

MINUTES

WSDOT/ACEC PD Team Meeting

July 16, 2021

9:00am – 11:00am

Attendees:

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Kevin Miller/WSDOT | <input type="checkbox"/> Cesar Mayor/WSDOT | <input checked="" type="checkbox"/> Jeff Lavinder/Parsons |
| <input type="checkbox"/> Mike Fleming/WSDOT | <input type="checkbox"/> Chad Hancock/WSDOT | <input type="checkbox"/> John Donahue/WSDOT |
| <input checked="" type="checkbox"/> Lisa Reid/SCJ Alliance | <input type="checkbox"/> Chris Keifenheim/WSDOT | <input checked="" type="checkbox"/> Larry Larson/WSDOT |
| <input type="checkbox"/> Alec Williamson/WSDOT | <input checked="" type="checkbox"/> Chuck Meade/WSDOT | <input checked="" type="checkbox"/> Manuel Feliberti/DEA |
| <input checked="" type="checkbox"/> Amir Rasaie/WSDOT | <input type="checkbox"/> Daniel Babuca/WSP | <input checked="" type="checkbox"/> Steve Olling/Parametrix |
| <input checked="" type="checkbox"/> Ben Hoppe/JUB Engineers | <input type="checkbox"/> Don Sims/HNTB | <input checked="" type="checkbox"/> Suryata Halim/RHC Engineering |
| <input checked="" type="checkbox"/> Brian White/WSDOT | <input type="checkbox"/> Heather Weeks/Jacobs | |

1 Welcome & Introduction

Kevin Miller

2 Staff Updates

All

- WSDOT HQ
 - RES Manager: Kevin Workman
 - Highways and Local Programs Director: Jay Dry
 - *Traffic Director: Outstanding*
- Roadmap to Recovery Plan
 - Gradual & Phased Return – **August 15th** 10-25% at office
 - Hybrid Workplace
 - Mask Mandate
- WSDOT Regions & Consultants
 - NWR
 - Added a new PE Office and new CN Office
 - Curt Winningham hired to replace Cathy George
 - OR
 - Working to fill the Tumwater Area Engineer position
 - recruiting to fill Traffic Engineer position
 - SCR
 - RES manager has left service
 - TE2 in training positions open
 - GEC Coordinator position open
 - Asst PE position open
 - SR520
 - Business Manager going to NWR
 - Back to Work Plan

- DocuSign Tower – still negotiating with landlord, consolidating to 1 floor
- Reconstruction to accommodate “drop-in” for teleworking hybrid model
- ER
 - Key positions will be retiring:
 - Chad Simonsen to fill Engineering Manager position
 - Therefore, AE position open
 - Losing employees may be due to workload and/or demands of positions
- Parsons -
 - Office working with Sound Transit who is 80% in office and Parsons is 100% in office
- JUB Engineers
 - Very busy and may not have sufficient staff for a large funding package
- DEA
 - 100% back in office September 12th

3 DEBRIEF: WSDOT/ACEC Annual Joint Meeting

Lisa Reid

- Format worked well but would prefer in-person for networking.
- Putting committees up against the tech sections didn't work. Only had one attendee.
- The drone session was great. Showed how to use Concept Station to capture available data from Google Maps and others in the early planning process.
- For downloading recordings, [Click here to access program materials](#)

4 Legislative Session

Kevin Miller

- HEAL Act [Healthy Environment For All Act]
 - Directs seven key state agencies (including WSDOT) to infuse Environmental Justice (EJ) into agency decisions, practices, and outcomes.
 - This Act aims to “reduce environmental and health disparities in Washington State and improve the health of all Washington State residents.”

The bill requires new work by WSDOT to:

1. Adopt an environmental justice implementation plan to be included in the agency's strategic plan.
 2. Update our community engagement plan to meet specific requirements.
 3. Update agency strategic plan to meet specific requirements.
 4. Conduct environmental justice assessments when considering significant agency actions (including for all transportation projects over \$15 million).
 5. Incorporate environmental justice principles into decision processes for budget development, expenditures, and granting or withholding benefits.
 6. Prepare and publish lists of agency actions, track progress, and produce other reports.
 7. Participate with the EJ council and the interagency workgroup created by the bill.
 8. Meet other responsibilities and requirements.
- Equity task as agency AT, modify polices to ensure those connection in all communities

5 Design Policy Updates

Kevin Miller

6 Upcoming PDE Conference

All

- 2021 WSDOT PDE Conference held at Semiahmoo Resort in Blaine WA
- Groups thoughts on 'Roundtable Discussion' topics
 - Bundling of Projects – Best practices to delivery/mange, overall pros/cons, and construction feedback.
 - Hearing about more project bundling – they're talking about 5+ projects in some areas.
 - Looking for best practices in bundling projects
 - Lisa – experience with ODOT bridge bundling.
 - Bundled retrofits of bridges on same routes/same geography.
 - Advantages in design coordination efficiencies
 - Contractors could dedicate more resources to the program of projects and schedule so they could leverage the same folks to execute work
 - Benefits to construction administration
 - Amir – something we're looking at and implementing especially for fish packages.
 - Mostly for close geographically and going to ad at the same time.
 - Also looking at preservation projects – advantages allow contractors to concentrate on one project instead of having their resources spread out.
 - For WSDOT – advantages in terms of resources, especially administration related.
 - Kevin – not having multiple contracts going means less demand for the same resources on multiple projects.
 - Model for bundling projects – advanced development phase – coordination with FHWA and others is efficient.
 - Amir – this group may want to look at this process and get feedback for development and implementation phases.
 - Chuck – had a recent experience bundling development of Fish passage projects.
 - Unique: have consultant management PE and then a consultant agreement manager
 - Advantage to having one contractor manage and deliver all the bundles.
 - Lesson learned – have a strong business admin team. Consultant contract management requires a strong team (managing the consultant agreement, addendums, changes, specifically drafting, negotiating all the task orders that have to be implemented). Also managing the invoicing process.
 - Best practice in development – will have multiple design teams working on projects – maybe have more oversight from mgmt. role to make sure everyone is addressing the same issues the same way (so different designers aren't doing different things).
 - Schedule has been pretty nimble but may have to accept the fact that there may be a point in time that risks develop where you need to decide to delay the whole bundle or package them differently. Makes ASAP delivery a little harder.
 - Try not to blend too many partners into a bundle (city, counties, tribes, etc.) be sensitive to not force them to work together (e.g. tribes being forced to work together).
 - Disadvantage – less opportunities for consultant teams especially small and mid-sized firms and WMBE firms not on team. Guarantees prime is a big firm.
 - Some regions are trying to advertise some smaller bundles
 - Larry – need to keep the entire preservation team healthy and fed with work

- Varies region by region but from the consultant team, if you aren't part of the team, you're getting starved for work. This goes for the GECs too.
- Interfacing with Local Projects – Design documentation, materials, etc.
 - Suryata, example of 520 coordination with City of Seattle. Need flexibility from partners of local roads crossing state facility (Montlake Boulevard) that they have to own/maintain in following their approval processes and design processes so that it doesn't require multiple steps/submittals. For example, if Seattle would accept the WSDOT formatted channelization plans for their review of design...

7 Focus Area Review/Discussion

All

- **CEVP/CRA/VE**

- Potential conflict of interest for DB contracts if they can participate in CEVP. Need to make sure we are transparent and clear that they could be considered a conflict of interest if they want to pursue future work on the project later.
- Good to do CVEP on large projects before the preferred alternative is selected. Look at timing especially with Practical Solutions and CVEP being a tool for that. Integrate into developing on an ongoing process. Instead of 1-time deal, look at opportunity to revisit at different points to bring costs down.
- Look at best practices during the actual CEVP/CRA process
- Look at timing in life-cycle and making sure we're on track with funding and estimates. Integrate with when we need to update funding estimates, there may be a better time to do this with respect to funding updates.
- Be careful in selection of SMEs to select for specialty for project and have experience with prior processes and are more effective.
- SME shouldn't be the "loudest person in the room" if they're not the most effective.
- System is broken and needs to be looked at. Team members don't come prepared with numbers. Throw around numbers that are "well my gut tells me" numbers. Numbers get used for programming when they shouldn't be. Seems less organized than in the past. Throw out ideas that aren't feasible.
- Often just a process to throw out risks and then try to work through them.
- Quality varies, need good independent facilitator, not getting the value, documentation not to perform,
- CVEP and Risk assessments vary, have had good experience especially if conduct them early on and procure a good, independent facilitator.
- Not getting value from weeklong risk assessment for some projects, for example on the fish passage projects they have written a memo to the file on why they did for the first project, but not subsequent projects.
- Facilitator should be more of a voice to push the process along, promote ideas, and truly facilitate the process. Are seeing some with their own agenda and desire to promote their favorites.
- CVEP was a big deal years ago, but now is routine. Need to look at the processes and see how they've changed and what others are doing.
- Independent facilitator is crucial, VE person may not understand how to facilitate a CVEP, they're different processes. Find some trying to run a cost-centered VE that addresses issues already answered.

Topic may benefit from possible future discussion(s).

- **Project Documentation Requirements**

- Consider requirements that don't add value or aren't needed at the time.
- In NWR, the continuous movement of people is challenging and loss of experience. Do we need to do something differently?
- Project office could do a more robust job.
- DM does a good job of laying out what is required for 75%, another 25% project specific.
- Additional tools would be helpful regarding the documentation of the DM documentation.
- Assist with implementing plan expert that would watch the project offices in the process.
- Less is more (not conflicting with better tools)
- Problematic with attrition of staff.
- Less is more.
- Don't require approval of all steps too early in the process (sometimes plans for approval for example seem too early. Look at timing of documentation.
- Timing of the documentation is critical, sometimes want channelization plans for approval at 30%, but there are city and local agency comments that are going to impact the process and require rework. At the appropriate time.

Topic may benefit from possible future discussion(s).

- **Future Topics**

- Best Practices capturing and using existing data in planning (e.g. Concept Station) (Lisa, from discussion)
- Best Practices bundling projects (Lisa, from discussion)
- Look at how we identify and manage risk (Amir)
- Cost estimate process – surprises still happen, opportunities to maintain the CE as we make progress on the project - so that as we identify issues they get communicated so we can address and mitigate them (Amir)
- 3D Design and exploring going to paperless contracts as that technology and issue evolves (Kevin)
- Resource management and resource planning.
 - There is a lot of concern about how to deliver projects especially looking at different funding sources (e.g. do all regions have GEC?)
 - NWR has a GEC but also hires (I-5 Triangle project coming out) outside the GEC.
 - GEC for Fish Passage and other preservation and safety
 - Brian – GEC using multiple subs, if want to give project, meeting DBE goals can be difficult);

8 Adjourn 10:35 am

Kevin