

**Innovation in Project Management**

Seattle Metro has upgraded its West Point wastewater treatment plant to provide secondary treatment, as mandated by state and federal law. The plant is located on a spit of land along the shoreline of Puget Sound and adjacent to Discovery Park. Secondary treatment was achieved in September 1995 and beat the federally mandated deadline by four months. Various construction management techniques were employed, through partnering, during the execution of the project. The owner's construction management team coordinated, managed and inspected the execution of all contracts. This team also procured, expedited and delivered 2541 pieces of specialized process equipment and 3319 spare parts to the contractor and owner with a 99.9% scheduled success rate. In addition to mitigating the effects of a major archeological discovery during construction and meeting over 100 permit conditions dictated by local state and federal agencies and addressing environmental concerns, the owner's construction management team successfully focused on the integration of managerial, technical, environmental, community and regulatory concerns.

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