

PROPOSAL TITLE PAGE

RFQ Title:	Community Centered Transportation Leadership To Curb Carbon
Issuing Organization:	Washington State Department of Transportation
Name of Proposing Organization:	Sia Partners
Submission Title:	Sia Partners Statement of Qualifications – Community Centered Transportation Leadership to Curb Carbon
Submission Date:	February 16, 2024
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PACKET A

1 Criteria 1: Qualifications/Expertise of Firms on Team

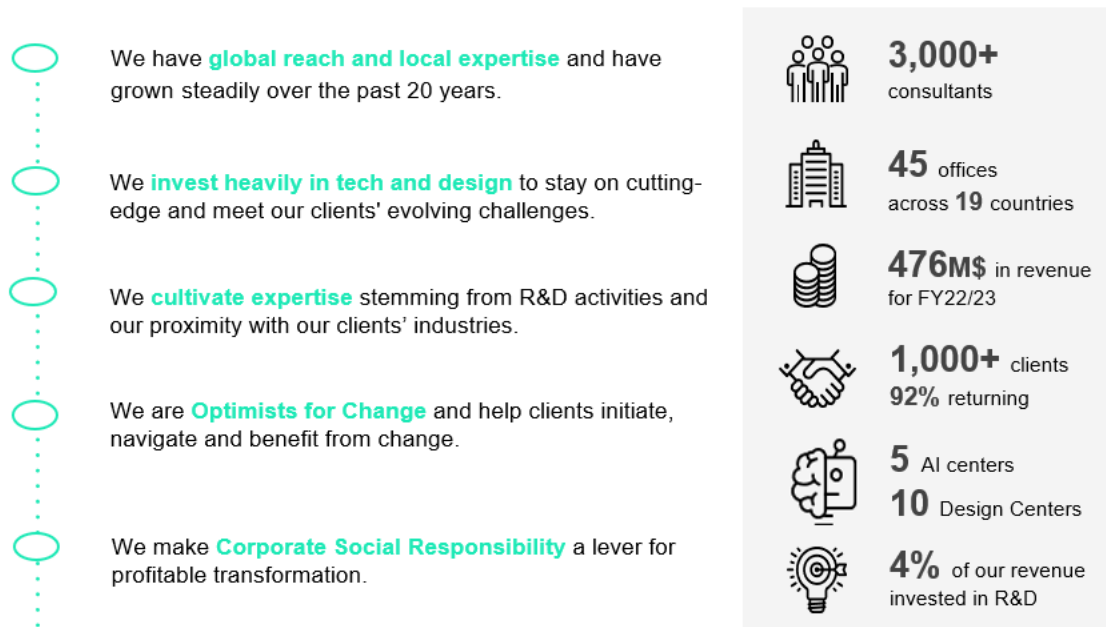
1.1 Team information:

Sia Partners is a next-generation management consulting firm and pioneer of Consulting 4.0, which embodies the transformation of the consulting industry and how we are reshaping ourselves with new business models, new growth areas, and new innovative products and services. We offer a unique blend of strategic consulting, transformation & change, AI, and design capabilities, operating as “One Team” to deliver superior value to our clients. Sia Partners is comprised of different brands, all of which bring a unique blend of capabilities in Climate Change Subject Matter Expertise (Sia Partners), Community Outreach and Network Building (Sia Experience), Data Management (Heka.ai) and Grant & Government Contract Management (LBG). This combination of skills, experience, and practical implementation expertise makes us an ideal partner for WSDOT. With expertise in more than 30 sectors and services, we optimize client projects with local delivery consultants supported by worldwide subject matter experts, leveraging the full power of the firm to drive meaningful outcomes. Through our [Consulting for Good](#) approach, we strive for next-level impact in the communities we serve, by developing innovative corporate social responsibility (CSR) solutions for our clients, making sustainability a lever for profitable transformation. Consulting for Good describes Sia Partners’ ambition to be a purpose-driven company with CSR at its core. Beyond our own policies, practices, and culture, our comprehensive approach integrates CSR into innovative offerings for our clients worldwide, working across three pillars: 1) Environmental, 2) Social, and 3) Governance.

Table 1: Sia Partners’ One Team Configuration

	Create value through our business expertise and transformation capabilities, the very essence of management consulting activity.
	A new approach to community-centered collaboration to foster the emergence of new ideas and accelerate growth and innovation through Design Thinking and creativity.
	Our AI, Data and Quantitative platform, leveraging emerging technologies and Open Innovation to increase the reach and impact of our consulting missions.
	Through our Non-dilutive Funding Seek and Assess offering and Grant Management Program, we have successfully helped clients raise over \$2 billion in Federal funding since 2019.

Figure 1: Sia Partners Capabilities



Sia Partners is uniquely positioned to assist WSDOT in executing the Community Centered Transportation Leadership to Curb Carbon program:

Sia Partners is highly skilled in equitable community engagement and able to navigate interactions with local, regional, state and federal government agencies throughout the United States, Canada and Europe, particularly in the realms of climate analysis, transportation, energy transition, low-carbon strategies/fleet decarbonization, and sustainable development.

Our expertise spans Grant Program Development and Funding, Community Outreach, Education, Technical Assistance, and Awards Governance, as well as Strategy, Digital Transformation, Strategic Program Management, System Renovation/Integration, and more. We are dedicated to offering WSDOT access to our top talent, with a dedicated focus from our firm's leadership.

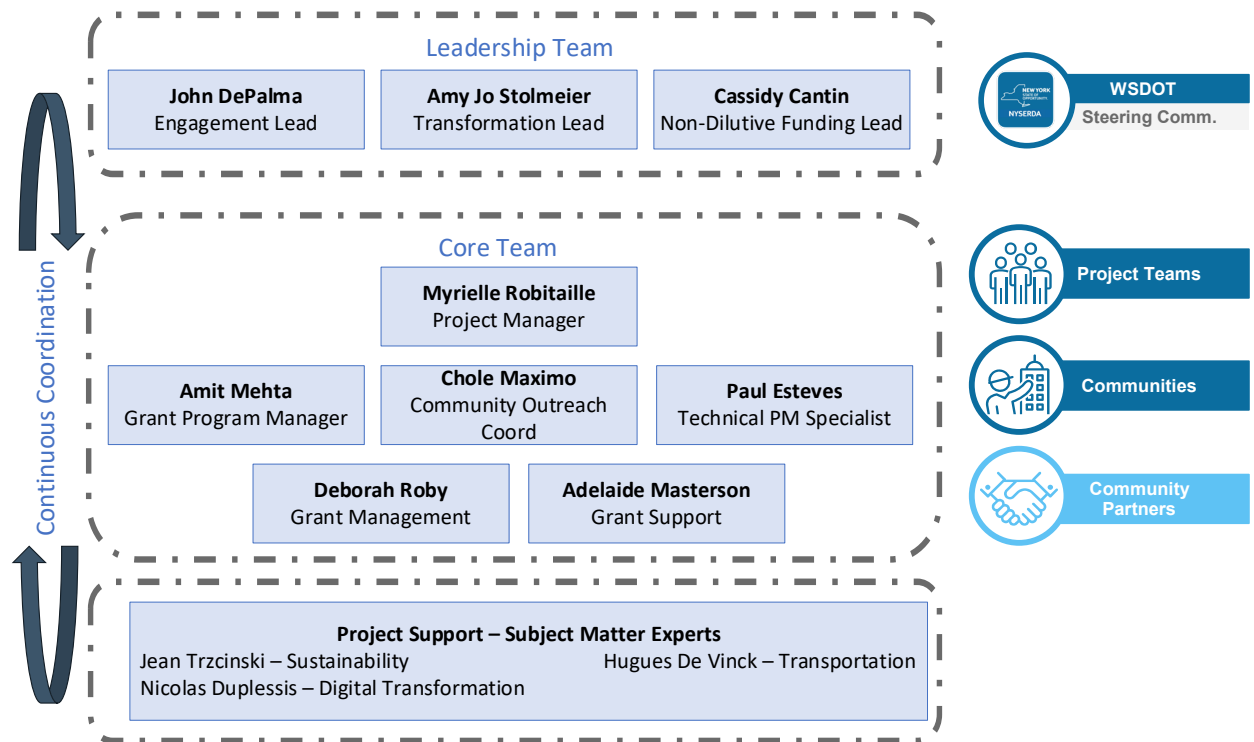
Sia Partners excels in delivering community-centered program development and project implementation, combining strategy articulation, stakeholder engagement, grant application management, precise data analytics, and advanced technology assistance to meet and exceed WSDOT's project objectives with efficiency and innovation. Since 2019, we have helped clients secure more than \$2 billion in government funding and we are equipped to provide similar expertise at the state and local levels.

In addition, Sia has a record of supporting over 20 private and public organizations in their transport fleet decarbonization strategies. Our team has proven expertise in both the initial

analysis and the implementation of decarbonization action plans that respond to the context of each project, its key issues and involved stakeholders.

Sia Partners has resources based in the Greater Seattle Area, with additional support across the US, Canada and Europe, with requisite skills and experience, all offered at a competitive price to deliver maximum value. Our proposed team has a track record of successfully delivering similar engagements. Each branch of the greater Sia Partners team is capable of leveraging inter-functional skillsets to provide tailored solutions to each client and partner.

Figure 2: Organization Chart of Proposed Team



1.2 Availability

The core team will be supported by highly complementary and relevant members of Sia Partners. The Core Team and supporting team will provide expertise to the program and ensure that the complex tasks associated with the management of WSDOT’s grant funding will be successfully executed. The total number of hours reached by the Core Team and supporting team will be aligned with that achieved by a team of FTEs.

Table 2: Key Team Member Availability

Firm	Staff Member	Labor Classification	Availability (hours/month)
Sia Partners	John DePalma	Steering Committee, Engagement Lead	17
Sia Partners	Amy Jo Stolmeier	Steering Committee, Digital Transformation Lead	17
Sia Partners – LBG	Cassidy Cantin	Steering Committee, Non-dilutive Funding Lead	17
Sia Partners	Myrielle Robitaille	Lead Project Manager	156
Sia Partners	Amit Mehta	Grant Program Manager	156
Sia Partners	Chloe Maximo	Community Outreach Coordinator	156
Sia Partners	Paul Esteves	Technical PM Specialist	87
Sia Partners – LBG	Deborah Roby	Grant Management	35
Sia Partners – LBG	Adelaide Masterson	Grant Support	35
Sia Partners	Jean Trzcinski	Sustainability Expert	26
Sia Partners	Hugues De Vinck	Transportation / Fleet Decarbonization Expert	26
Sia Partners	Nicholas Duplessis	Digital Transformation Expert	26

1.3 Project Experience

Sia Partners’ One Team approach comprised of our different brands ensures a unique blend of capabilities and expertise in climate change subject matter expertise, community outreach, network building, and grant and government contract management. The varied branches of our firm draw on more than three decades of experience in the different sectors required to assist WSDOT. The breadth of client experience within the different brands ensures multiple transferable skills that will make WSDOT successful in helping communities reduce their carbon emissions.

1.3.1 Société Wallonne Des Eaux (SWDE) – Water Company for the State (Belgium)

1.3.1.1 Expertise Required

When the European Union (EU) publicized its ambition to reduce its greenhouse gas (GHG) emissions by 55% by 2030 compared to its 1990 level, Sia Partners utilized its expertise in collection, consolidation, and projection of data on the consumption and GHG emissions of different vehicles (emission factors, mileage consumption, fuel and electricity prices) to develop a tool which allowed companies to obtain a clear vision and a detailed plan to achieve their decarbonization goals. Sia provided expertise in the creation and deployment of an interactive platform for using the tool and visualizing results in Python Dash. Sia Partners used their expertise in parameterization and launch of simulations, connection to a GCP bucket, and a PostgreSQL database for data retrieval, and display of relevant interactive graphs in Plotly to provide solutions to City of Gatineau. Sia Partners managed an overall project budget of \$1.5 million to achieve SWDE's GHG reduction goals.

Société Wallonne Des Eaux (SWDE – Belgium) was tasked with reducing carbon emissions in order to meet European Union standards by 2045. Sia Partners used their experience in carbon emissions analysis to predict the change in use of varying biofuels over time. Sia Partners analyzed the evolution of emission factors by vehicle type and fuel with evolution, projecting from 2022 through to 2030 and 2045.

1.3.1.2 Service Provided and Amount Received

Sia Partners developed a Fleet Decarbonation tool, with a budget of €129,000, and provided program management services to accelerate SWDE's transition to a low-carbon society. In this project, Sia Partners studied factors such as evolution of electric battery capacities and evolution of consumption of electric vehicles and internal combustion vehicles currently used by the SWDE fleet. Sia Partners reported changes in fuel prices by fuel type and vehicle type for both electric vehicles, traditional fuel vehicles, and second-generation biofuel vehicles. Collection of the data modeled the decarbonation process for the SWDE fleet: emission factors, kilometer consumption, fuel prices, number of kilometers travelled, number of vehicles, etc. Sia Partners also worked with SWDE to determine the effects on carbon emission based on the percentage of vehicles, including passenger vehicles, light vehicles, and heavy goods vehicles, that would transition from one fuel to another (diesel to electric, gasoline to electric, etc.) for the company to achieve their carbon-saving goals.

Sia Partners calculated key performance indicators (KPIs) in a Business As Usual situation (BAU scenario) for the projected time points (2022, 2030, and 2045). Sia Partners assisted SWDE create a fleet decarbonization scenario. This scenario focused on the percentage of vehicle types transferred from one fuel type to another by 2030 and 2045 for each entity. We calculated KPIs in the project situation for the different horizons (2022, 2030, 2045), and reported the results of the BAU scenario and the project scenario back to SWDE in the form of dataset and graphs.

1.3.2 LBG – Prime Contractor to Facilitate Subcontractors for CDMO Manufacturing

1.3.2.1 Expertise Required

LBG brings expertise in Government Funding, where LBG helps their clients navigate, secure, and manage government funding. LBG's Government Funding expertise lies in helping our clients find relevant government solicitations for their technologies and, in the reverse, using the guidance from government solicitations to bring forward relevant technologies to varying Government Agencies. Once the opportunities are identified, LBG helps their clients craft proposal responses and then once awarded – LBG provides multiple services, including Government Program Management, Government Financial Compliance and Government Contract Compliance to ensure our clients successfully meet the technical, financial and contract requirements.

LBG has successfully leveraged this expertise into a prime government contract. While this prime contract is focused on biopharmaceutical research, the program mirrors this request. LBG was selected to be Prime Contractor for a National Institute of Allergy and Infectious Disease (NIAID), part of the National Institute of Health (NIH) Indefinite Delivery/ Indefinite Quantity (IDIQ) contract to provide Pre-Clinical Services for Biopharmaceutical Product Development 75N93023D00014. Under this government funded award, LBG identifies and manages subcontractors providing services for the development of cutting-edge biopharmaceutical products to support the NIAID mission to combat infectious diseases and improve global health. As a consulting firm, LBG plays the critical role of Systems Integrator, Program Manager, and Subject Matter Expert.

1.3.2.2 Service Provided and Amount Received

This seven-year contract has a \$30M ceiling.

Requests and specific requirements can vary widely in biomanufacturing, having significant implications on capabilities. The potential projects under this IDIQ contract include in-depth analytical exercises from developing product development plans or regulatory filings to manufacturing diagnostic tests to providing analytical development on vaccines. To provide all the capabilities requested by NIAID, LBG used its business development skill set and networks to build a consortium of CDMOs with a broad array of capabilities. This consortium coupled with LBG's internal capability of biopharmaceutical product development experts and its Government Program Management expertise was the winning solution – being able to meet all NIAID's technical requirements. As specific requirements come through, LBG identifies a CDMO with the best fit capabilities, capacity and expertise and then manages the CDMO, project and the key NIAID stakeholders.

1.3.3 FPS Health

1.3.3.1 Expertise Required

FPS Health is the Federal Public Service of Belgium specializing in health, food chain safety and environment which conducted a study for the revision of the National Energy and Climate Plan (NECP) for 2030, following the obligations of the European Renewable Energy

Directive. Sia Partners used our experience in the field of green mobility to assist FPS Health with revision of its climate plan. Sia Partners incorporated scenario building and market analysis skills, utilizing our ability to structure effective communication.

1.3.3.2 Service Provided and Amount Received

Sia Partners revised FPS Health’s climate plan with a budget of €54,000. Sia Partners identified European and Belgian obligations regarding the deployment of renewable energy in the transport sector. They determined the availability of renewable energy carriers such as biofuels, electricity, RFNBO, and recycled carbon fuels. Sia Partners assessed the feasibility of established energy demand scenarios in terms of resource availability, environmental integrity, and socio-economic impacts in their work with FPS Health. This was achieved by assessing the availability of first- and second-generation biofuels and the effects said fuels had on socio-economics. Sia Partners qualified and documented the environmental (GHG emissions, land use, etc.) and socio-economic impacts (human right violations, price at the pump, etc.) of biofuel use and evaluated the feasibility of meeting different renewable energy targets in a specified timeframe. Sia Partners collected and synthesized targets of the different legislations in transport sectors and organized contact points with relevant stakeholders like biofuel associations and NGOs.

2 Criteria 2: Qualifications of Proposed Project Manager

2.1 Myrielle Robitaille: Project Manager Prior Experience

Ms. Robitaille is the proposed Project Manager. Ms. Robitaille will lead the team and oversee this project spanning the one-year Period of Performance. In this capacity, Ms. Robitaille will be designated as the primary contact person and liaison with WSDOT, ensuring effective communication and collaboration throughout the engagement.

Ms. Robitaille will be responsible for managing timelines and budgets to ensure their adherence, while also overseeing the delivery and success of the project. Leveraging her extensive experience in conducting advanced strategic studies, she will bring valuable insights to the project's direction and execution. Additionally, Ms. Robitaille will actively contribute to the development of key deliverables, facilitate main workshops and meetings, and uphold the quality standards of all project outputs.

Ms. Robitaille’s project background includes numerous public sectors, and she is adept at integrating regulatory, technological, financial, and commercial considerations into her analyses. She possesses a deep understanding of federal regulations contexts, including political, financial, and regulatory frameworks, and recognizes the imperative for WSDOT to contribute to climate transitions. Passionate about sustainable development and energy transition, Ms. Robitaille has developed PM expertise in various domains, including climate change, decarbonization strategy, renewable energy, energy efficiency, and transport electrification.

Ms. Robitaille's past projects include the implementation of numerous decarbonization plans, GHG emissions assessments, energy efficiency projects, and transport electrification

initiatives. She has also conducted extensive strategy studies, leveraging her experience to integrate climate risks and resilience concepts into her clients' plans effectively.

Continuously driving forward Sia Partners' Energy and Environment business unit, Ms. Robitaille is committed to delivering impactful results and advancing sustainable practices within WEBS.

2.1.1 Project 1 – Carbon Budget and decarbonization pathway for the reduction of GHG emissions from the municipal vehicle fleet

2.1.1.1 Client organization: Ville de Gatineau

Gatineau is a city in southwestern Quebec, Canada. It is located on the northern bank of the Ottawa River, immediately across from Ottawa, Ontario. Gatineau is the largest city in the Outaouais administrative region of Quebec and is also part of Canada's National Capital Region.

Project Date : March 2022 – December 2023

Project Manager: Myrielle Robitaille (As an emergency substitute from January 2023).

Project Budget: +\$8M

2.1.1.2 Scope of Work

Following government announcements aimed at reducing greenhouse gas (GHG) emissions, the City of Gatineau committed to a target of reducing its vehicle fleet's GHG emissions by 50% by 2030 compared to 2015 levels. The city outlined a comprehensive plan involving audits of the GHG emissions of its municipal fleet of vehicles, developed a carbon budget for the municipal organization's fleet until 2030, created an action plan and a decision-support tool to achieve their goal, and implemented carbon sobriety standards. The City of Gatineau used the audit to analyze best practices to establish their action plan and developed a dashboard for monitoring and decision support in compliance with ISO standards.

Sia Partners brought significant value to the project with modeling expertise in trend analysis for accurate forecasting, knowledge of challenges related to electrification and the deployment of charging infrastructure for electric vehicles, modeling ability through a digital tool to develop robust models and analytical frameworks. Sia had experience with municipality climate plans, programs promoting sustainable practices, and GHG emissions targets.

2.1.1.3 PM Tasks and Successes

As project manager, Ms. Robitaille oversaw the team that conducted a thorough assessment of community needs. She collaborated closely with residents, community groups, and stakeholders to align the decarbonization pathway with community priorities. She defined the strategy to forge partnerships with community organizations, non-profits, and grassroots initiatives to leverage resources and foster collaboration. Through workshops and meetings, she ensured that voices were heard and incorporated into project planning.

Ms. Robitaille led the team that developed a robust strategy for decarbonizing the region. She set ambitious targets and outlined a roadmap for implementation, coordinating with

government agencies, industry partners, and experts to ensure alignment with regional goals and objectives.

Ms. Robitaille developed detailed project plans, budgets, and timelines, oversaw the execution of activities to achieve project objectives. She closely monitored progress, identified risks, and implemented mitigation strategies to keep the project on track. Ms. Robitaille's experience in leading community outreach campaigns through public events, workshops, etc., will particularly help WSDOT achieve their goals. She also provided technical guidance and support to inform decision-making and strategy development. Ms. Robitaille served as a spokesperson for the project, effectively communicating its goals, progress, and impacts to various stakeholders. She advocated for supportive policies and resources to advance decarbonization efforts, garnering support from local leaders and decision-makers.

2.1.1.4 PM-Specific Challenges

Ms. Robitaille successfully navigated an unusual and unrelated turnover in resources within this project, both from the customer side and within Sia Partners (including the initial project manager). Upon assuming her role, she addressed the project's neglected status and devised a strategy to reignite progress. She promptly undertook a thorough assessment of the project's current state, identified areas of inefficiency, resource depletion, and mismanagement. With a keen understanding of the project's goals and objectives, Ms. Robitaille strategically mobilized remaining resources and sought to re-engage stakeholders to reignite momentum. Ms. Robitaille's decisive leadership and strategic acumen proved instrumental in steering the project back on course. She successfully revitalized the project, overcoming setbacks and ensuring its eventual success.

This project delivered a tool modeling a decision's impact on the carbon curve. This endeavor faced delays and misalignment between needs and budget restrictions. Ms. Robitaille had to manage relationships between the customer and the data science team to achieve the best results. Some resources on the client side advocated for an extensive toolset without fully comprehending that excessive demands could significantly increase costs. To address this challenge, numerous workshops and demos were conducted to ensure the development of a minimum viable product that adequately addressed the needs while adhering to budget constraints. All needs were addressed, and all parties could contribute their inputs. Additionally, a solid roadmap for future project development was established to address emerging needs as they arise in the future.

2.1.2 Project 2 – Mobility, and Sustainable Practices Projects in Accordance with Science Based Targets Initiative (SBTi) Global Standards, as well as various Canadian incentives and regulatory programs.

2.1.2.1 Client organization: General Logistics Systems B.V. (GLS)

GLS Canada boasts a substantial customer base, serving over 36,500 clients across the country. The company operates through three main hubs spanning the nation from coast to coast and maintains a network of 25 depots. With a fleet comprising approximately 1,600

vehicles, GLS Canada ensures efficient and widespread coverage of its delivery and logistics services throughout the country.

Project Date: November 2022 to November 2023 (Building Program)– Ongoing (Support)

Project Manager: Myrielle Robitaille

Team size: 4 FTE + subcontractors

Budget: +\$2M over 3 years

2.1.2.2 Scope of Work

GLS is a delivery and logistics company with core transport operations, contributing high environmental impact on urban areas and its population. To address this concern, GLS committed to significantly reducing the impact of its operations across Canada, particularly at the main East Coast hub and other distribution facilities. GLS implemented seven sustainable measures as part of its program: 1) Implementation of electric vehicle charging infrastructure; 2) Conversion of full-truck load to electric technology; 3) Deployment of energy efficiency measures and water reduction initiatives; 4) Implementation of waste reduction measures; 5) Integration of measures to add green spaces; 6) Implementation of alternative transport options via a dynamic carpooling platform; and 7) Adoption of renewable natural gas conversion measures or offsets.

Sia Partners monitored GLS's operational processes, habits, and primary goals and challenges in achieving these objectives. As PM, Ms. Robitaille initiated active collaborations with various stakeholders to ensure the eligibility of projects for more than 12 different incentive programs across Canada.

Potential improvements in land use, water management, waste reduction, and energy efficiency were identified through meticulous analysis. Following this, the best solutions were chosen based on their technical and environmental merits, while also considering their economic return on investment based on potential savings and incentives programs.

2.1.2.3 PM Tasks and Successes

Ms. Robitaille gained experience with municipality climate plans, programs promoting sustainable practices, and GHG emissions targets and leveraged this information to inform strategic decision-making and alignment with local environmental objectives. Methodical and rigorous analysis of the client's processes and current situation was conducted from various angles of the study, including waste, water, energy, etc., to identify areas for improvement and optimization. Technical and economic support was provided in the selection of solutions and suppliers for different fields, enabling informed decision-making and cost-effective implementation. Ms. Robitaille provided active project management, included workshops and interviews, facilitated a deep understanding of operations, and ensured adequate advisory support throughout the implementation process. She fostered collaboration and drove progress toward achieving sustainability objectives.

2.1.2.4 *PM-Specific Challenges*

Budget restrictions prompted a significant recalibration of the project's scope, precipitating political implications as numerous consultants were engaged while 200 employees faced impending job losses. Confronted with constrained resources, the project team was compelled to reassess its objectives and priorities, necessitating difficult decisions to ensure project viability amidst broader organizational turbulence.

Ms. Robitaille managed the recalibration with empathetic leadership. The team, composed of both internal and customer resources, remained resolute in its commitment to delivering impactful outcomes within the allocated resources. Through meticulous cost management and strategic prioritization, they optimized project efficiency while mitigating adverse effects on team members and stakeholders. This period underscored the importance of adaptability and resilience as the team navigated through uncertainty with foresight and collaborative decision-making. Furthermore, proactive engagement with relevant stakeholders, including organizational leadership and affected employees, facilitated transparent communication regarding the project's challenges and adaptations. By fostering open dialogue and maintaining transparency, Ms. Robitaille helped the team mitigate potential political repercussions and garner support for the revised project direction. Ultimately, this challenge provided an opportunity for the team to showcase resilience, resourcefulness, and dedication to delivering value amidst adversity increasing the reach of the project.

Ms. Robitaille was also confronted with divergent interests within the team. Multiple cultural environments resulting from years of acquisition posed obstacles to initiatives such as carbon reduction projects. Divergent cultural norms, communication styles, and legacy systems hindered collaboration and coordination efforts. Overcoming these challenges required proactive leadership, clear communication, and a commitment to fostering a unified organizational identity focused on common goals like carbon reduction. Ms. Robitaille addressed cultural differences and operational complexities by utilizing a diverse Steering Committee, an Engagement Committee, and a Projects Added Values Committee (technical experts). This team was able to better collaborate and drive success in implementing carbon curb initiatives within the integrated organization.

2.1.3 Project 3 – Region Of Waterloo Corporate Carbon Budget

2.1.3.1 Client organization: Region of Waterloo

The Region of Waterloo, located in Ontario, Canada, holds a population of over 600,000 people. Renowned institutions like the University of Waterloo and Wilfrid Laurier University contribute to the region's reputation as a center for innovation and research.

Project Date: May 2023 to November 2024

Project Manager: Myrielle Robitaille

Team size: PM + 2 Senior Consultant + data science Scientifics

Budget: +\$200K over 1.5 years for tools developments and consulting

2.1.3.2 *Scope of Work*

The Region of Waterloo set GHG emissions reduction targets at 80% of 2010 levels by 2050. This would be achieved through decarbonization of corporate operations and community emissions. The region was pressured by many external factors to meet those targets, such as the climate emergency, its partnership with Climate ActionWR Collaborative and the federal government. Waterloo aimed to optimize its infrastructure, reassess its use of fossil fuel, and become more resilient to climate change risks. They introduced a quantitative Climate Lens to the decision-making process to weight multiple priorities.

Their course of action was to develop a series of tools to define a finite carbon budget, decarbonization pathways, and timelines and a project-level carbon calculator, all at the corporate and divisional level to facilitate their integration and the achievement of targets. Sia Partners needed to create a tool that was compatible, user-friendly requiring minimal training, adaptable for long-term use, and easy to integrate to decision-making processes of the Region to help Waterloo achieve its GHG targets.

Sia Partners brought a fully fledged plan to the Region of Waterloo, developing three distinct Tools. These Tools included 1) developing Corporate and Divisional Carbon Budgets, 2) Providing Decarbonization Pathway Models, and 3) Providing the Carbon Framework which leveraged Sia's expertise in GHG protocols and data science.

2.1.3.3 *PM Tasks and Successes*

Ms. Robitaille was involved in leading the team in tool development, maintaining timelines and monitoring budgets. She also led SME input for recommendations for the GHG emissions inventory and staff training, including program development, user guides, and workshops. She was point-person for leveraging experience with government entities, incentives programs, climate plans, sustainable practices programs, and GHG emissions targets informed strategic decision-making and alignment with local environmental objectives. With Ms. Robitaille's organization, SMEs were able to apply market solutions knowledge and ensure alignment with sustainability goals and maximizing benefits. The technical and economic support in selecting solutions and suppliers for different fields of action enabled informed decision-making and cost-effective implementation.

Through Ms. Robitaille's active project management, ensuring timely workshops and interviews, Sia ensured adequate advisory support throughout the implementation process, fostered collaboration, and drove progress towards sustainability objectives.

2.1.3.4 *PM-Specific Challenges*

Ms. Robitaille faced a specific challenge pertaining to a change in the statement of work during the initial phase. This involved conducting a benchmarking analysis, revealing the necessity to adapt the proposed methodology in response to changing market dynamics and the experiences of various communities that had attempted similar tools and processes. Recognizing the importance of remaining agile and responsive to evolving trends, Ms. Robitaille was crucial in the swift adjustment of approach to accommodate the shifting

landscape and growing body of experience. Benchmarking proved instrumental in ensuring that we did not overlook important factors and mitigated the silo effect, as all public entities typically encounter similar issues. Sia was able to refine the strategy, address emerging challenges, and capitalize on new opportunities, ultimately enhancing the overall success of the project. The organization of the project included a steering committee for strategic supervision, a program committee responsible for more operational decisions, and the project team for day-to-day communication. This structure enabled us to quickly adjust the scope of work and propose alternatives while staying within the budget and schedule.

3 Criteria 3: Key Team Members Qualifications (Prime Consultant & Subs)

3.1 Proposed Team Responsibilities

3.1.1 Amit Mehta – Grant Program Manager

Amit Mehta is a member of Sia Partners, and he is an accomplished and certified program and portfolio management professional with a reputation for collaboration and delivering the results of large, complex initiatives. He has experience within a variety of industries including Fortune 500 and Technology firms. Mr. Mehta is strategic and tactical while ensuring program investments align to business objectives. He is an expert facilitator in assisting cross-functional groups develop workable, realistic solutions.

1. Mr. Mehta was Senior Program Management Consultant for a Global Non-Profit from February 2022 – March 2024. He instilled program management rigor on a \$2.15M multi-workstream, strategic initiative. Rearchitected the program management structure, designed a lightweight PMO, and built budget models to align to incremental spending needs. Established a governance model with cross-departmental, executive engagement. Identified capabilities gap and successfully secured change management and QA resources. Acting Program Officer on a \$15MM multi-workstream initiative – spanning 4 x LMICs – focused on digitizing the quality assurance and compliance of fortified staple foods in accordance with country standards and enhancing the enabling environment.
2. Mr. Mehta was the Senior Program Management Consultant for a Global High-Tech Firm from March 2020 – January 2022. Architected and independently led a 14 workstream, strategic pilot program aimed at accelerating Azure cloud consumption through dispatching of technical field resources across 6 business units. He provided program leadership and change management advice to 25+ senior leaders as part of their FY21 fiscal planning cycle. Organizational changes had wide-reaching impacts across 6 business units and 20,000+ global employees.

3.1.2 Chloe Maximo – Outreach Coordinator

Chloe Maximo, a member of Sia Partners, is a skilled and results-driven consultant with a strong background in business process improvement. She brings demonstrated experience in process mapping, risk management, organization, and critical thinking. Her ability to identify inefficiencies, streamline workflows, and implement effective solutions has

consistently exceeded client expectations. Ms. Maximo has experience in leveraging data-driven insights to drive strategic decision-making, identifying root causes of complex health care challenges, and designing solutions to enhance patient outcomes.

1. Ms. Maximo worked with Puget Sound Regional Fire Authority, Seattle, WA, from March 2023 – February 2024. She provided program management support in the form of managing a comprehensive business transformation program, effectively leading executive team members to achieving their organization’s three-year strategic objectives, proactively identifying and monitoring interdependencies between projects, and tracking potential risks and developing mitigation strategies. Ms. Maximo managed project timelines, resources, requirements, and interdependencies across the program.
2. Ms. Maximo worked with Microsoft Worldwide Learning, Seattle, WA from June 2022 – September 2022. She provided project management expertise, reviewing business processes and supporting leadership to increase efficiency. She supported the project management team in streamlining the localization process for 13 separate teams within the Worldwide Learning Organization, supported process mapping, risk management, and change management functions to improve their current business process by reducing the number of stakeholders to increase efficiency. Worldwide Learning saved over 200 hours a year due to process improvements.

3.1.3 Paul Esteves – Technical PM Specialist

Paul Esteves is a Program/Project Manager with 15+ years of project and operational systems, applications, and product experience gained across a variety of multi-national organizations. Mr. Esteves has proven himself as a problem solver who thinks of interfacing influences and is comfortable managing deadlines and ambiguity. He uses an encourager/facilitator/tracker management style to foster relationships between business, operations, and development.

1. Mr. Esteves was technical program manager for an airline company from February 2023 – December 2023. He delivered Program management and teams leadership for updating of the organizations alternate social gender alignment. Led product teams across two business units and 12 product lines accounting for guest gender touch points. Delivered Program management for a new First Class upgrade experience and improved pricing and seating algorithms which resulted in a projected \$30M ROI annually.
2. Mr. Esteves acted as Program Management for a cloud computing company from May 2021 – January 2023. He delivered Program Management for two strategic programs. He delivered the program’s strategic OKRs, enabling stakeholder’s delivery of strategic partner sales xaaS lifecycle. He improved solution offerings and support, led agile team’s developments using Azure Cloud apps, MS Power Ecosystems, Databricks, SQL with Python, and JavaScript technologies and languages, using Agile principles and Scrum frameworks.

3.1.4 Hugues de Vinck – Transportation Expert

Hugues de Vinck is a Transportation Expert that led multi-million projects in Public Transport. He has worked for transport authorities and operators and therefore has an extensive knowledge of passenger transport, its challenges, and risks. Hugues already worked on a couple of socially centered transport projects and uses that experience to add a social touch to his current and future projects.

1. Mr. De Vinck led an in-depth analysis of the School Transportation in the Walloon Region (Belgium) for the Regional Transport Authority – this is a daily service transporting 26,000 disabled students to their respective schools (January 2021 – April 2022). He organized and led brainstorming sessions with the different stakeholders (schools, parents, authorities, administrations, transporters, and unions) to build and define a new vision and roadmap. Based on those insights, Mr. De Vinck developed scenarios to improve the service: greener transport, more qualitative transport, cheaper transport, and more effective transport. He presented those scenarios to the Cabinet Minister and proposed an action plan for the selected scenario.
2. Mr. De Vinck acted as co-leader of the digital passenger information strategy for the Walloon (Belgium) Transport Operator, Le TEC (September 2021 – January 2023). He developed and supported the implementation of the new strategy. Once the strategy was implemented, Mr. De Vinck was project manager of two major projects. He oversaw the deployment of passenger information screens on the Walloon territory and defined the strategy to deploy on-board information screens for 2,400 vehicles (Total Value: \$15 M). During those projects, Mr. De Vinck also launched a pilot project concerning passenger information for visually impaired people.

3.1.5 Deborah Roby – Grant Management

Deborah Roby, a member of the LBG brand, has assisted clients seeking non-dilutive funding in the federal government sector, including National Institute of Allergy and Infectious Disease (NIAID), Biomedical Advanced Research and Development Authority (BARDA), National Institute of Aging (NIA), Medical CBRN Defense Consortium (MCDC), Coalition for Epidemic Preparedness (CEPI), and the United States Department of Agriculture (USDA). She has both assisted in successful obtaining of government funding as well as managing funding post-award. She has also performed market research offerings for clients requiring strategic sourcing. Dr Roby earned a PhD from Saint Louis University.

1. Dr. Roby assisted a small biotech firm developing an antibiotic for contraindications as a program manager From June 2021 to March 2023. LBG helped this company obtain BARDA funding and were subsequently brought in to manage the industry-government relations. Dr. Roby assisted the firm’s program manager to navigate BARDA contracting officer requests, monthly reports, and connected the firm with SME assistance from within LBG.

2. Dr. Roby assisted a small medical device and vaccine company seeking funding from CEPI in July 2022. She was the lead technical writer on the proposal effort, which resulted in successful funding for the medical device company's product.

3.1.6 Adelaide Masterson – Grant Support

Adelaide Masterson is a member of the LBG brand. She has a broad understanding of public agency interactions and helps her clients navigate, secure, and manage non-dilutive funding. In addition, Ms. Masterson has managed non-dilutive funding proposals and/or funded projects with the NIH, NIAID, BARDA, DTRA and MCDC.

1. Ms. Masterson is the current lead program manager for an alternative delivery device company who has a MCDC/DTRA contract to develop a needle-free vaccine delivery device for a Venezuelan Equine Encephalitis Vaccine (VEEV). She provides program management, subcontractor management, and agency communication. Ms. Masterson has been the lead program manager since March 2023.
2. Ms. Masterson is one of the junior leads on LBG Seek and Assessment programs, where she helps to educate life science and biotech clients on the inner workings of non-dilutive funding. Since 2021, Ms. Masterson has educated clients on different agencies and helped identify relevant solicitations to apply for funding. Through this experience, Ms. Masterson is well-suited to assist WSDOT in obtaining grants.

3.1.7 Jean Trzcinski – Sustainability Expert and Climate Analysis Center Lead

Jean Trzcinski, a member of Sia Partners brand, has more than 15 years of experience in sustainability and low carbon strategies. He is the head of the Climate Analysis Center within Sia Partners. Jean has consulted on multiple projects with public agencies within the European Union.

1. Mr. Trzcinski was a lead consultant in a major utility company offering in 2023. He led the Climate Strategy on the offering where he was responsible for assessing value stream creation and offering design definition and governance.
2. Mr. Trzcinski was the lead on Sia's Pernod Ricard program in 2023. He provided guidance in assessing the carbon footprint of digital activities and development of a decarbonization roadmap.

3.1.8 Nicholas Duplessis – Digital Transformation Expert

Nicolas Duplessis of Sia Partners has more than 20 years of industry experience in the development and adoption of innovation and digital transformation strategies. This is in various sectors, including government, energy, environment, manufacturing, mining, etc.

Mr. Duplessis' entrepreneurial profile and communication skills are instrumental in his recent role as Senior Manager at Sia Partners, where he helps clients achieve tangible results in the digital age. He has an in-depth understanding of innovation strategy and

management as well as data valuation, artificial intelligence, cloud solutions, and more to help organizations transform.

1. Mr. Duplessis was the Microsoft Practice Leader for the Canada branch for a digital strategy company. He was instrumental in aligning and implementing growth strategy related to their Microsoft cloud solutions including Azure Data & AI, Azure Apps & Infra, Modern Work, Security, IA, IoT, etc. He coordinated and strengthened the company's partnership with Microsoft. He supported the skills development of Alithya's internal consultants to enhance their expertise and ability to deliver innovative solutions to their clients
2. Mr. Duplessis was Director of Strategic Partnerships for a technical company. He led the initial commercialization of a cellulosic sustainable nanomaterial, within an intrapreneurial start-up within a multinational manufacturing company. He developed and executed a strategic go-to-market plan aligned with the management's vision, R&D team priorities, and market knowledge.

3.1.9 Cassidy Cantin – Non-Dilutive Funding Expert

Cassidy Cantin has 15 years of program management and product development experience with specific expertise navigating products through the non-dilutive funding landscape. Currently, Ms. Cantin leads the Government Service Sector at LBG, a Sia Partner Company – where they have secured and/or managed more than \$2 billion in non-dilutive funding since 2019. Ms. Cantin was previously the Women In Bio National President and served on the Board of Directors for five years. Currently, Ms. Cantin is on the MCDC Ex-Comm Board.

1. Since 2022, Ms. Cantin has been the non-Technical Project Lead for the LBG Prime Contract for the NIAID Pre-Clinical Services IDIQ, mentioned above in Section 1.3.2. Ms. Cantin led the CDMO Consortium Development, the comprehensive Proposal Development and contract negotiations. She is currently the contract administrator for the up to \$30M IDIQ contract.
2. From 2020-2023, Ms. Cantin lead Pre-Award Services at LBG where she developed internal company infrastructure to support all the pre-award services including Seek and Assessment, Proposal Development and Contract Negotiations. Her leadership was during peak COVID, where LBG's pre-award services doubled in volume. These projects were primarily focused on medical countermeasures and emerging infectious diseases products.

3.1.10 Amy Jo Stolmeier – Engagement Partner

Amy Jo Stolmeier, a member of Sia Partners, brings people together for a better experience and a better result. She enhances communication, ideation, and strategy realization across business operations in healthcare, energy, insurance, non-profit, retail, and more. She effectively leads change in dynamic environments, quickly understands complexities, right sizes the approach, collaborates and coaches towards solutions. She delivers an intentional strategy and fosters continuous improvement and learning.

1. In 2020, Ms. Stolmeier assisted a Global Biotech Manufacturer as the Business Transformation Change Lead. Change management strategy for standing up a new location, after the purchase of a new facility and equipment in a new market. Human Resources coach, design and build operating model with interim and new leadership. Resistance management through stakeholder analysis and coaching plans. Advised Program Lead and Change Manager on approach, holistic perspective, bringing the story together. Identified people readiness gaps across the workstreams, from leadership, IT, HR, Quality, Validation, Engineering, and Manufacturing. Documented HR processes, identified opportunities, implemented at new location.
2. From 2015-2016, Ms. Stolmeier was program manager for a global non-profit in Seattle, WA. Her duties in IT strategy, planning, and change management in device independence resulted in on-time completion, on-budget, with added scope. She executed change management of new technology deployments for 1,300 individuals across 8 offices in 6 countries. Ms. Stolmeier leveraged personas, conducted stakeholder analysis, completed change impact assessments, and worked with all levels to generate buy-in.

3.1.11 John DePalma – Engagement Partner

John DePalma, a member of Sia Partners and Seattle Leadership Team, is a dynamic, results-oriented leader with 25+ years of experience leading organizations and projects in diverse consulting and industry environments. He is a skilled business and information technology professional with repeated examples of building cohesive teams and inspiring them to produce measurable and meaningful results. With demonstrated strengths in digital transformation, change leadership, operational strategy & execution, enterprise performance management and business process improvement, John's consulting experience spans numerous projects including the development and implementation of market strategies as well as innovation of new business models and technologies that drive revenue, market share, and customer share for clients across multiple industries.

1. In 2021, John optimized project delivery and improved service quality for a life sciences company working on innovative cancer therapies by analyzing organizational maturity and creating an 18-month roadmap to drive efficiencies and maximize IT's business value.
2. In 2019, Mr. DePalma enabled the world's largest software development organization to comply with regulations for cross-border product movement by defining a 'case for change' and business transformation playbook used by 41 cohorts.
3. In 2018, Mr. DePalma helped secure \$100M budget to invest in modern mobility innovation at a global automotive manufacturer by developing a clear vision statement with supporting business case and hosted executive workshops with leaders from Japan and US to gain buy-in and commitment.

4 Criteria 4: Project Delivery Approach

4.1 Overview

We will develop an outreach and engagement strategy for the overburdened communities and vulnerable populations identified in the report “[Improving Air Quality in Overburdened Communities Highly Impacted by Air Pollution: 2023 Report](#)”. To ensure that the grants published are distinct from existing funding opportunities, we will collect, review, and assess the available funding schema that may be applicable to reducing airborne pollution in those communities. We will work with potential grantees to evaluate the expected environmental benefit of their solution, conduct limited market research to identify additional potential bidders and construct a grant program. Leveraging our expertise in capturing public funding, we will work with community leaders, innovators, and companies to identify, propose, and win projects that reduce air-borne pollution in those communities.

4.2 Governance

We will work closely with WSDOT, the identified community leaders, and our environmental experts to evaluate program progress, grant proposal submissions and grant effectiveness. Ultimate grant-award decision responsibility will reside with WSDOT. We will prepare comprehensive decisional briefings to allow WSDOT to make decisions with the best possible information.

Issues within the project team will be managed by using an issue log, tracking risk within a risk register, and frequent updates to WSDOT. Any flagged issues will be closely monitored by our team, led by Ms. Robitaille and the steering committee, Mr. DePalma, Ms. Stolmeier, and Ms. Cantin. The consistent monitoring will prepare the team for any contingencies and also serve as an escalation path should any issues arise. Additionally, Mr. DePalma, Ms. Stolmeier and Ms. Cantin will provide project oversight, governance and quality assurance to ensure the project meets WSDOT delivery standards and expectations.

Figure 3. High Level Program Timeline

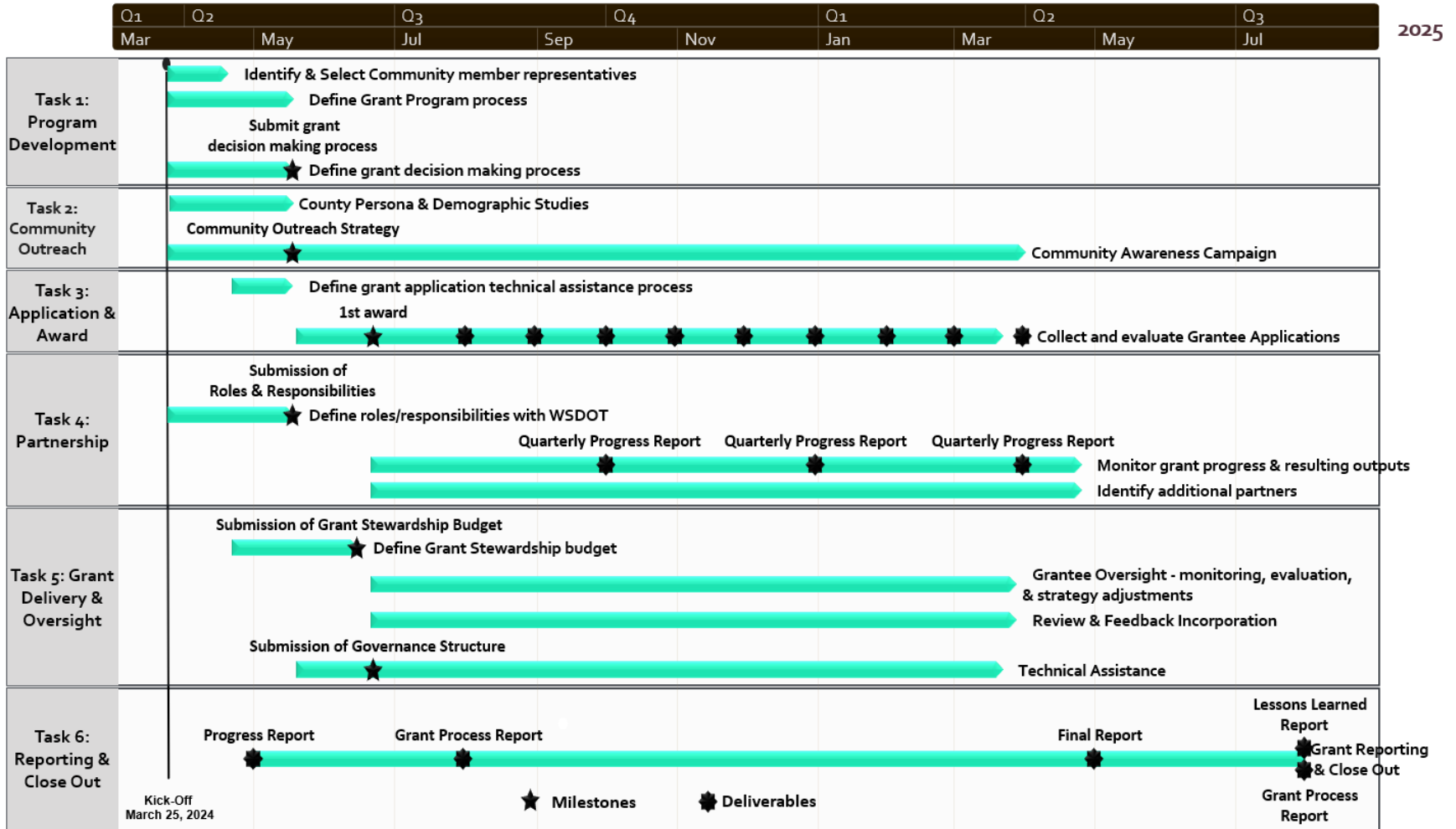


Table 3: Key Sia Partners Deliverables (assuming March 25, 2024 Project Start)

Deliverable	Timing	Content
Progress Report	April 2024	Compliant with Washington legislature requirements; summary of entire project to date
Grant Decision Making Process	May 2024	Defines Grant decision making progress in partnership with WSDOT
Community Outreach Strategy	May 2024	Detailed plan to ensure overburdened and vulnerable communities are engaged and supported
Monthly Grant Award Reports	10 total 1 st report June 2024	Summarizes Grants awarded in previous month
Quarterly Progress Reports	3 total 1 st report Sept 2024	Reports progress of each grant and resulting community effort.
Grant Stewardship Budget	June 2024	Identifies support resources
Governance Structure	June 2024	Defines project rules, procedures, roles & decision-making process
Grant Process Report	July 2024	Summary of updates to Grant Process; learnings for future actions
Final Report	March 2025	Compliant with Washington legislature requirements; summary of entire project
Grant Process Report	July 2025	Summary of updates to Grant Process; learnings for future actions
Lessons Learned Report	July 2025	Success & hurdles encountered to increase success of future projects

4.3 Task 1 Work Plan: Grant Program Development / Design

1. Process

1.1 Identify & Select Community Member Representatives

Leveraging a multi-modal approach to community engagement will be key to the success of this project. Vulnerable and overburdened communities are often unavailable by mass-market communication channels targeting high-income populations. Therefore, we expect digital communication channels such as social media and/or radio advertisements will be an ideal starting point for engagement with this community. We will also target specific community leaders for engagement, including creation of a Strategic Advisory Board to source their input to community engagement and project definition.

Sia Partners has extensive experience in the deployment of renewable energies in the transport sector. We will also engage practitioners from our government and strategic

consulting division, to leverage Seek-and-Assess experience in the federal government sector and strategic sourcing experience in the commercial sector.

The goal of the strategic sourcing landscape is to explore and compile information on communities and companies that currently lack carbon reduction initiatives. The objective is to identify potential opportunities for implementing sustainable practices and reducing carbon emissions in these entities by utilizing a combination of primary and secondary market research. The project will include a comprehensive analysis of various sectors, including but not limited to manufacturing, energy, transportation, and small businesses, to pinpoint regions or industries where carbon reduction efforts are currently underrepresented.

To initiate this project, a multi-faceted approach will combine primary and secondary research. The team responsible for this initial outreach will primarily be Mr. Mehta, Ms. Maximo, Ms. Robitaille, Dr. Roby, and Ms. Masterson, with input from Mr. Trzcinski, Mr. de Vinck, Mr. Duplessis, Ms. Stolmeier, Ms. Cantin, and Mr. DePalma. This team will design its outreach to communities around a search engine-type framework, conducting secondary source research. We will search for companies and county governances showing an interest in decreasing carbon emissions but which lack the support to do so. Secondary sources will include but are not limited to press releases, local company websites, local government websites, and ESG reports to accurately capture a representation of both industrial and community shortcomings in carbon curbing within the state of Washington.

Primary research in the form of non-formal interviews with Key Opinion Leaders (KOLs) within the state of Washington and Sia Partner’s internal network will be included to supplement the team's findings from secondary research.

The information gathered through the market landscape research will be analyzed and detailed in an initial Output Report. The initial parameters for primary and secondary research will be analyzed to determine if the targeted communities have been properly identified. A number of criteria will be contained in the report.

An analysis will uncover trends in carbon utilization in Washington state and identify communities that will benefit from WSDOT funding. However, should this prove unsuccessful in discovering communities in need, the team will work to WSDOT to determine best practices to cast a wider net and find communities that will effectively use funds from the Community Centered Transportation Leadership to Curb Carbon. These results will be assessed by internal SMEs and refined until they can be synthesized into a final report for WSDOT.

1.2 Define Grant Program Process

1.2.1 Kick-Off Call

Sia will introduce key team personnel, summary of detailed project plan, and alignment on early ‘net-casting’ efforts. This will be led by Sia Partners’ proposed Project Manager, Myrielle Robitaille.

1.2.2 Initial ‘Net-Casting’

The primary aim of the initial net-casting initiative is to identify companies and communities lacking the capacity for effective carbon reduction plans. Executed by the core Sia team, this involves internal queries to identify subject matter experts within Sia Partners and key opinion leaders (KOLs) in the Washington state area. Additionally, secondary research will be conducted on both public domain and private databases to pinpoint target entities.

The expected outcome is the creation of a streamlined framework and an initial roster of internal and external contacts. This forms the groundwork for focused endeavors aimed at entities with limited capacity for carbon reduction plans – those poised to derive the greatest benefit from our efforts.

1.2.3 KOL Interviews

KOL interviews will identify the right people to support the landscaping effort. These KOLs are likely to emerge from local companies and/or government bodies. The Sia team will conduct interviews with the identified KOLs, utilizing a set of outreach questions refined in collaboration with WSDOT feedback.

The goal is to gather insights on identified carbon reduction plans and understand the nuanced benefits and challenges encountered by Washington communities. If additional KOLs surface and WSDOT deems it necessary, this process may be iterated to explore deeper into discussions or to conduct supplementary secondary research.

1.3 Define Grant Decision Making Process

1.3.1 Create Landscape Matrix

The goal of the Landscape Matrix is to understand the broader carbon emission landscape within the state of Washington and greatest contributors to carbon emissions. Combining results from KOL interviews, secondary source research, and SME assessments, the Sia team will review communities and companies with identified challenges and proposed solutions that meet WSDOT’s grantee standards. Sia team will assist WSDOT to prioritize companies for grantee applications.

1.3.2 Project Oversight

As PM, Myrielle Robitaille will create a working team with weekly or biweekly check-ins for WSDOT. This working team will provide ongoing oversight and coordination for the duration of the program.

1.4 Milestone and Deliverables

Sia Partners will submit the initial grant decision-making process to WSDOT. This will provide WSDOT with a baseline for the planned duration of the work done to reach communities requiring funding to achieve net carbon reduction.

4.4 Task 2 Work Plan: Community Outreach

2. Work Plan: Process

2.1 County Persona & Demographic Studies

Sia Partners will research county persona and demographics to determine the overburdened and vulnerable populations and best methods for outreach. The team responsible for this initial outreach will primarily be Mr. Mehta, Ms. Maximo, Ms. Robitaille, Dr. Roby, and Ms. Masterson. Outcomes of this work will be captured in the Community Outreach Strategy.

2.2 Community Awareness Campaign

Sia Partners will perform a Community Awareness Campaign using the Community Outreach Strategy as a functional baseline. Once the Community Outreach Strategy has been approved by WSDOT, the team will take best-fit scenarios for Washington communities in need and initiate outreach. The community outreach will include processes mentioned previously, including but not limited to social media campaigns and outreach to key community leaders. This will be a recurring process throughout the life of the grant with WSDOT to ensure multiple communities of varied demographics are given equal capability to apply for funding to reduce carbon emissions.

2.3 Milestone and Deliverables: Community Outreach Strategy

Sia Partners will measure milestone achievement as submission of the Community Outreach Strategy.

4.5 Task 3 Work Plan: Application and Award

3. Work Plan: Process

3.1 Define Grant Application Technical Assistance

With Sia Partners’ broad range of SMEs in the carbon reduction space, we will provide landscape analysis and search outreach from SiaXperience to assist grantees aligned with WSDOT’s overall goal for funding. We will seek communities aligned with WSDOT’s aim to decrease carbon burden in the state of Washington but in need of funding to achieve this aim.

As these communities begin the application process, the Sia team will provide assistance during the application. Potential grantee proposals will be advised primarily by Dr. Roby and Ms. Masterson, who possess the expertise in non-dilutive funding proposal application and government grant management.

3.2 Collect and Evaluate Grantee Applications

As potential grantees submit proposals to WSDOT, the LBG portion of the team will use experience in government grant management to assist WSDOT and ensure grantees meet criteria, are compliant with RFQ/RFP.

3.3 Milestone: First Award

Sia Partners will measure milestone achievement as the first grant application award by WSDOT.

3.4 Deliverable

Sia Partners will supply subsequent monthly reports of grant application awards given as monthly deliverables.

4.6 Task 4 Work Plan: Partnership

4. Process:

4.1 Define roles/responsibilities with WSDOT

As Sia Partners reaches potential grantees within Washington state, we will initially act as the information conduit for the grantees. Sia Partners will work with WSDOT to define the grant application process for potential grantees. We will assist WSDOT and collect and evaluate grantee applications. Because of Sia Partners expertise with decarbonization strategies, we will be a useful partner for WSDOT to rely upon in assessing potential candidates for funding, providing technical assistance in grantee selection.

This work will primarily be led by Ms. Robitaille, Mr. DePalma, and Ms. Stolmeier, who will work in tandem with WSDOT and communicate to the proposed grantees.

4.2 Milestone: Submission of Roles & Responsibilities

Sia Partners will measure milestone achievement as submission of key roles and responsibilities of the first grantee. This milestone will be reached with the initial submission of the first grantee's information. Subsequent grantees' roles/responsibilities will be submitted as an inclusion in monthly reports.

4.3 Monitor Grant Progress & Resulting Outputs

In partnering with grantees, Sia Partners will assist WSDOT to establish baseline conditions pre-project implementation. We will provide guidance on measurement and verification strategies, defining project goals, objectives, and baseline Key Performance Indicators (KPIs). We will continuously evaluate KPIs throughout and post-project completion. Among the expertise provided, we will identify data collection protocols, specifying responsible parties, integrate data collection processes into proposers' contract requirements, act as a liaison between WSDOT and project teams, ensuring comprehensive KPI inclusion in the scope of work. Sia Partners will coordinate with WSDOT's carbon reduction experts. We will collect and verify key project data and design and utilize templates for monthly data reports submitted to WSDOT. These reports may be in dashboard form, potentially publicizing interim/final results, as requested by WSDOT.

Technical reports will be submitted to WSDOT detailing the number of companies and communities reached with the use of the Sia tool and the number of responses received

from said groups. Reports will be submitted on a quarterly basis or as agreed upon with the WSDOT.

4.4 Identity additional partners

Throughout the Period of Performance, the team will continue to assist WSDOT identify more potential partners.

4.5 Recurring Quarterly Progress Report MS for Grant Award

The team will submit monthly progress reports. These will detail the key roles and responsibilities of the most recent grant awards as well as progress on any existing grantees.

4.7 Task 5 Work Plan: Grant Delivery and Oversight

5. Process

5.1 Task 4: Grant Delivery & Oversight

Once grantees have been selected, key roles and responsibilities have been clarified, and funds have been awarded, Sia Partners will act as technical experts to support grantees in reaching their stated goals. Ms. Robitaille, Mr. Mehta, Ms. Maximo, Dr. Roby, and Ms. Masterson will be the main team overseeing this portion of the work. Significant input for technical expertise will be provided by Mr. Trczinski, Mr. Esteves, and Mr. De Vinck.

5.2 Define Grant Stewardship Budget

Sia’s identified project manager, Ms. Robitaille, will partner with selected grantees to develop a budget to ensure funds are directed specifically towards the items in grantee proposals.

5.3 Milestone: Submission of Grant Stewardship Budget

5.4 Grantee Oversight – Monitoring, Evaluation, & Strategy Adjustments

The Sia team will communicate with the selected grantees and monitor use of funds during the period of performance of Sia’s work.

5.5 Review & Feedback Incorporation

The Sia team will collect feedback from WSDOT and grantees throughout the Period of Performance. This feedback should answer the following questions:

- How well did the solution strategy fit the request?
- Was the collected intelligence accurate?
- Did selected grantees use funds responsibly?
- Was PM support given early and at a high enough level?
- How effective was the proposal management strategy? What were strengths and weaknesses?

Responses to these and additional questions will be compiled and incorporated into a Lessons Learned deliverable during contract close-out.

5.6 Technical Assistance

The Sia team will use their SMEs' expertise to help grantees manage, create, enhance and compile informational resources to improve the effectiveness of their solutions on carbon management within the communities.

5.7 Milestone: Submission of Governance Structure

Sia Partners will measure milestone achievement as the first goal completed by each awardee as described in each awardee's proposal.

4.8 Task 6 Work Plan: Grant Reporting and Close Out

6. Process

6.1 Grant Process Report

To comply with WSDOT's criteria for grant process documentation, Sia Partners will provide an early report on the outcomes of the grant process midway through the award, July 2024. This report will consist of a detailed application process, a detailed decision-making process, and a list of deliverables expected from each grantee. The entire Sia team will work together to ensure a smooth and successful project closeout.

6.2 Progress Report

Sia Partners will provide WSDOT with a specific mid-project progress report and will work with WSDOT to ensure that the details collected in this report provide the necessary reporting requirements for legislature. This progress reports will be provided as a mid-April 2024 submission.

6.3 Final Report

Sia Partners will provide a final report from each grantee in the same style as the mid-award progress report. This report will contain the necessary reporting requirements for legislature and will be provided to WSDOT April 2025.

6.4 Lessons Learned Report

Sia Partners will compile feedback from grantees and WSDOT and process it into a Lessons Learned document for WSDOT to apply to future actions and grantee seek-and-assess programs.

6.5 Grant Process Report

This report will consist of an updated application process from the initial process (should there be any changes made during the Period of Performance), any updates that were made in the decision-making process, and a list of deliverables received from each grantee.