Responsibilities: Cheng Solutions was task leader in the evaluation of a new ferry service from LaGuardia Airport to points in Manhattan and Brooklyn. Ridership was evaluated based on total travel times from/to two different terminal locations at LGA to various locations along the Queens, Brooklyn, and Manhattan waterfront. The final O/D pairs presented in the report represent promising locations representing large catchment areas. In addition to this task, the firm also conducted interviews of all ferry operators in the harbor to gather feedback on opportunities and challenges related to an expansion of ferry service. Alice Cheng performed planning research and Mike Fusillo performed econometric modeling

- **For each key team member on your proposed team, demonstrate his/her understanding of WSDOT and/or public agency regulations/procedures.**

Key Staff	Understanding of WSDOT and regulations and procedures
Pierre Vilain	Pierre has worked with public transit agencies his entire career across the US and Canada. Much of that has been in the maritime sector for passenger ferry services in Puget Sound (Kitsap Transit), New York City (NYC Ferry, Staten Island Ferry, and Port Authority of NY and NJ), Boston, Tampa Bay, Kitsap County (WA), Vancouver, Portland (ME), Lummi Island (WA), and Puerto Rico. He is experienced in working

	with transit agencies, with federal safety regulations related to passenger ferry services, and contracting requirements generally.
Lucile Kellis	Having done numerous ferry planning exercises, Lucile is aware of Coast Guard regulations regarding staffing and other safety requirements for ferries. Lucile has worked with Kitsap Transit to apply for Ferry Boat Discretionary Funding. Lucile has led major passenger ferry forecasting and planning assignments for clients such as NYC DOT (Staten Island Ferry) and in that capacity has had to manage and be aware of public agency regulations and procedures as they apply to waterborne transit.
Alice Cheng	Before becoming a consultant, Alice was a top-level executive for New York City Economic Development Corporation, a non-profit entity that's part of NYC's government. In this role, she led major environmental impact statements including the multi-year cross-harbor freight environmental impact statement for NYC and NEEPA processes.
Michael G. Fusillo	Besides being a passenger ferry economist, Michael is a port economist, and as such has worked on a number of port planning studies and requirements including for the United States Maritime Administration (MARAD). He is well acquainted with MARAD and its procedures and its mission to foster shipping port and vessel operations and national security, and address environmental and safety issues related to ferries.

Scoring Criteria 4: Firm's Project Management System (Prime Consultant Only)

A. **Include the following items:**
- **Describe your firm's Quality Assurance/Quality Control processes;**

The establishment and implementation of leading practices to facilitate quality is a planned outcome, not a random event. Our approach toward quality management starts with the team. We assign deliverable review partners to our engagements, where necessary, with their primary role being to help build client satisfaction and quality management.

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

We use KPMG's "Engage", an integrated, one-stop portal developed by Salesforce that allows KPMG engagement teams to track and monitor project budgets, scope of services, and project progress.

- **List your firm's scheduling program. Identify the type of software and list**

up to three projects where the proposed Project Manager(s) have utilized this software;

We use KPMG's "Engage", an integrated, one-stop portal developed by Salesforce to track project progress and schedule. All KPMG's projects are executed using KPMG Engage.

- **Describe your firm's process for interacting with your internal project team; and**

Depending on the actual contract scope and timeline, we hold internal check-in meetings (either in person or virtual) weekly or more frequently. We also use collaboration tools (if data sharing is allowed), such as SharePoint, Microsoft Teams, and internal shared drives to share data, work products, and notes.

- **Describe your firm's ability to provide interaction with your client and/or stakeholders.**

In the past we conducted the following activities in similar projects to interact with our clients and stakeholders. The purpose is to keep the team appraised of project progress. Please note, these activities are not the deliverables we are proposing; this is to simply demonstrate our ability to efficiently communicate and interact with our clients.

Weekly check-in meetings. For the duration of the contract, we'll meet weekly with WSDOT staff to report progress. These touchpoints with WSDOT will help to make sure we're in alignment with all senior leader engagement details and have his/her inputs to key decisions. In these meetings, our team will prepare a PowerPoint slide deck that highlights the prior week's accomplishments, key activities in the next strategic planning sessions, on-going action items, and engagement risks if any. The purpose is to provide WSDOT a clear view of our engagement progress and priorities in the next few weeks. In addition, to the progress update slide deck, the engagement team will prepare meeting minutes and other relevant meeting materials.

Monitoring and reporting. At KPMG, each area of accountability and performance is monitored through regular reporting activities that measure work progress along the project timeline, budget, and scope. The process allows early and low-impact course correction. The engagement lead and Project Manager will provide WSDOT with a monthly report showing: (1) total contract value, (2) funding amount spent during reference month, (3) remaining funding, and (4) average monthly fund expenditure rate for remaining months that would exhaust unspent contract funds.

Monthly status reports. Within 30 days of contract start, our team will begin submitting monthly status reports to the contract manager, to be submitted by the 15th of the following month. These reports will describe work performed in the previous month and planned activities for the next month, discuss adherence to the project schedule, and provide a deliverables log and explanation of deviations from the management plan. We'll also identify any problems encountered in any aspect of project activities and our plans for

resolving those problems. We'll detail the budget by task, week, and balance remaining; a list of staff who worked on the project those weeks (employee name, title, and project role); and an update on staffing turnover, time to fill vacancies, and the status of any vacancies pertinent to the project. The report will discuss any COR decisions needed on project-related activities. The final progress report will provide an overview of the project's status, milestones, deliverables submitted and approved, and data collection activities.

Scoring Criteria 5: Project Delivery Approach

A. **Include the following items: [V]**
   - **How does your firm develop a work plan for this project;**
   - **Who is involved with the decision-making process for the development of the work plan;**
   - **Describe each of the elements of the proposed work plan for this project; and**
   - **Describe how your work plan addresses contingencies that may arise during the project.**

The Team has worked on numerous similar assignments developing econometric forecasting models and forecasts for passenger ferries as well as transit, rail, and toll roads. The development of the work plan follows the following steps:

- Review the detailed work scope and timeline, required outputs and deliverables and available data
- Review and understand available data for system ridership, fares, service levels, system changes, regional economic data, and forecasts
- Define a draft scope of work and detailed modeling approach
- Review the draft work plan and identify any known data gaps and needs
- Develop the draft work plan for internal review, including by reviewing partner
- Finalized draft is shared with client for review, discussion, and amendment as necessary

The development of the work plan involves internally the Project staff as well as other experienced transit and ferry economist and modelers as needed. In the Team's experience the Project will benefit greatly from early discussions with WSDOT to identify available data (e.g., monthly ridership data by detailed components of the ferry system). Development of a finalized and accepted Project workplan will therefore be expected to be a collaborative effort involving the Team as well as staff of the Client involved in helping ensure the work plan addresses the needs of the Client.

We followed these steps to develop a work plan in similar projects in the past:

- Review of past ridership, fare, service level, and regional economic growth trends
- Identification of system changes that will have influenced ridership and revenue outcomes
- Identification of important non-passenger ferry transportation and infrastructure events with impacts on ferry system ridership (i.e., changes in road or rail capacity)
- Proposed econometric approach, including proposed long-list of economic and price variables to test as predictive variables (i.e., metropolitan employment, either aggregate or industry-specific, fares, and fuel prices)
- List of data sources, as well as identified source of forecasts for economic variables (e.g., Moody's, Congressional Budget Office or Puget Sound Regional Council)
- identification of third-party data required (i.e., cell phone or LBS data to update origin-destination patterns)
- Proposed estimation procedures, including model selection procedures
- Identification of policy issues with potential future impact on ridership outside of model coverage (i.e., congestion or mileage-based road pricing) and proposed approach to integrate into model forecasting
- Identification of technological developments with potential impacts on ridership (i.e., vehicle electrification, vessel design improvements, in-vessel amenity changes)
- Detailed listing of model and forecasting outputs, definition of alternative scenarios, including integration of alternative scenarios for regional growth
- Identification of on-going effects of the COVID-19 pandemic, including impacts on labor market (hybrid work / back-to-office). Identification of any required Client scenarios, including those associated with specific uncertainty levels (i.e., P75/P25).

The work plan will also discuss potential challenges/risks that could impact Project outcomes. In past assignments these have been shown to be relatively rare due to the nature of the Project, but these could include:
- Statutory restrictions or unavailability of data deemed important to the Project
- Essential data (i.e., ridership) being in a raw or incompatible form

Team experience suggests that such risks are unlikely to be present, and Team experience in past similar assignments have demonstrated the ability to mitigate or resolve such contingencies. **These types of contingencies would be identified early in the work plan development process, allowing for mitigating steps at Project outset.**

Resolving issues with Client and Stakeholders would usually involve only the Project management level. In the case that issues were not resolvable at this level the matter would be escalated to Business Unit lead.

It is anticipated that WSDOT would provide all requested data for historical system ridership, historic fare levels and increases, broad measures of system service levels (i.e.,

vessels hours and schedules). WSDOT's identified Project team will also be expected to set regular Project update meetings for the duration of the Project

Key deliverables and timelines will be defined during work plan development but will include the quarterly forecasts and updates that form the core requirement of the Project.