

WSDOT's Approach to Progressive Design Build

SAME PDB Industry-Government Engagement
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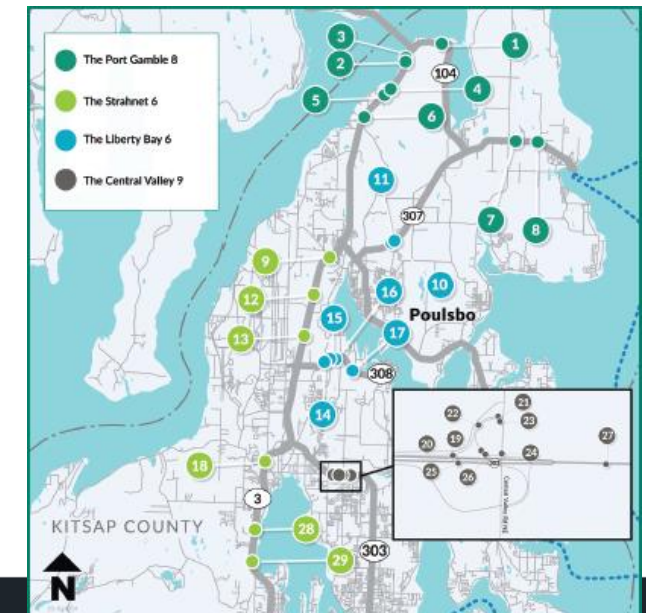
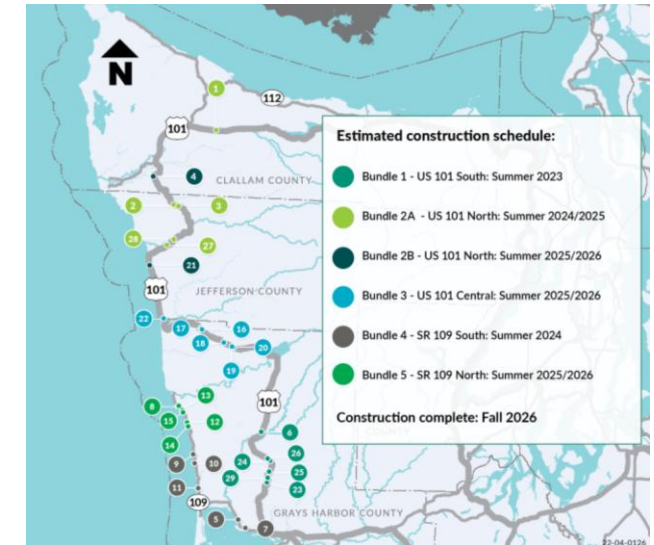
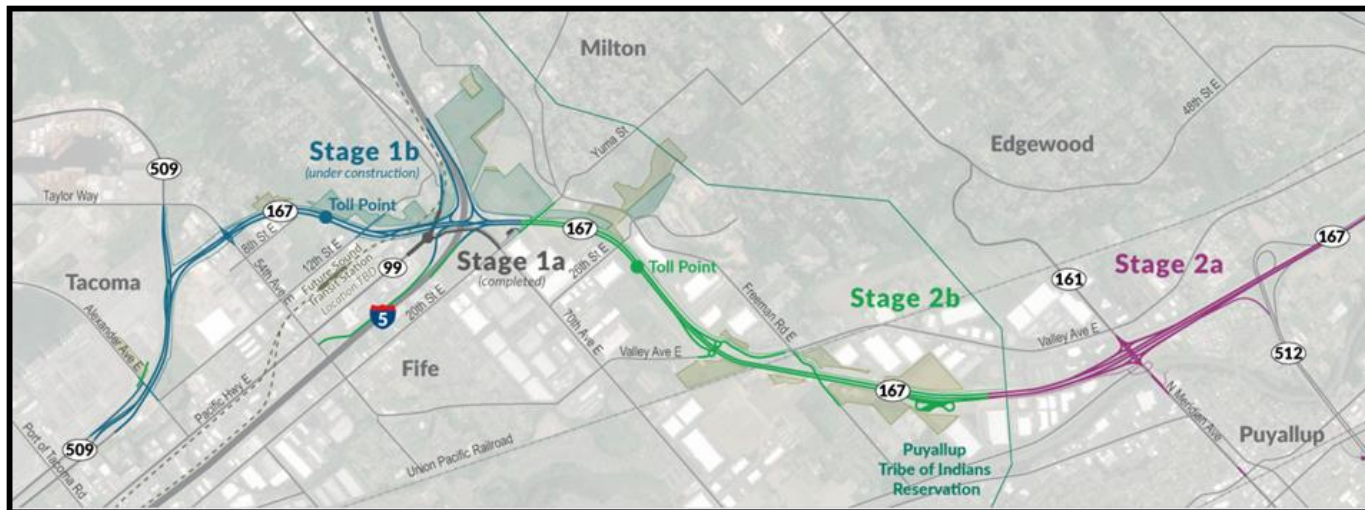


Ricky Bhalla is a Program Administrator for WSDOT's Puget Sound Gateway Program and has over 27 years of expertise in project development and contract administration. Ricky has held numerous leadership positions and for the past seven years has been at the forefront of WSDOT's Progressive Design-Build delivery. He is a proud graduate of Washington State University, where he earned his bachelor's degree in civil engineering in 1998, and has been a consistent leader in his field.

WSDOT Progressive Design Build Experience

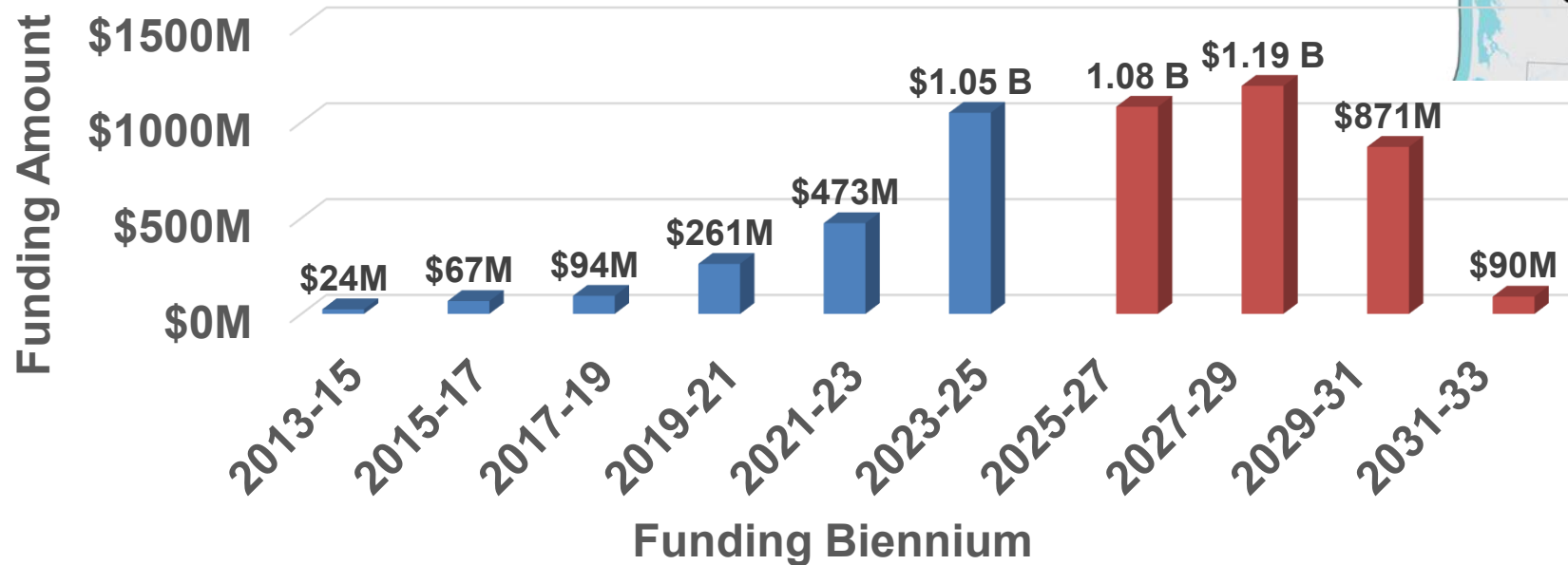
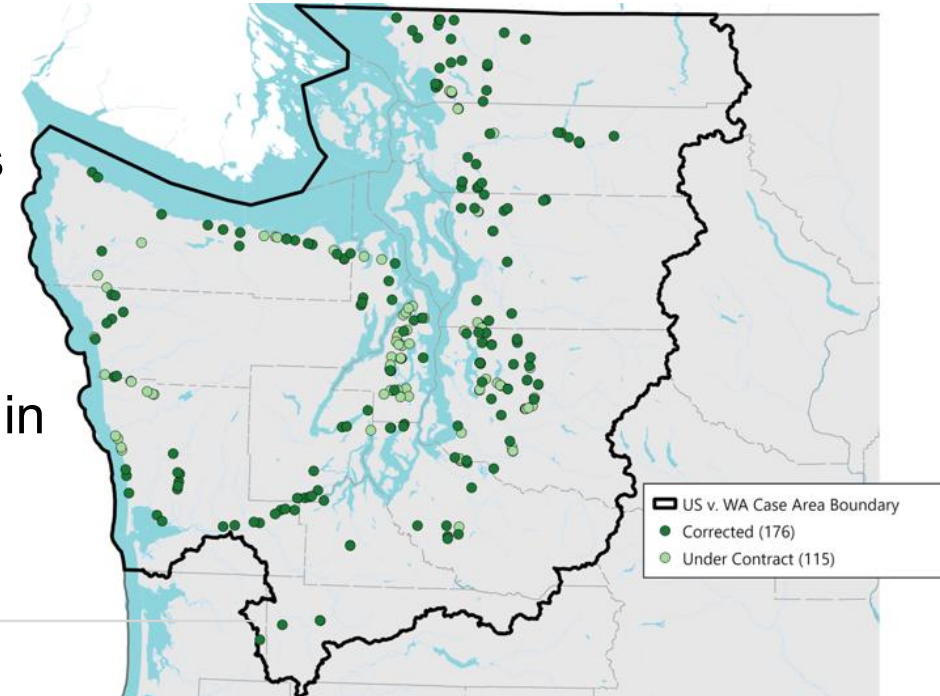
PDB Delivery History (Since 2019)

- *Coastal 29 Remove Fish Barriers* ~ \$350 million (Under construction)
- *Kitsap 29 Remove Fish Barriers* ~ \$400 million (In Phase 1 Services)
- *SR 167 Stage 2B* ~ \$475 million (Under Construction)



Why Fish Passage PDB?

- WSDOT under federal injunction to correct ~ 400 fish barriers (culverts that prevent fish to migrate upstream) by 2030
- PDB delivery used to accelerate fish barrier removal
- PDB used for leveraging industry resources, early innovation in design & permitting, builder coordinated environmental documentation, bundling efficiencies, reduced change orders



Puget Sound Gateway Program

- Two Projects – SR 509 Completion in King County & SR 167 Completion in Pierce County
- Initial construction and implementation plan:
 - Built in multiple stages
 - Traditional Design-Build focus
 - Gateway Program Budget - \$2.83 Billion

D-B CONTRACTS	STAGE 1a	STAGE 1b	STAGE 2
SR 509	Open to traffic	Open to traffic	Under construction
SR 167	Open to traffic	Under construction	Stage 2a Under construction ----- Stage 2b In Phase 1



Why did the Gateway Program pivot?

Challenge: Significantly higher bids.

- Trend of regional project bids exceeding legislative budgets.
- Shifting post-pandemic landscape.
- Risk and uncertainty are being priced more conservatively.

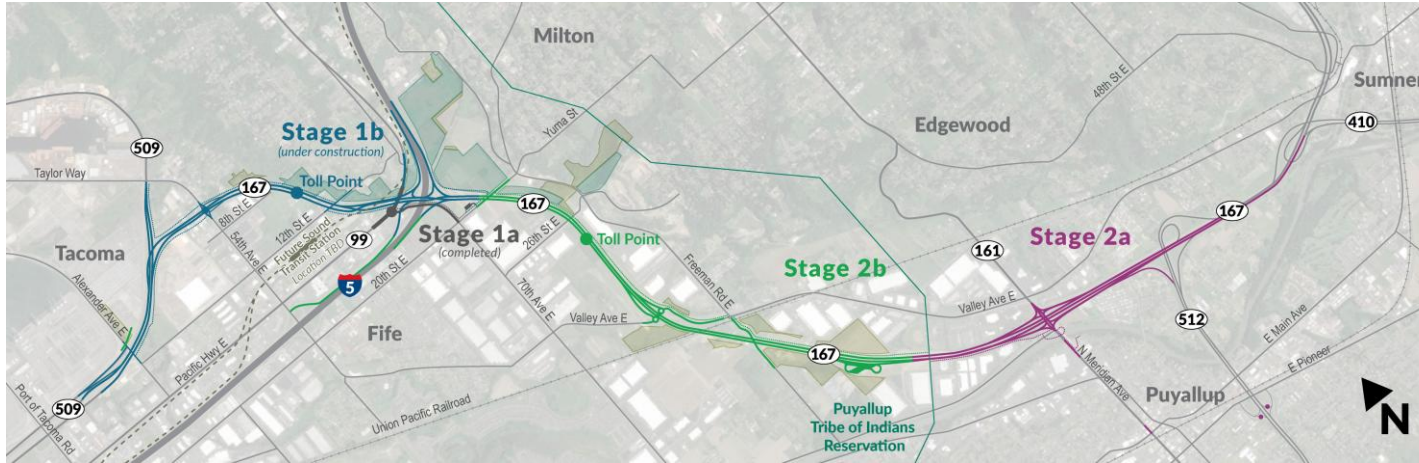
Challenge: Fewer submitters.

- Emerging trend of two submitters on WSDOT major projects.
- On May 11, 2023, Gateway received one SOQ on the SR 509 Stage 2 project.

Opportunity: Create a more transparent and collaborative project.

- Candid market outreach revealed industry-wide interest in alternative delivery.
- Demonstrated PDB success in fish passage.

How PDB on fish passage differs from the PDB approach on Gateway



- Two ends of the PDB spectrum
- No design vs advanced design
- No NEPA vs completed NEPA
- No R/W vs completed R/W
- Spread out over 100 miles vs confined
- Multiple bundles vs one contract



Lessons Learned

Successes

- Collaborative input on design and construction decisions prior to price negotiation
- Increased chance to get innovations and alternate design approved than on DB
- Ability to coordinate with local partners, railroads and utilities before constraints established
- Scope, Schedule, and Budget Flexibility
- Establish clarity on scope driven vs budget constraints

Challenges

- Quick pace – Risk of overwhelming internal resources and third parties
- Selective advancement of Practical Design Concepts – Owner owns all Phase 1 risks
- Need quick decision making from experienced personnel
- Owner's PDB team mindset change from review to collaboration
- Negotiated pricing (fair market vs low bid)

Questions?