

AWV Bored Tunnel Project

Strategic Advisory Team for Project Delivery

On January 13, 2009, Washington State Governor Christine Gregoire announced her decision to replace the aging Alaskan Way Viaduct with a bored tunnel by 2015. She directed WSDOT to deliver the Bored Tunnel Project following key priorities:

- Improve safety by removing the existing unsafe viaduct
- Deliver an affordable solution with the state's contribution not over \$2.8 Billion (past and future contributions)
- Minimize construction disruption to maritime and central waterfront business
- Provide capacity and mobility both now and in the future for all users
- Contribute to the health of our environment and open up Seattle's waterfront

WSDOT will direct the Bored Tunnel Project as a strong owner and will closely coordinate with the departments of transportation for the City of Seattle, King County, and the Port of Seattle throughout project implementation. WSDOT will be supported with in-house expertise and owner consultant representation for the duration of the project.

Executive Committee

With the conclusion of the Tri-Agency group, WSDOT Executive Leadership would be supported through an executive committee comprised of the tri-agency members as well as FHWA, Port of Seattle, and a tunnel expert. They would meet at periodic milestones throughout the course of the project, or as needed as issues arise.

Strategic Advisory Team

The 2006 Expert Review Panel (ERP) recommended the AWV Program form a committee to provide support and advice for project implementation. The ERP suggested the group include experts in construction and experience with implementing mega projects.

Role and Function:

Heeding ERP advice, the SR 99 Bored Tunnel Project will be supported by a formal collection of experts and key department heads to provide strategic recommendations to WSDOT for successful delivery of the project.

This team will focus on delivery challenges at the management level and provide strategic recommendations to WSDOT project leadership. The Strategic

Advisory Team will include tunnel expertise including individuals with successful tunnel implementation experience, geotechnical experience, mega project environmental impact statement expertise, and mega project budget, risk and schedule management expertise.

The team will also include representation from the departments of transportation for the City of Seattle and King County.

The role of the Strategic Advisory Team will be advisory and participants with specialized experience will be brought in as needed for advice. WSDOT will establish focus areas for the team for monthly meetings.

Independent Technical Advisors

The goal is to provide independent review that the technical implementation is appropriate and technically sound.

The Independent Technical Advisors should be comprised of independent experts who do not have a vested interest in the outcome of the technical decisions. These individuals will provide independent insight and expertise to WSDOT at key milestones throughout the project life. The intention is that project and design teams present a snapshot of the project at periodic technical meetings. The panel of advisors will then render recommendations on key issues to give WSDOT assurance that the project issues are appropriately addressed.

The Independent Technical Advisors should be represented by experts in the following fields: highway engineering, environmental, TBM, tunnel design, geotechnical, fire life safety, and former tunnel contractor.

In this role this group functions as a classic peer review function on this project.

Functional Resource Group

WSDOT must make numerous decisions that will influence project scope, schedule and budget in the delivery of the Bored Tunnel Project.

Role and Function

To garner additional expertise for the technical aspects of project delivery, WSDOT will look to advice from a Functional Resource Group. The Functional Resource Group will be comprised of agency and industry experts, to provide the necessary advice needed for appropriate and informed decisions.

This team will evolve as the project advances. It will initially consist of representatives from the relevant sections of WSDOT HQ, UCO and NW Region,

as well as the owner's consultant reps (Hatch Mott MacDonald) along with the GEC and industry resources. As project definition occurs, subgroups will be formed to target specific technical needs such as contracting procurement and specialized technical issues.

The Functional Resource Group should have representatives from the following groups and would be facilitated by AWV Leadership Team:

- WSDOT HQ – Construction
- WSDOT HQ – Contracting Strategy
- WSDOT HQ – Design
- WSDOT HQ – Structures
- WSDOT HQ – Materials and Geotechnical
- WSDOT HQ – Environmental
- WSDOT HQ – Risk Management
- NW Region – Maintenance and Operations
- AWV GEC – Design
- AWV PMAC – Strategy
- AWV PMAC – Tunneling
- AWV PMAC – Risk, Schedule, Estimates & Budget
- FHWA
- City of Seattle
- Industry – Contractor Representatives

Several members of the Functional Resource Group will have day-to-day responsibilities in working with the project team. The group will also meet on a prescribed schedule to keep the team aligned and on track with project delivery. WSDOT will prepare a list of topic areas for the Functional Resource Group to focus on initially.

Key Areas of Focus for All Teams

The key areas of expertise to support successful project delivery include:

- General risk identification and risk sharing/management
- Contracting strategy, packaging and legislation changes
- Contract bonding & insurance requirements
- Contractor/manufacturer pre-qualifications
- Fire/Life/Safety system baseline requirements
- Geotechnical investigation and risk management
- Structural criteria
- Geometric criteria
- Portal interfaces
- Schedule, estimating and budgeting strategy
- Transition strategy from existing to new corridor
- Environmental baseline elements needed for EIS
- Quality control