

# PROJECT MANAGEMENT PLAN

PLAN THE WORK - WORK THE PLAN

## I-82 Valley Mall Blvd. Interchange



July 2006

# Initiate & Align Worksheet

I-82 Valley Mall Blvd. Interchange

MP 35.60 to MP 37.30

Project Manager: Troy Suing

July 2006

## Project Description:

The purpose of the proposed project is to improve public safety, reduce travel delays and adverse economic impacts, and increase traffic capacity at the I-82/Valley Mall Boulevard Interchange and vicinity, within the City of Union Gap.

This project will construct a new interchange configuration on I-82 at Valley Mall Boulevard. Although minor improvements have been made to this interchange in the past, the current interchange still does not meet the current or future needs of the surrounding area. Major improvements by the City of Union Gap, to Valley Mall Blvd. are currently under construction. These improvements, in addition to significant commercial growth in this area, will continue to adversely affect the capacity of the existing interchange.

Revising the configuration of this interchange will require removal of existing bridges, construction of new bridges, and new "on and off" ramps. This work will include such activities as grading, placement of surfacing and paving, guardrail, illumination, traffic signals, and other work typically associated with this type of project.

## Team Mission/Assignment:

Deliver a PS&E package and all supporting documents and approvals required to advertise the I-82 Valley Mall Blvd. Interchange, by 10/19/2009.

*Which phase of the project are you assigned? (Check the phase that applies for the team you are initiating for this effort)*

Pre-Construction

Construction

## Team Identification:

The project team consists of the project manager, project team members, specialty groups (Real Estate Services, Environmental, Traffic, Utilities, etc.). All groups must be involved in work planning, schedule development and maintenance, and endorsement of the project management plan.

*Who should be involved? (Check all that apply)*

<input checked="" type="checkbox"/> Access	<input checked="" type="checkbox"/> Local Agencies Y.V.C.O.G., <i>Minor</i>
<input checked="" type="checkbox"/> Architecture	<input checked="" type="checkbox"/> Roadside Development
<input checked="" type="checkbox"/> Bridge & Structures, <i>Minor</i>	<input checked="" type="checkbox"/> Maintenance, <i>Minor</i>
<input checked="" type="checkbox"/> Construction	<input checked="" type="checkbox"/> Materials
<input type="checkbox"/> Consultant Liaison	<input checked="" type="checkbox"/> Program Management, <i>Minor</i>
<input checked="" type="checkbox"/> Design & Plans Review	<input checked="" type="checkbox"/> Public Information Office
<input checked="" type="checkbox"/> Environmental, <i>Major</i>	<input checked="" type="checkbox"/> Real Estate Services, <i>Minor</i>
<input type="checkbox"/> Geographical Services	<input checked="" type="checkbox"/> Right-of-Way
<input checked="" type="checkbox"/> Geotechnical Services, <i>Minor</i>	<input checked="" type="checkbox"/> SCR Traffic, <i>Minor</i>
<input type="checkbox"/> Highways & Local Programs	<input checked="" type="checkbox"/> Transportation Data Office, <i>Major</i>
<input checked="" type="checkbox"/> Hydraulics, <i>Minor</i>	<input checked="" type="checkbox"/> Utilities, <i>Minor</i>
<input checked="" type="checkbox"/> Land Survey	<input type="checkbox"/> Other-Photogrammetry, <i>Major</i>

## **Roles & Responsibilities:**

### **George Hilsinger**, ARA Project Development

Leadership/Management Team

- Provide guidance and advice.
- Resolve conflicts and eliminate roadblocks.
- Review deviations and recommend approval.
- Approve the project's Design Decision Summary.
- Approve the final Design Document Package.
- Provide communication between Project Development and Program Management.
- Provide timely communication of status/issues to team members.

### **Todd Trepanier**, ARA for Planning and Program Management

Leadership/Management Team

- Track and report on project delivery.
- Modify the project's program status as required.
- Help to ensure that all agree with the direction of the project in concurrence with the Team Work Plan and assist in removing roadblocks and/or supply resources to ensure delivery.
- Work to obtain and maintain project funding.
- Provide timely communication of status/issues to team members.

### **Melinda Warren**, Program Manager

Leadership/Management Team

- Track and report on project delivery.
- Ensure appropriate external communication takes place.
- Assist in preparation for open houses.
- Ensure that project is delivered in accordance with biennial allocations and in compliance with the State programming law and WSDOT policies.
- Provide timely communication of status/issues to team members.
- Manage changes to the project scope and resolve any conflicting or outstanding issues with the Head Quarters.

### **Phil Nickson**, Construction Engineer

Leadership/Management Team

- Provide guidance and advice.
- Resolve conflicts and eliminate roadblocks
- Help to ensure that all agree with the direction of the project in concurrence with the Team Work Plan and supply resources to ensure delivery.
- Review and provide comments on constructability and PS&E reviews.
- Provide timely communication of status/issues to team members.

**Troy Suing**, Development Branch Project Engineer  
Leadership/Management Team and Production Team

- Provide overall management of the project to ensure the project is delivered on time, on scope and within budget with no surprises.
- Facilitate continuous communication between Leadership/Management and Production Teams.
- Remove obstacles and manage change.
- Ensure appropriate external communication takes place
- Track milestones and delivery dates for all participating groups.
- Assure the production of a set of Plans that is constructible and maintainable, within budget and on schedule.
- Be proactive.
- Provide timely communication of status/issues to team members.

**Jamil Anabtawi**, Utilities Engineer  
Leadership/ Management Team and Production Team

- The design team will assist the Utilities office in determining what the utility impacts are, and initiating contact with the utility company.
- The design team will assist the Utilities office during meetings with impacted and / or new utility companies and railroad companies to provide expertise in ironing out details involving relocations and mitigation measures.
- Prepare and process all agreements needed to deliver this project.
- Provide other services as applicable.
- Provide timely communication of status/issues to team members.

**Gary Beeman**, Environmental Program Manager  
Leadership/Management Team

- Provide oversight and management of the environmental process to ensure the required environmental documents are completed and permits are obtained in order to deliver the project on time and within budget.
- Act as a Liaison for Region environmental staff on the project Production Team and the Leadership/Management Team to provide guidance and resolve concerns.
- Elevate concerns to upper Regional management for resolution, if necessary.
- Provide timely communication of status/issues to team members.

**Larry Hook**, Real Estate Services Manager  
Leadership/Management Team

- Provide oversight and management of the right of way process to ensure all right of way is acquired in order to deliver the project on time and within budget.
- Provide support, guidance, and advise to Regional Management, Right of Way Agents, Design Team, and others.
- Monitor progress of right of way acquisition process (includes title, appraisal, acquisition, relocation, property management).
- Certify that right of way is clear.
- Provide timely communication of status/issues to team members.

**Ray Yates**, Materials Engineer

Production Team

- Provide stamped roadway structure/surfacing drainage design recommendations.
- Serve as Regional level advisor regarding roadway structure and material source issues.
- Provide necessary coordination, services and leadership for exploration and development of material sources to be used on the project.
- Serves as region's first contact to the HQ Materials branch for all necessary services. As services are initiated, contact can later move to between the project's development teams and HQ materials staff who are directly involved.
- Provide timely communication of status/issues to team members.

**Rich Zeldenrust**, HQ Bridge & Structures

Production Team

- Provide bridge design.
- Provide bridge PS&E.
- Provide timely communication of status/issues to team members.

**Jim Cuthbertson**, HQ Foundation Engineering

Production Team

- Perform geotechnical exploration.
- Conduct specialized testing as necessary.
- Provide Geotechnical/seismic recommendations for foundations, retaining walls, and embankments.
- Provide timely communication of status/issues to team members.

**Steve Lowell**, HQ Engineering Geology

Production Team

- Perform geotechnical exploration.
- Conduct specialized testing as necessary.
- Provide Geotechnical recommendations of embankments and excavations.
- Provide timely communication of status/issues to team members.

## Measures of Success

- Deliver a PS&E package and all supporting documents and approvals required to advertise the Valley Mall Blvd. Interchange project as stated in the project description, by 10/19/2009.
- Hold a ribbon cutting ceremony when this project is opened to traffic.
- An Open House is held and all public comments are addressed.

## Major Milestones

	<i>Date:</i>
X <i>Project Definition Complete</i>	<i>05-31-06</i>
X <i>Begin Preconstruction Engineering</i>	<i>06-15-04</i>
X <i>Environmental Doc. Complete</i>	<i>10-15-08</i>
X <i>R/W Certification</i>	<i>09-17-09</i>
X <i>Advertisement (Ad Date)</i>	<i>10-19-09</i>
X <i>Bid Opening</i>	<i>11-05-09</i>
X <i>Award</i>	<i>11-20-09</i>
X <i>Execution</i>	<i>12-22-09</i>
X <i>Construction Start</i>	<i>02-16-10</i>
X <i>Operationally Complete</i>	<i>10-14-11</i>
X <i>Final Contract Completion</i>	<i>01-11-12</i>

## Boundaries

- *Project limits (MP35.60 to MP 37.30)*
- *Including Bridge #82/128N & #82/128S*
- *Current advertisement date on or before 10-19-09.*
- *A total legislative project budget of \$30,119,000 breaks down as follows:*
  - *\$2,585,000 for PE*
  - *\$5,700,000 for R/W*
  - *\$21,834,000 for CN (inflated)*
- *A total current project estimate of \$31,981,600 breaks down as follows:*
  - *\$2,585,000 for PE*
  - *\$5,700,000 for R/W*
  - *\$23,696,600 for CN (inflated)*

## Operating Guidelines

- *Team decision making process:*
  - *All team members support final team decisions*
  - *Voice & respect each other's opinions*
  - *No formal voting process*
  - *Resolve conflicts*
  - *Continues involvement of key players*
- *Team meetings: attend team meetings as scheduled, team meetings may be held on an individual basis*
- *Communication: Refer to the Communication Plan*
- *Manage team change: communicate change in a timely manner*
- *Report on Milestones monthly*
- *Report on risks during Quarterly Project Reports*

# Budget

*I-82 Valley Mall Blvd. Interchange*

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## I-82Valley Mall Blvd. Interchange

	ESTIMATED EXPENDITURES
DESIGN OFFICE	\$1,165,000
TRAFFIC OFFICE	\$80,000
REVIEW (REGION & HQ)	\$50,000
REGION REAL ESTATE OFFICE (Acquisition & Administration)	\$460,000
REGION MATERIALS OFFICE	\$60,000
GEOLOGY / FOUNDATIONS OFFICE	\$240,000
BRIDGE OFFICE	\$300,000
UTILITIES OFFICE	\$60,000
ENVIRONMENTAL OFFICE	\$170,000

**PE Total: \$2,585,000**

**Right of Way: \$5,700,000**

**Construction: \$23,696,600**

# Communication Plan

*I-82 Valley Mall Blvd. Interchange*

*MP 35.60 to MP 37.30*

*Project Manager: Troy Suing*

*July 2006*

During the Design and PS&E process of the “**I-82 Valley Mall Blvd. Interchange**” project, communication will give this project direction. The purpose of this Communication Plan is to make our customers, stakeholders, and suppliers aware of our intention to produce a quality product and to ensure this project is delivered successfully with no surprises to the team members. To do this we must ensure that our communication is clear and concise. In order to assure on time delivery of this project, it will be necessary for the Design Team to accurately inform their suppliers of the Design Team needs and timelines. Conversely, suppliers of deliverables will need to keep the Design Team informed of their needs and provide timely updates to the status relating to the delivery of their respective products. The Design Team will also diligently seek input from their customers and stakeholders to ensure the Design / PS&E package represents their vested interest.

The primary methods of communication are personal contact, telephone, e-mail, or formal letter. Minutes from meetings listed below will be electronically routed to affected groups as appropriate, dictated by their degree of involvement in the topic of the meeting. Most other project correspondence will occur electronically, except when other means are required by a particular situation.

The following is a list of project related meetings that will be required to complete the Design Documentation and PS& E package:

## External Communication

- Interagency Project Team (informal):
  - *Purpose:* Project update and coordination.
  - *Who:*
    - WDFW (Eric Bartrand, Ken Bevis)
    - USFW (Bob Newman)
    - Yakama Nation Fisheries (Scott Nicolai)
    - Yakima County Flood Control Zone District (Joel Frudenthal)
    - City of Union Gap (Bill Rathbone)
    - Greenway Foundation (Al Brown)
    - City of Yakima (Chris Waarvick-Public Works, Joan Davenport-Traffic Engineer, Bret Sheffield-Engineering, Doug Maples-Planning)
    - Yakima County (Gary Ekstedt-Engineering, Kent McHenry-Traffic Engineer, Alan Adolf-Planning)
    - Department of Ecology (Terry Swanson)
    - Army Corp of Engineers (Rick Pratt)
    - Bureau of Reclamation (Walt Larrick-Assit. YRBWEP Manager, Jeff Graham-Habitat Resource Specialist)
    - SCR Project Development (Troy Suing, Jeff Minnick, Julie Heilman-Suarez)
    - SCR Environmental Office (Gary Beeman, Bill Sauriol, Sheri Neuenschwander)
  - *When:* Quarterly, As Needed for progress update
  - Ongoing



- Media
  - *Purpose:* To keep the public and fellow DOT employees aware of project progress, through Web pages, newspaper, television, radio.
  - *Who:* Julie Heilman-Suarez, Christy Sauriol, Melinda Warren, Mike Westbay
  - *When:* As Needed
  - Ongoing
- Project Open House
  - *Purpose:* To inform the public of the project design and schedule, and receive comments.
  - *Who:* Project Team, Mike Westbay
  - *When:* Fall 2006 & Spring 2008, and as needed

### **Internal Communication**

Based on information gathered at the meetings listed below, the Design Team will maintain and distribute a Progress Schedule, which will be available to all support teams for comments and review.

Members of the Design Team will communicate with each other regarding changes and additions to the project. In addition to daily communication amongst the team, weekly meetings will be held to discuss scheduling conflicts, scheduling progress, budget changes, design changes, etc.

The Design Team Leader will be in close communication with the Project Manager on a daily basis, in an effort to keep the Management Team aware of issues that arise and achievement of milestones.

- SCR Environmental Office / Design Team Meetings / Leadership Team
  - *Purpose:* To update EO and Design Team of current project status as relating to environmental documentation, permitting, and mitigation
  - *Who:* PD design team, Environmental office project team
  - *When:* Bi-Weekly
  - Ongoing
- SCR Real Estate Services / Design Team Meetings / Leadership Team
  - *Purpose:* To update RES and Design Team of current project status as relating to the real estate acquisition process
  - *Who:* PD design team, Real Estate Services project team
  - *When:* Bi-weekly (during Real Estate Process) or As Needed
  - Ongoing
- Monthly SCR Pre-Contract Activity Meeting (Region):
  - *Purpose:* Update regional staff on status of project
  - *Who:* Regional staff
  - *When:* Monthly
  - Ongoing
- Meeting with HQ Bridge:
  - *Purpose:* Discussion of HQ Bridge Design Office involvement on project, coordination and communication of elements necessary for delivery of Bridge office package(s)
  - *Who:* Representatives of Design Team and HQ Bridge Design Office
  - *When:* as needed
  - Not Complete

- Meeting with HQ Geotech:
  - *Purpose:* Discussion of HQ Geotechnical Office involvement in project, coordination of elements necessary for delivery of Geotechnical Report
  - *Who:* Representatives of Design Team and HQ Geotechnical Office
  - *When:* as needed
  - Not Complete
  
- Project Update with Maintenance.
  - *Purpose:* To assure that Maintenance has the opportunity to give input on the project
  - *Who:* Representatives from Design Team, and Area 2 Maintenance representatives
  - *When:* as needed
  - Not Complete
  
- WZTC / 30% Constructability Meeting:
  - *Purpose:* To address traffic control strategies to be incorporated into the construction of this project, in addition to gathering preliminary constructability input
  - *Who:* Representatives from Design Team, Construction Office, Materials Office, Traffic Office, Selah Maintenance, Program Management, Utilities, and Environmental Office
  - *When:* 30% completion
  - Not Complete
  
- 70% Constructability Meeting:
  - *Purpose:* To gather constructability input on the project with 70% completion of the contract plans
  - *Who:* Representatives from Design Team, Environmental Office, Construction Office, Materials Office, Utilities Office, and Toppenish Maintenance
  - *When:* 70% completion
  - Not Complete
  
- Final Constructability Meeting / PS&E Review:
  - *Purpose:* To assure that all affected groups have a last chance for input, and assure that a complete and accurate set of Contract Plans has been completed, and ready for ad
  - *Who:* Representatives from Design Team, Review Squad, Environmental Office, Construction Office, Materials Office, Traffic Office, Utilities Office, and Selah Maintenance
  - *When:* 95% complete
  - Not Complete

# Change Management Plan

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*July 2006*

Change may be encountered during the life of this project. The project scope, schedule, budget, and resources will all be areas of potential change. The sources of these changes will be internal changes initiated by the project team; external changes initiated by the contractor or consultant; and external changes that are a result of stakeholder requests, resource availability, etc.

Whether the effects of changes are positive or negative, acknowledging and managing change during the project is a critical factor for success. Managing change will require planning, discipline, and communication among the project team, their customers, and stakeholders. As the Change Management Plan is executed, the following should occur: Improved communication and satisfaction between customers, suppliers, and stakeholders, reduced potential for project delays, improved utilization of financial resources, financial performance, better project teamwork, and improved management of project quality. The following defines the plan this Team will use to Manage Change.

Potential change may fall in the following categories or types:

▪ Scope	▪ Deliverables
▪ Schedule	▪ Technical change
▪ Project Cost	▪ Resources/Technologies/Materials
▪ Available Funding	▪ Process/Policy
▪ Staffing	▪ Unforeseen field conditions, weather, etc.

## **Step-by-Step Process to Manage Change**

Changes proposed or encountered will be addressed using the following process.

### **1. Documentation of Change - Change Management Record**

The project office will maintain a list of all changes that occur on the project, which will record impacts to budget, schedule, and resources. Minor changes (usually less than 1% of the total project cost) that have a negligible impact on scope, schedule or budget, will only be documented in the record and follow steps 1 through 3 of this plan. Changes that are deemed “significant” will be documented in the record and formally communicated and endorsed as detailed in remainder of this plan. (A significant change is defined as any change that the project engineer feels greatly affects the scope or schedule of the project or that would result in an impact to either the PE or CN budget by greater than 10%.)

- The **Change Management Record** is a tool to be used to measure the impact of Change Management on critical project factors.
- **Change Management Record** will incorporate the following information to satisfy the questions: Why? What? Where? Who? When? and How Much?

## **2. Identify and Manage Change Issues**

During the project when change occurs, implement the Change Management Plan when it is first encountered. Each support group must be responsible for tracking their own changed conditions and reporting that change to the Project Manager. Identify the source and nature of the change as follows:

- Determine the category or type of change.
- Determine the potential impact of the change.
- Document the origin of the change (who initiated it, what precipitated it).
- Identify who may potentially be affected.
- Identify who is responsible for managing the change

## **3. Verify and Analyze the Change**

Concurrence of the change condition will be obtained from the Project Manager. If a change condition exists analyze the effects of the change to the project. The Project Manager or the designee shall:

- Evaluate and quantify the impact to the project performance baseline (scope, schedule, and/or budget)
- Evaluate any new risks and the effects on other project tasks or deliverables.
- Identify and coordinate with effected team members, specialty groups, consultants, etc. as needed.

## **4. Develop a Mitigation/Recovery Strategy.**

A response strategy is the process of developing options and determining actions to enhance positive changes and to reduce threats to project objectives. For “significant” changes the Project Manager or the designee shall document the analysis using the following points as a guide. Documentation can be in the form of an e-mail or letter. (A significant change is defined as any change that the project engineer feels greatly effects the scope or schedule of the project or that would result in an impact to either the PE or CN budget by greater than 10%.)

- Brainstorm, analyze, and prioritize strategies on how to respond to the change.
- What needs to be done, who will do it, and by when?
- Identify level of authority for endorsement.

## **5. Gain endorsement for the change.**

Endorsement for moving forward with a major change shall be accomplished using the following steps:

- Notify and consult with Region Management, Region Program Management, and Project Control and Reporting regarding the change and its impacts.
- Obtain endorsement from the appropriate level of authority.
- Prepare a formal Project Control Form if required.

**6. Update the Project Schedule and Estimate Baseline and monitor the effects of change.**

Once a “significant” change has been endorsed, it shall be communicated, documented, and monitored as follows.

- Update Project schedule and budget to document the change.
- Provide appropriate notifications to team members, specialty groups, consultants, etc. which are affected by the change.
- Identify responsibilities and timelines for carrying out the strategy.
- Monitor and evaluate implementation of the change.
- Document all steps in the appendix of the Change Management Record. This can be a letter or a copy of an e-mail chain that contains the necessary information.

**Develop and Apply a Change Management Record**

The Change Management Record is a tool to be used to document, track, and measure the impact of change management on critical project factors. Use of this Change Management Record will be considered mandatory, and will include the following:

Description of Change	Decision Description
Type of Change	Decision Impact Discussion (quantity/quality)
Origin of Change	Who “helped” develop response
Lead Manager	Related Project Names
Analyst	Location
Customer(s) Contacted	Cost Change estimate
Time Change Estimate	Decision Made Date
Decision Made By	Justification Description

# Quality Plan

I-82 Valley Mall Blvd. Interchange

MP 35.60 to MP 37.30

Project Manager: Troy Suing

July 2006

## Quality Assurance Control Matrix Items

QA/QC item	Lead	Checked	Approved	Standard(s) or References	Date scheduled	Date executed
Review Lessons Learned data base for applicable lessons	PD Squad B			NA	June 2006	
Gather as-built information and drawings for smooth and consistent transitions	PD Squad B			NA	May 2006	
Field visits to verify as-built	PD Squad B			NA	On-going	On-going
Existing utilities located on site and on plan	PD Squad B			NA	Fall 2007	
CRA / VE	T. Suing			NA	Fall 2006/ Spring 2007	
DDP reviewed and approved by region	T. Suing			Design Manual	Oct 2008	
Constructability review	SC			NA	Jan 2009	
Maintenance review	Area 2				On-going	On-going
PS&E package review	T. Suing/ Craig Zirkle			Plans Prep Manual	July 2009	
Executive Order 10.10 (Stamping of a Professional Document) will be implemented.	T. Suing			NA	Oct 2009	

# **Transition & Closure Plan**

*I-82 Valley Mall Blvd. Interchange*

*MP 35.60 to MP 37.30*

*Project Manager: Troy Suing*

*July 2006*

## **1. Transition Points**

This project will be transferred to the Project Construction Office at the completion of the PS&E package.

## **2. Acceptance of Work**

The work will be accepted after all formal reviews are complete.

## **3. Demobilize Staff and Resources**

Each design team member will transition to a new project as their individual tasks are completed.

## **4. Close technical elements of the project**

All of the activities, steps and requirements for demobilizing, returning or terminating facilities, equipment and services will be complete.

## **5. Project transition meeting of WSDOT's design and management team**

Proceed with the Lessons Learned process.

## **6. Evaluate, reward and recognize team members**

Review requirements and policies regarding rewards and recognition with region management.

## **7. Archive project material**

Prepare appropriate files for archiving, complete WSDOT archive boxes with required information.

## Endorse the Plan

*I-82 Valley Mall Blvd. Interchange*

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By endorsing to this Plan the **Executives** and **Senior Managers** agree to undertake the duties, responsibilities and directives per **Executive Order E 1032.00 Draft** dated **July 1, 2005**.

“We endorse this Plan and are committed to actively supporting it. We accept responsibility for fulfilling any aspect of the plan that applies to us, including providing resources, actively participating, and effectively communicating. We know what to do and are prepared to act. Our endorsement is an active and positive statement that we are committed to fulfilling the responsibilities designated in this plan.”

<b>Name:</b>	<b>Signature:</b>	<b>Title:</b>
<b>George Hilsinger</b>		<b>ARA for Development</b>
<b>Todd Trepanier</b>		<b>ARA for Planning and Program Management</b>
<b>Melinda Warren</b>		<b>Program Manager</b>
<b>Phil Nickson</b>		<b>ARA for Construction</b>
<b>Troy Suing</b>		<b>Development Branch Project Engineer</b>
<b>Jamil Anabtawi</b>		<b>SCR Utilities Engineer</b>
<b>Gary Beeman</b>		<b>SCR Environmental Manager</b>
<b>Larry Hook</b>		<b>Real Estate Services Manager</b>
<b>Ray Yates</b>		<b>SCR Materials Engineer</b>
<b>Rich Zeldenrust</b>		<b>HQ Bridge &amp; Structures</b>
<b>Jim Cuthbertson</b>		<b>HQ Geotech Foundation Engineer</b>
<b>Steve Lowell</b>		<b>HQ Engineering Geology</b>