

Washington State Department of
Transportation

Mega Project Assessment

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TomWarne&Associates

CH2MHILL®

Scope of work

- Three mega projects
 - AWW, SR-520, CRC
 - CRC later dropped from review
- Prospective versus retrospective

Topics of Focus

- Reform Opportunities
 - Delivery Methods
- WSDOT Opportunities
 - Organizational Structure
 - Lessons learned
 - Workforce / Project Staffing
 - Quality Assurance
 - Other Considerations

Delivery Methods

- Spectrum of contracting methods
- Tools
- Recommendations
 - Risk assessment / allocation
 - Delivery method selection
 - Pursue GCCM authority

Organizational Structure

- Six regions
- Ferries
- Central office
- Mega projects

- Recommendations
 - Chief Engineer & Deputy Chief Eng
 - Mega Projects report to Chief Eng

Lessons Learned

- Knowledge transfer
- Exposure to WSDOT employees
- Recommendations
 - Collect and Share
 - Rotational assignments
 - Liaison with other states

Workforce / Project Staffing

- Mix of WSDOT and consultant staff
- Staffing up and down for mega projects
- Recommendations
 - Flexibility to avoid RIF's
 - Leadership succession

Quality Assurance

- State of the art
 - Communication
 - Schedule process
 - Third party review
 - Single point data system
- Recommendations
 - Process review by Chief Engineer

Other Considerations

- Oversight
 - Expert review
 - Internal process
- Recommendations
 - Internal mega project panel
 - Update DB guidance

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