

# Reimagining Project Delivery: The Journey to Model as the Legal Deliverable



Volaree Rendon & Addyson Lyons, PE  
April 16<sup>th</sup>, 2026

**Bentley**<sup>®</sup>

Intros

Volaree: Kick Off

0:00-0:30

## **Agenda**

**Digital Maturity**

**Bentley Infrastructure Cloud**

**Floyd Hill Project**

**Key Takeaways for NHDOT and ACEC Firms**

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Volaree: Agenda run though  
0:30-1:00

# Digital Maturity

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Volaree: Digital Maturity in Action for DOTs and ACEC Professionals, Why Digital Delivery Matters: From Paper to Data

# Safety Briefing

Paper cuts can be painful!

Adoption of Digital Delivery drastically reduces paper cuts.



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Volaree:

## Opening

- “Paper cuts may seem minor, but we all know they’re painful, distracting, and unnecessary.”

## Why This Matters

- Moving from paper to digital isn’t just an IT upgrade — it’s a process and safety improvement.
- Digital workflows mean:
  - Fewer handoffs
  - Less rework
  - Fewer opportunities for minor injuries
- It aligns with the same safety philosophy we already apply in the field: **remove the hazard instead of managing it.**

Every step toward digital delivery removes friction, waste, and small risks from our daily routines.

Digital delivery helps us work smarter, faster, and safer.

Fewer paper cuts is a small example but a good reminder that digital adoption improves safety in ways we don't always think about."

1:00-1:30

## Level 1 – Planning the move from Plan Centric to Data Centric

- Create Digital Delivery Plan
- Identify Legal Challenges for shifting to Models as a Deliverable
- Identify Champions
- Digital Delivery Team (Design, Construction, Consultants, Contractors)
- Discuss As-Is and To-Be Workflows to understand stakeholder needs
- Begin Standards/Guidelines Updates
- Identify Future Pilot Projects with proactive areas
- Adopt Model First Approach as a standard for all disciplines
- Training Plan for disciplines and stakeholders
- Begin identifying Item Type attribution



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Volaree: Moving from plan-centric to data-centric delivery is the first step because it changes the deliverable from a static artifact to a reusable asset. Without this shift, 3D, digital twins, and analytics are just visualizations, not transformations.

### **Plan-centric processes cause:**

- duplicated effort
- manual transcription
- interpretation errors
- version confusion

### **Data-centric processes:**

- enforce a single source of truth
- reduce handoffs and re-entry
- allow validation early, not during construction

### **Bottom line:**

You don't get digital outcomes from geometry alone; you get them from structured information.

1:30-2:30

## Level 2 – Provide Model / Data as Reference Information Documents (RID)

- Standard file/folder naming conventions
- Method for publishing RID files for advertisement/stakeholder access
- Special Provision for RID
- Perform review of RID Model for Quality – (stakeholder confidence)
- LOIN Level of Information Needs Discussion/Development
- Develop Digital Delivery Roles & Responsibilities including QA/QC
- Revise manuals for Digital Delivery (RID, LOIN, Standards....)
- Finalize Item Type Attribution Setup
- Determine how to sign/seal/stamp digitally
- Pilot Design Review with models
- Implement just in time Training Plan
- Communicate the RID to all stakeholders
- Collect post construction feedback on RID



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Volaree: Providing models and data as Reference Information Documents lets us unlock digital value without increasing contractual risk. It's the bridge between plan-centric delivery and true data-centric delivery.

Treating models as RIDs forces clarity around:

- Versioning
- Ownership
- intended use
- limitations

This reduces the risk of:

- Misuse
- over-reliance
- conflicting interpretations

**Good digital delivery is governed delivery.**

2:30-3:30

## Level 3 – Pilot Model as Legal Deliverable – Plans as RID

- Pilot Software for MALD Delivery
- Consider Innovative Contract Projects for Piloting (Design Build, Construction Manager/General Contractor...)
- Pre Advertisement engagements for stakeholders
- Special Provision for MALD
- Determine what electronic files will be provided with MALD (XML, KMZ...)
- Implement file naming conventions
- Develop/Test external partner reviews (Utility Co., Permit Agencies, Cities...)
- Design Team involvement during construction - training & feedback
- Develop/Test interfacing with Asset Management
- Develop/Test Addenda and Plan Revision processes
- Develop/Test Level of Information Needs (LOIN) communication process
- Develop/Test adding asset attribution during construction
- Develop/Test as-built quantity/bid item process
- Apply Document Retention Standards to Deliverables
- Develop/Test Saved Views
- Collect constant feedback from Stakeholders



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Volaree: Model as Legal Deliverable – Plans as RID Is a Critical Third Step because:

- 1. It Inverts the Authority in a Controlled Way** “You cannot reach digital maturity while drawings remain the legal system of record”
- 2. It Makes the Model the Single Source of Truth** “From models that illustrate, to models that define”
- 3. It Exposes Gaps That Paper Has Been Hiding** “You don’t mature digitally by assuming readiness—you mature by testing it”
- 4. It Aligns Legal, Technical, and Process Maturity**
- 5. It Builds Trust Through Demonstrated Success**

Piloting the model as the legal deliverable while plans become reference, marks the moment digital delivery stops supporting the process and starts defining it.

It’s the safest and most effective way to move from digital capability to digital authority.

3:30-4:30

## Level 4 – Model as Legal Document – Limited Plans

- Publish all revised manuals
- Incorporate Level 3 feedback
- Implement Saved Views Standard
- Implement stakeholder review process
- Implement Addenda and Plan Revision Process
- Implement LOIN standards



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Volaree: Model as Legal Document with limited plans marks the point where digital delivery stops mimicking paper and starts replacing it. It's the final step because it aligns authority, data, and lifecycle use into a single, trusted source.

**“Digital maturity is achieved when the model defines the project and drawings exist only when truly needed”**

4:30-5:00

# WHY MOVE



- Declining Workforce – Need efficiencies
- Data Lifecycle Focus – Collect once use many times
- Asset Management/Transparency – Spend money wisely
- Construction Automation – More data in construction
- Iterative Design – Spend resources only where necessary
- Adaptability – Alternatives and changes are simplified
- Administrative Shift – Doing less means more oversight
- Knowledge Management – Build for minimal maintenance

Volaree:  
5:00-6:00

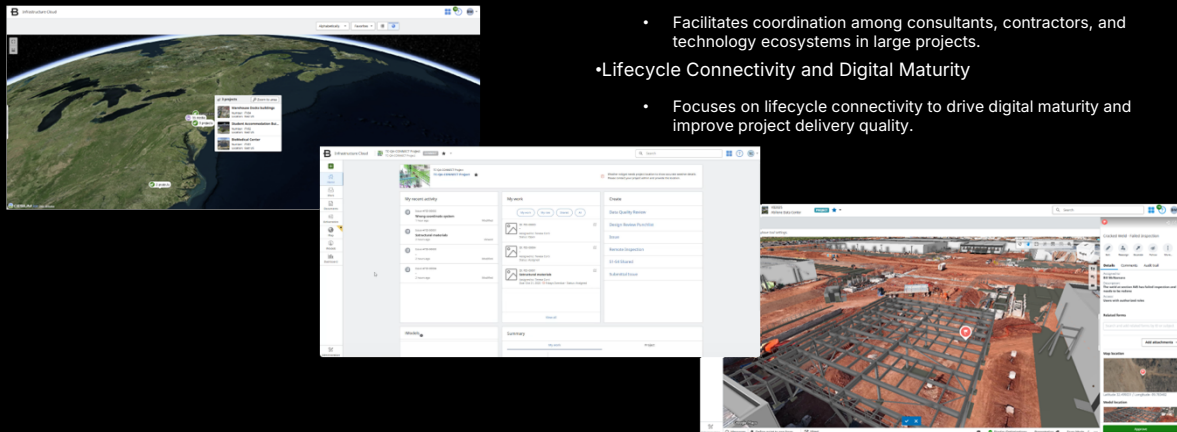
# Bentley Infrastructure Cloud

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Addyson:  
Bentley Infrastructure Cloud as a Connected Data Environment, The Role of iTwins in  
Infrastructure Delivery  
6:00

## Bentley Infrastructure Cloud as a Connected Data Environment



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### •Connected Data Environment

- BIC centralizes documents, models, and data to enable seamless collaboration across infrastructure workflows.

### •Support for Diverse Workflows

- Supports both file-centric and model-centric workflows, ensuring modernization without process disruption.

### •Collaboration for Public Sector Projects

- Facilitates coordination among consultants, contractors, and technology ecosystems in large projects.

### •Lifecycle Connectivity and Digital Maturity

- Focuses on lifecycle connectivity to drive digital maturity and improve project delivery quality.

### Addyson:

- Bentley Infrastructure Cloud is positioned as the platform foundation for digital maturity—not a single application, but the environment everything else builds on. It’s about helping infrastructure organizations move forward digitally in a practical, phased way.
- At the core, Bentley Infrastructure Cloud is a connected data environment. It brings together documents, models, and structured data across the full lifecycle—design, construction, and into operations. This ensures teams are working from the same source of truth instead of disconnected systems.
- One key differentiator is flexibility. Unlike traditional CDEs that are strictly file-based, Bentley Infrastructure Cloud supports both file-centric and model-centric workflows. That means DOTs can modernize at their own pace without breaking existing processes or forcing teams to switch tools overnight.
- This openness is especially important for public-sector work. Large DOT programs involve multiple consultants, contractors, and often different technology stacks. Bentley Infrastructure Cloud is designed to work within that reality—open, scalable, and capable of integrating across teams and systems.
- For private firms, Bentley Infrastructure Cloud provides a consistent collaboration environment. That translates into better coordination between disciplines, clearer visibility into project data, improved transparency with owners, and ultimately higher

delivery quality.

- Finally, Bentley Infrastructure Cloud is built around lifecycle connectivity—connecting decisions and data from early planning all the way through operations. That lifecycle focus directly supports the broader goal of digital maturity: better decisions, reduced risk, and long-term asset value.

6:00-8:00

# Bentley Infrastructure Cloud

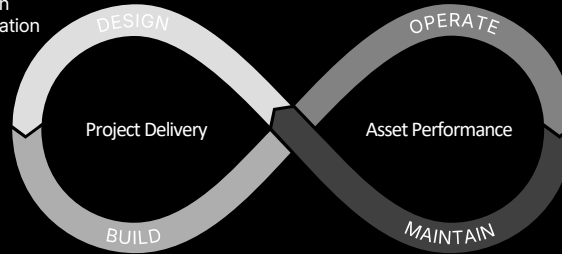
A portfolio of products along the infrastructure lifecycle

## ProjectWise

Design collaboration  
Deliverables automation

## SYNCHRO

- 4D scheduling
- Progress capture



## AssetWise

Asset Information Management  
LiAsset Reliability  
near Network Management

Overcome the fragmented flow of information by **unifying and transforming our offerings to become cloud-based and data-centric without disrupting file-based workflows**

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Addyson:

This slide shows how Bentley Infrastructure Cloud connects solutions across the full infrastructure lifecycle.

- ProjectWise supports design collaboration and project delivery, helping teams manage data and deliverables efficiently.
- SYNCHRO bridges design and construction with 4D scheduling and progress tracking.
- AssetWise carries that information forward into operations, supporting asset information management and long-term performance.

The key message is that Bentley is unifying these capabilities into a cloud-based, data-centric platform—without disrupting existing file-based workflows—so organizations can keep data connected from design through operations.

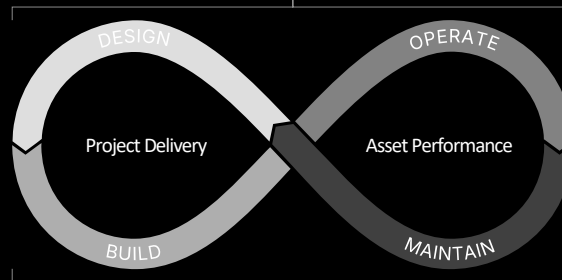
8:00-8:30

# Bentley Infrastructure Cloud

Driving unification and coherence at the experience and information management level

## One User Experience

Unify web and mobile experience with persona-based UX supporting both geo-spatial and tabular paradigms



## One Connected Data Environment

Unify engineering model and document management across the project and asset information lifecycle

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### Addyson:

- Bentley Infrastructure Cloud drives unification—not just at the data level, but at the user experience level as well.
- At the top, Bentley Infrastructure Cloud delivers one user experience, unifying web and mobile access with persona-based views that support both geospatial and tabular workflows.
- At the bottom, it provides one connected data environment, bringing together models and documents across both project delivery and asset operations.
- Together, this creates continuity across the lifecycle—connecting design, build, operate, and maintain—so teams have consistent access to the right information, in the right context, at every stage.

8:30-9:00



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## The Role of iTwins in Infrastructure Delivery

### •Living Digital Representations

- iTwins transform static project data into dynamic, living digital models of infrastructure assets.

### •Unified Data Environment

- iTwins federate models, documents, and reality data into a single accessible environment, reducing fragmentation.

### •Enhanced Collaboration

- iTwins enable better collaboration among consultants, owners, and contractors with shared trusted views.

### •Foundation for Advanced Insights

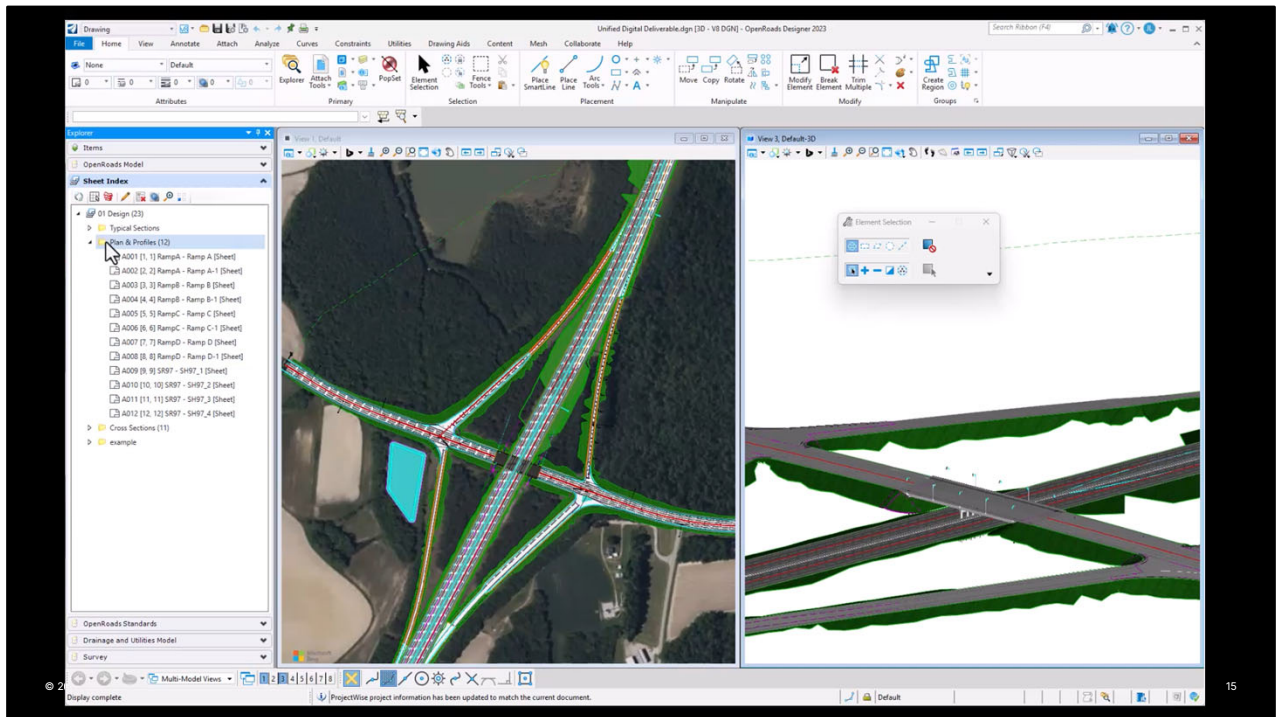
- iTwins pave the way for analytics, automation, and AI-driven insights in infrastructure delivery.

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### Addyson:

- iTwins are how project information becomes something alive and usable—not just files stored in a system, but a living digital representation of an infrastructure asset that evolves over time.
- Traditionally, models and documents are captured as point-in-time snapshots. iTwins change that by federating models, documents, reality data, and contextual information into a single, continuously accessible environment.
- This directly addresses challenges many DOTs face today—data spread across systems, limited visibility into project status, and handoffs that lose context or value as projects move from design to construction to operations.
- With an iTwin, everyone is looking at the same, trusted view of the project or asset. That shared understanding supports better, faster decision-making at any point in time.
- For consultants, iTwins enable more effective collaboration with owners and contractors by providing clarity and alignment. At the same time, they set the stage for analytics, automation, and eventually AI-driven insights—so the data you create today continues to deliver value in the future.

9:00-10:00



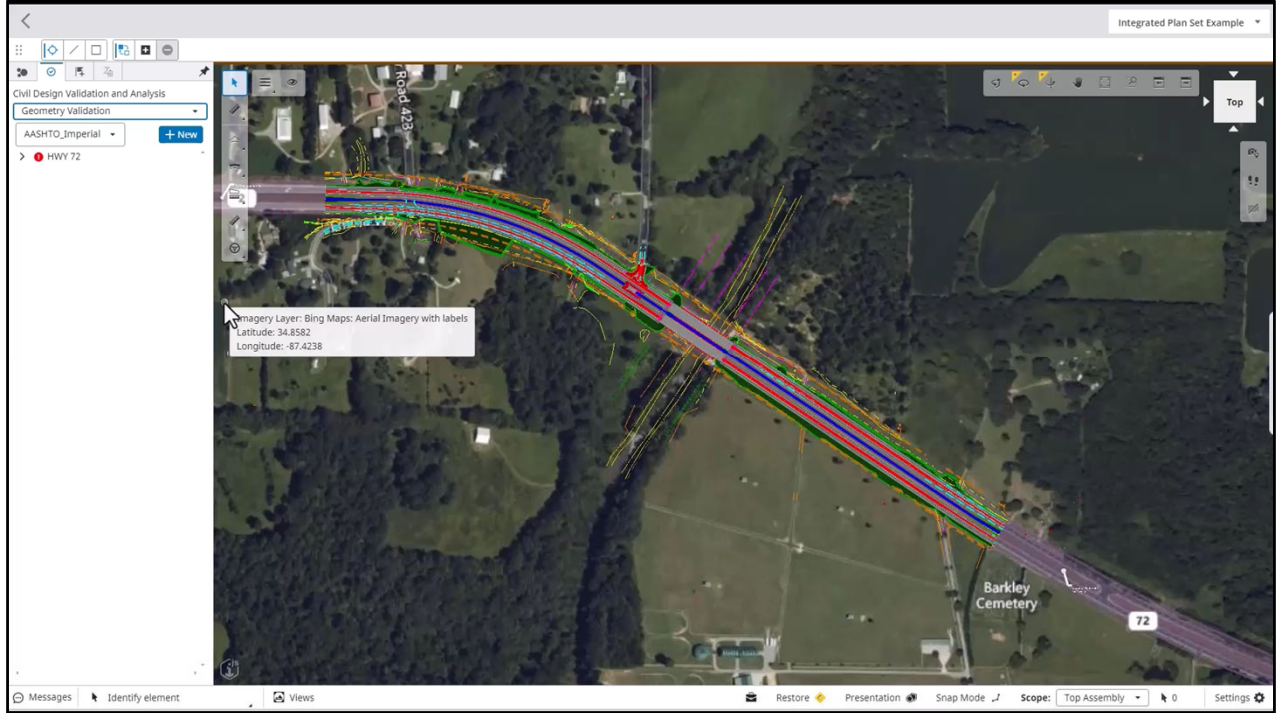
Addyson:

I'd like to show a video demonstrating the Bentley Infrastructure Cloud Interface and Plan Sheet Creation.

We like how this creates a clear pathway from current 2D workflows to 3D model-driven design.

Play 2:04 to 3:30

10:00-11:30



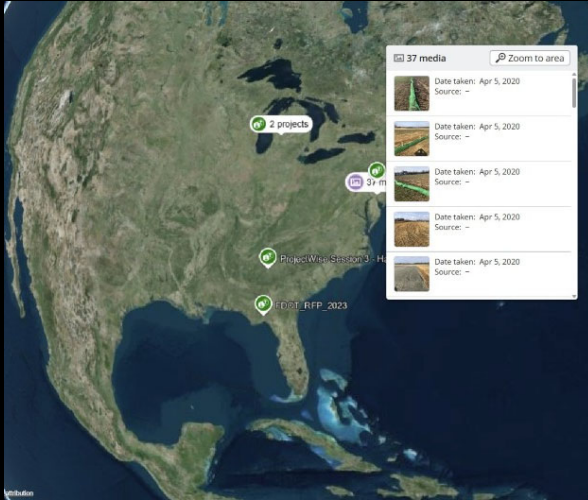
Addyson:

I'd like to show a video demonstrating the civil analysis and review tools in the Bentley Infrastructure Cloud Interface.

Play 0:26 to 1:54

11:30-13:30

# Bentley Infrastructure Cloud



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## Shared Value Across the Lifecycle

### •For DOTs

- Improves visibility and continuity across design, construction, and operations
- Preserves project data for long-term asset performance and decision-making

### •For Consultants

- Provides a consistent, collaborative environment for efficient project delivery
- Ensures project data remains valuable beyond handover

### •Overall Impact

- Enables incremental digital maturity
- Connects data without disrupting existing workflows
- Supports better decisions, better handovers, and better infrastructure outcomes

## Addyson:

- In summary, Bentley Infrastructure Cloud creates shared value for both DOTs and consultants by keeping data connected across the full infrastructure lifecycle.
- For DOTs, it improves visibility, continuity, and long-term asset performance by preserving project information and carrying it forward into operations.
- For consultants, it provides a consistent, collaborative environment that supports efficient delivery today while ensuring the data they produce remains valuable tomorrow.
- Together, Bentley Infrastructure Cloud enables incremental digital maturity—without disrupting existing workflows—while laying the foundation for better decisions, better handovers, and better infrastructure outcomes.

Back to Volaree to show a real life example on how Bentley Infrastructure Cloud was used to support the Floyd Hill Project.

13:30-14:00

# Floyd Hill Project: Digital Maturity in Practice

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Volaree:  
Project Overview and Delivery Context, Execution, Visualization, and Construction  
Transparency  
14:00

# Project Description

Owner: Colorado Department of Transportation

Engineer of Record: AtkinsRéalis

Project Location: Colorado – United States

I-70 from Floyd Hill to Veterans Memorial Tunnels, 7 miles (11 km) in length

Project Purpose: Address traffic congestion, substandard geometry, and aging infrastructure of heavily-traveled I-70 corridor

Project Goals:

Improve Safety, Mobility, Operations, & Maintenance

Minimize Construction and Economic Impacts through Innovation

Stakeholder Commitment and Partnership

Enhance Environmental Stewardship



**“Looking forward to improvements to reduce congestion for residents, improve quality of life, improve safety, and increase travel options”**  
*US Transportation Secretary*

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Volaree:  
Slide Outline:

- Outline scope of the project
- Explain the role of your organization
- Share project goals and challenges
- Impact of the project on society, environment, or the local community

Buttigieg quote from 9news.com video transcript: [U.S. Transportation Secretary Pete Buttigieg comes to Colorado | 9news.com](https://www.9news.com/story/news/politics/2025/02/10/us-transportation-secretary-pete-buttigieg-comes-to-colorado/7544444002/)

Backup:

The I-70 Floyd Hill to Veterans Memorial Tunnels Project is a mobility and safety project providing improvements along eight miles of the I-70 corridor, from west of Evergreen to eastern Idaho Springs in Colorado. The Floyd Hill project has been highlighted by the owner, the Colorado Department of Transportation (CDOT), and the US Transportation Secretary, Pete Buttigieg, as improving the economies of Colorado and the Nation. Buttigieg stated, “Floyd Hill is an incredible pain point... I-70 expansion at Floyd Hill will help Colorado and the nation”. By improving design speeds and increasing stopping sight distance on horizontal curves, safety throughout this corridor will be drastically improved.

The Project Objectives:

- Adding a westbound tolled Express Lane in a two-lane bottleneck of I-70
- Constructing a two-mile extension of US 6 from Clear Creek Canyon to Central City Parkway
- Adding an eastbound auxiliary lane
- Improving access at major interchanges and frontage road intersections

The I-70 Floyd Hill project will be delivered as a Construction Manager / General Contractor (CMGC) project where the contractor and construction manager will have input throughout the design of the project. Atkins is the Engineer of Record and lead designer on the project, working with CDOT as the owner. This project delivery approach is intended to provide enhanced value to CDOT, reduce contractor risk, and provide a more efficient and cost-effective design.

There are many site-specific challenges and constraints such as minimizing impact to adjacent environmentally sensitive areas, reducing impacts to floodways, reducing rock excavation, and phasing the construction works to reduce impact to existing roadways and adjacent environmentally sensitive areas.

The Expected Outcomes:

- Reduce conflicts with slow-moving freight and other vehicles in the uphill section of Floyd Hill
- Improve safety by reducing number & severity of crashes within this mountain corridor
- Improve sight distance on roadways to help prevent rear-end collisions
- Enhance wildlife connectivity, air and water quality, stream conditions, and recreation
- Improving design speeds throughout the corridor
- Reconstruct Clear Creek Greenway Trail
- Implementing environmental mitigations

These project improvements will reduce congestion, expand the highway for more capacity, replace six existing bridges, make improvements to interchanges and intersections in the area, and revamp the design of the highway. The project will also enhance existing pedestrian and bicycle trails, coordinate rural broadband access, and add two air quality monitoring stations in addition to building two wildlife passageways.

Founded in 1938, Atkins has shaped engineering and design working on some of the most iconic and transformational infrastructure projects for more than 8 decades. Our consultants, engineers, technologists, and project managers have helped clients reshape the world, with new ways of designing and building that make the lived environment work better for everyone. Atkins is part of the SNC-Lavalin Group, a leader in urban development, sustainable infrastructure, green energy, transportation and more. Atkins is transforming the design, delivery and operation of infrastructure projects, thanks to the experts in our own business and across the SNC-Lavalin Group with its world-leading knowledge in design, engineering, project management, sustainability and digital-transformation

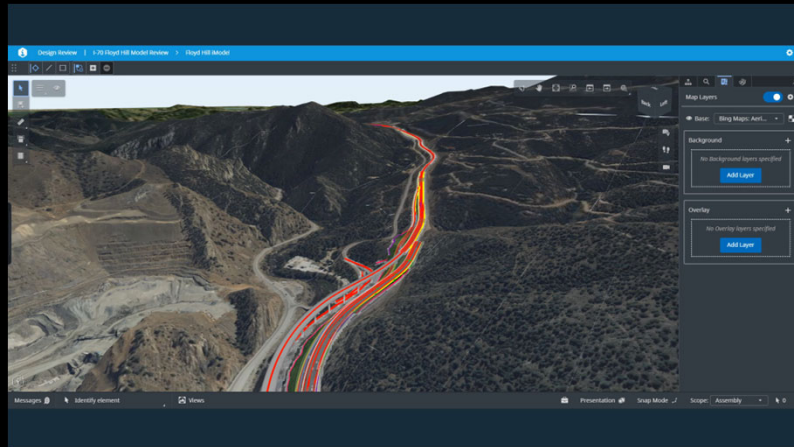
14:00-16:00

## Project Execution

Project Team: 190 users from 10 offices throughout US

Bentley Software Playbook

- OpenRoads Designer
- OpenBridge Modeler
- LumenRT
- iTwin
- OpenFlows CivilStorm
- OpenFlows StormCAD
- OpenRoads ConceptStation
- OpenRoads SignCAD
- ProjectWise
- ProStructures



### Steps to Success

- Project Training: On-demand training catered to project requirements
- Project Delivery: CADD standards & consistency enforced & managed

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## Volaree:

\*Talk through bullets\*

- Our team consisted of about 190 users from 10 offices throughout the US
- Used many of Bentley's latest software offerings shown here on the left
- Produced an iTwin model that was available to project team members and external users for real-time review of federated models that are comprised of more than 25 separate 3D models with ease using the built-in cross-section, profile, and other civil tools.

16:00-17:00

# Alternatives Analysis - Visualization

## I-70 Mountain Corridor Context Sensitive Solutions (CSS Process)

- Establishes community values such as aesthetics, sustainability, safety, and accessibility
- Stakeholders include local municipalities, environmental agencies, recreational user groups, and more

## LumenRT for Visualizations

- ORD and OBM 3D Models directly exported to LumenRT
- LumenRT 360 for lightweight, shareable model distribution



LumenRT 360 of Preferred Alternative



LumenRT 360 of Segmental vs. Splice Girder Bridge

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## Volaree:

As discussed previously, the I-70 mountain corridor is one of the most heavily traveled corridors in the state. As such there is a lot of interest in the reconstruction of this segment including both the general public and numerous stakeholders. Many of these stakeholders participated in the Context Sensitive Solutions (CSS) Process, which typically consisted of bi-weekly meetings with all parties involved throughout the preliminary design process. The goal of this process was to ensure that our proposed designs were meeting the criteria aligned with the community values, sustainability goals, and that they matched the aesthetics of the natural topography and adjacent sections of the corridor.

Utilizing the 3D models and Reality Mesh terrain, our team was able to quickly produce photo-realistic visuals of alternatives in LumenRT for discussion in these meetings.

## LumenRT for Visualizations

- The workflow is seamless from ORD and OBM as models can be exported directly into LumenRT. Within LumenRT, we scripted additional elements such as lanes of traffic to give the visualization a true real-world feel. We would often bring the LumenRT model up live in the CSS meetings to fly to specific areas of interest for discussion.
- Another powerful tool in LumenRT that we used extensively was the LumenRT 360 exports. You can see an example of in the picture above. This tool allowed us to pick specific viewpoints in the model and generate a 360-degree view at each location. Since the 360 export creates a weblink utilizing cloud storage, we were able to share these models with the stakeholders so that they could really dive in and explore the proposed alternatives on their own time which ultimately led to further collaboration and problem solving. Our team produced numerous 360 exports, from the entire project area down to specific views of bridge configurations as shown here.

The visualizations based on the 3D modeling were invaluable in enabling our design team to clearly communicate our designs and to ensure our stakeholders that we could deliver on the CSS values.

17:00-19:00

## Construction

Contractor: Kraemer North America

Estimated project cost: \$905 million

Construction began in July 2023

- East Section - July 2023
- West Section - March 2024
- Central Section - May 2025

Construction expected to be completed in 2029



East Section soil nail walls



West Section rock blast



Central Section excavation

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Volaree:

\*Talk through bullets and pictures\*

19:00-20:00

## Construction



LumenRT rendering of West Rock Cut



Photo of Rock Scaling (12/20/24)

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Volaree:

Talk through pictures

- Large rock scaling effort to prepare mountainside for blasting.
- The project is doing temporary traffic holds for both directions of I-70 during Rock Blasting operations. These occur at specific weekday times when traffic volumes are lower.
- 18 months of blasting/scaling operations to excavate approx. 350,000 CY from this area

20:00-21:00

## Construction



Existing Condition of I-70



LumenRT rendering of West Cut

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Volaree:

Talk through pictures

- Large rock scaling effort to prepare mountainside for blasting.
- The project is doing temporary traffic holds for both directions of I-70 during Rock Blasting operations. These occur at specific weekday times when traffic volumes are lower.
- 18 months of blasting/scaling operations to excavate approx. 350,000 CY from this area

21:00-21:30

## Construction



Volaree:

Talk through pictures

- Large rock scaling effort to prepare mountainside for blasting.
- The project is doing temporary traffic holds for both directions of I-70 during Rock Blasting operations. These occur at specific weekday times when traffic volumes are lower.
- 18 months of blasting/scaling operations to excavate approx. 350,000 CY from this area

21:30-22:00

## Construction



LumenRT rendering of Saddle Cut



Photo of Saddle Cut construction (3/28/25)

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Volaree:

Talk through pictures

- WB constructed offline, minimizing impacts to traffic
- WB I-70 moved to it's new alignment through the Saddle Cut in 2027

22:00-22:30

## Conclusion

- Collaborative Design Transparency

Bentley tools facilitated real-time review of alternatives resulting in rapid design progression

Realistic visualizations contributed to stakeholder and public endorsement of solutions to meet project goals

- Key Point

- Software solutions bridged the gap between engineers, proposed designs, and public.



Government Officials and CDOT Executives at Groundbreaking



Rendered view of Proposed I-70

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Volaree:

\*Read through bullets\*

- Collaborative Design Transparency was the key in enabling our team to work both internally and with the stakeholders to determine a project configuration that could successfully deliver the project goals, meet and even exceed the Context Sensitive Solutions requirements, and be able to be constructed within the project budget
- The Bentley tools, in particular 3D modeling and visualization capabilities contributed greatly to the stakeholder and public endorsement of the preferred alternative.
- The use of these tools really do bridge the gap between the design teams, the proposed designs, and the public.
- Here on the right you can see a proposed view of how the bottom of Floyd Hill will look when complete in 2029.

22:30-24:00

# Key Takeaways for NHDOT and ACEC Firms

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Addyson:  
24:00



## Scaling Digital Maturity with Confidence

### •Phased Approach to Maturity

- Digital maturity can be reached through structured phases including planning, governance, and pilot programs.

### •Technical Foundations

- Bentley Infrastructure Cloud and iTwins offer essential technical platforms to support digital maturity efforts.

### •Leadership and Collaboration

- Successful digital maturity depends on strong leadership, adherence to standards, and collaborative teamwork.

### •Value for ACEC Professionals

- Aligning with owner maturity goals enables ACEC professionals to deliver more value and differentiate their services.

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### Addyson:

- The conclusion reinforces that digital maturity is achievable today through a structured, phased approach.
- Floyd Hill demonstrates that DOTs do not need to leap directly to full digital authority; instead, they can progress intentionally through planning, governance, and pilots.
- Bentley Infrastructure Cloud and iTwins provide the technical foundation, but success depends equally on leadership, standards, and collaboration.
- For ACEC professionals, aligning with owner maturity goals creates opportunities to deliver greater value and differentiate services.
- The overarching takeaway is that digital delivery is already delivering measurable benefits, and organizations that invest in maturity now will be better positioned to meet future demands.

24:00-25:00