

Summary of Recommendations

	Recommendation	Implementation					Benefits
		Action	Timing	Cost*	Difficulty	Status	
(1) Staffing	Increase DB Headquarters staff	Policy	Short-term	\$\$	M	Underway	① ②
	Designate technical experts within DOT to support DB teams	Policy	Intermediate	\$	L	Underway	① ②
	More widely disperse DB skills and expertise across the Regions	Policy	Long-term	\$\$\$	H	---	③ ④ ⑤ ⑥
	Offer DB credentials and experience (rotation) as part of career development/retention plans	Policy	Short-term	\$\$\$	H	---	③ ④
	Optimize use of consultants	Policy	Intermediate	\$	L	---	② ④
(2) Training	Develop formal statewide training materials (Basics & Advanced Topics)	Policy	Intermediate	\$\$	M	Underway	②
	Conduct DB training	Policy	Long-term	\$\$	M	---	② ④
	Conduct project-specific workshops for large or complex DB projects	Policy	Intermediate	\$	M	---	② ③ ④
	Expand mentoring, shadowing, and peer-to-peer exchanges	Policy	Long-term	\$	M	---	② ③ ④
(3) Policies and Procedures	Finalize standard procurement and contracting templates, while considering: - Introducing more flexibility - Incorporating performance requirements	Policy	Short-term	\$	M	Underway	② ③
	Finalize and issue updated DB manual	Policy	Intermediate	\$\$	M	---	②
	Develop and implement an internal and external rollout strategy for programmatic documents	Policy	Intermediate	\$	L	---	② ③

*Note: This is cost of implementation and may or may not require an appropriation

Definitions

Action	Timing	Cost
Policy = Internal WSDOT policy development or initiative	Short-term = 1 – 6 months	\$ = 0 – 100K
Legislative = Legislative change needed	Intermediate Term = 6 – 18 months	\$\$ = 100K – 500K
	Long-term = > 18 months	SSS = > 500K

Benefits

① Reduce errors and conflicts	⑤ Accelerate project delivery	⑨ Increase competition
② Improve DB program consistency	⑥ Save project cost	⑩ Improved budgeting
③ Improve efficiency of DB execution	⑦ Reduce change orders/cost growth	⑪ Improve quality/evaluation of proposals
④ Increase and retain staff competency	⑧ Enhance opportunities for innovation	⑫ Improve communication & collaboration

	Recommendation	Implementation					Benefits
		Action	Timing	Cost*	Difficulty	Status	
(4) Project Development	Perform appropriate levels of front-end investigation	Policy	Short-term	\$\$	L	---	6 7
	Develop and implement performance specifications	Policy	Intermediate	\$\$	M	---	6 8
	Consider market conditions and availability of DOT resources when determining the scope and size of contract packages	Policy	Long-term	\$	L	---	7 9
(5) Project Delivery and Procurement	Streamline procurement process for small DB projects (e.g., expand shortlist, pass/fail qualifications criteria, or use an accelerated process)	Legislative / Policy	Intermediate	\$\$	M	---	3 6 9
	Experiment with alternative DB delivery and procurement methods (e.g., bundling, low bid, single step)	Legislative / Policy	Intermediate	\$\$	M	---	3 5
	Refine evaluation criteria: - Assign greater weight to qualifications and technical evaluation criteria when seeking innovation - Include the prior working relationship of the DB team	Policy	Short-term	\$	L	---	7 11 12
	Develop guidance to address Practical Design reviews for DB projects (including how process ties to scoping and project development)	Legislative / Policy	Short-term	\$\$	M	Underway	6

*Note: This is cost of implementation and may or may not require an appropriation

Definitions

Action	Timing	Cost
Policy = Internal WSDOT policy development or initiative	Short-term = 1 – 6 months	\$ = 0 – 100K
Legislative = Legislative change needed	Intermediate Term = 6 – 18 months	\$\$ = 100K – 500K
	Long-term = > 18 months	SSS = > 500K

Benefits

1 Reduce errors and conflicts	5 Accelerate project delivery	9 Increase competition
2 Improve DB program consistency	6 Save project cost	10 Improved budgeting
3 Improve efficiency of DB execution	7 Reduce change orders/cost growth	11 Improve quality/evaluation of proposals
4 Increase and retain staff competency	8 Enhance opportunities for innovation	12 Improve communication & collaboration

	Recommendation	Implementation					Benefits
		Action	Timing	Cost*	Difficulty	Status	
(6) Performance Monitoring	Conduct a systematic comparison of DB, design-bid-build, and GC/CM and refine manual and PDMSG as appropriate	Policy	Long-term	\$\$\$	M	---	③
	Establish a database of DB lessons-learned	Policy	Long-term	\$\$	M	Underway	① ② ③
	Examine if Engineer Estimates are resulting in an over-allocation of funds and refine estimating process as necessary	Policy	Long-term	\$\$	M	---	⑩
	Establish a database of ATCs	Policy	Long-term	\$\$	M	Underway	② ③
(7) Budgeting	Conduct informational meetings with legislative staff and WSDOT OFM to consider adjustments in appropriations for DB projects	Policy	Short-term	\$	M	---	⑩
(8) Project Execution	Dedicate staff as necessary to the full project-lifecycle (design and construction phases)	Policy	Short-term	\$	M	---	③ ④ ⑫
	Dedicate experienced staff with delegated authority to the design oversight function	Policy	Intermediate	\$\$	M	---	② ③ ④
	Optimize quality management for smaller projects	Policy	Intermediate	\$	L	---	③ ⑥

*Note: This is cost of implementation and may or may not require an appropriation

Definitions

Action	Timing	Cost
Policy = Internal WSDOT policy development or initiative	Short-term = 1 – 6 months	\$ = 0 – 100K
Legislative = Legislative change needed	Intermediate Term = 6 – 18 months	\$\$ = 100K – 500K
	Long-term = > 18 months	SSS = > 500K

Benefits

① Reduce errors and conflicts	⑤ Accelerate project delivery	⑨ Increase competition
② Improve DB program consistency	⑥ Save project cost	⑩ Improved budgeting
③ Improve efficiency of DB execution	⑦ Reduce change orders/cost growth	⑪ Improve quality/evaluation of proposals
④ Increase and retain staff competency	⑧ Enhance opportunities for innovation	⑫ Improve communication & collaboration