



December 17, 2019

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FROM: Steve Roark, Director, Development Division
Jay Alexander, Director, Capital Program Development and Management

SUBJECT: Project Delivery Memo #19-03 – BOD & Pre-design Implementation

This memorandum outlines the interim process changes for completing the Basis of Design (BOD) to better align with a Practical Solutions approach per [RCW 47.05](#). Continued work and coordination is needed to continue to move the BOD initial documentation earlier in the process, prior to identification and programming of capital projects. Until that effort is complete, this interim process is the current expectation. The two primary process changes associated with this interim approach are:

- Implementing a pre-design phase for certain projects to revise or validate scope, schedule and budget via a scalable M2/M3 process.
- BOD approval prior to preliminary engineering work order authorization.

Background

In early 2019, a lean process was initiated to review the BOD form and associated practical design process. The lean team identified that the BOD was often completed late in the design phase and was used to justify prior decisions related to scope rather than using the BOD as a tool to document decisions made using the practical design process outlined in the Design Manual Chapter 1100 series. The lean team recognized by developing the BOD in the beginning of the project development phase, through a scalable M2/M3 approach, the engagement would provide the opportunity to better align project solutions with agency priorities and budgetary constraints while providing better clarity for the PE phase. Ultimately, the greatest benefit and value would move completion of the BOD into a pre-project development phase which is being pursued for future implementation beyond this interim process.

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Direction

For projects with a PE phase start of July 2020 or later, utilize a pre-design phase to refine or validate project scope, schedule and budget for projects identified to have, or are likely to have, design element changes. Exemptions to using a pre-design phase in cases where design elements are expected to change requires ASDE concurrence. Decision-making and analysis is to be documented in the Project Summary and/or BOD in accordance with applicable Design Manual guidance and policy. The BOD is Region-approved with Assistant State Design Engineer (ASDE) engagement and concurrence. The Project Summary is HQ-approved at CPDM.

As part of this direction, BOD exemptions are allowed in accordance with Design Manual Chapter 1100.10(1)(a) or as otherwise approved by the ASDE, including projects with a Crash Analysis Report (CAR) or Preliminary Hydraulic Design (PHD). CAR's and PHD's are preliminary analyses related to a baseline need for the project and do not consider contextual needs or modal accommodations as a standard part of their process.

Projects that require the pre-design phase will follow the process documented at <http://wwwi.wsdot.wa.gov/publications/fulltext/cpdm/Scoping-Proritization/PreDesignProtocol.pdf>. The pre-design phase is not expected to change the overall design phase costs.

ACTIONS REQUIRED

Regions – Project Development

Engage ASDEs during the pre-design phase to support scope validation or refinement using the practical solutions approach.

At the end of the pre-design phase, the Region will submit the Project Summary which will include an endorsed BOD or an exemption in accordance with Design Manual Chapter 1100.10(1)(a) and any other documentation produced during the pre-design phase.

Development Division – HQ Design

ASDE's provide support for the pre-design phase.

ASDE's will provide concurrence of Change Management for any proposed scope changes to an approved BOD during the design phase.

In conjunction with annual documentation reviews, ASDE's will conduct reviews of select projects for conformance to this process.

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Capital Program Development and Management

CPDM will process Project Summaries in accordance with current policy after the pre-design phase is complete.

For projects that went through a pre-design phase related to this direction, CPDM will consult with the ASDE prior to approval of Change Management. CPDM will also validate that any updated scope modification are consistent with legislative expectations. Where differences may exist, CPDM will initiate the process to secure legislative controlled scope changes.

For further information, please contact Mike Fleming, Deputy State Design Engineer, 360-705-7233 or Tim Rydholm, Priority Programming Manager, 360-705-7274.

SR/JA/jm/rb

cc: Region Project Development Engineers
Region Program Managers
ASDEs