

PROJECT MANAGEMENT PLAN

PLAN THE WORK - WORK THE PLAN

WIN-E02403J, PIN-502403J

**SR 24/Riverside Rd. to Faucher Rd. – Paving
HMA Overlay with Safety Restoration**



October 2010

Washington State Department of Transportation
South Central Region
Project Development Office

Initiate & Align Worksheet

SR 24/Riverside Rd. to Faucher Rd. – HMA Overlay with Safety Restoration

WIN-E02403J, PIN-502403J

MP 1.48 to MP 5.72

Jeff Minnick, Project Manager

February 16, 2011

Project Description

This project will consist of rehabilitating the existing roadway from MP 1.48 to Mp 5.72 in Yakima County by removing 0.15' of existing HMA in designated areas, sealing all cracks greater than ¼" with a CSS-1 sand slurry mixture, and replacing 0.15' of HMA; then sealing all cracks greater than ¼" throughout the rest of the project and overlaying 0.15' of HMA ½" with PG 64-28 oil binder. Other work will consist of replacing damaged signing, replacing guideposts, adjusting monuments and junction boxes, installing Type 31 guardrail and end terminals, and low cost measures to improve sight distance at intersections.

Project Scope

Design Manual Matrix 5, Row (5-1) HMA/PCCP will be used. Items to be evaluated for Safety Restoration will be Signing, Delineation, and Illumination; Basic Safety; Bike & Pedestrian; Vertical Clearance; Intersection Sight Distance; Barriers, Terminals, and Transition Sections.

Mission/Assignment

Deliver a Design Documentation Package, and a Plans/Specifications/ Estimate (PS&E) package and all supporting documents and approvals required to advertise this project on February 28, 2011.

The phase that applies to this team's effort:

Pre-Construction

Construction

Team Identification

The Project Team consists of the Project Manager, Project Team members, and Specialty Groups (Materials, Environmental, Traffic, Utilities, etc.). Each group must be involved in work planning, schedule development, project endorsement, and maintenance of the project management plan.

The groups that are on the Project Team with Project Development are checked below:

<input type="checkbox"/>	Access	<input type="checkbox"/>	Local Agencies
<input type="checkbox"/>	Architecture	<input type="checkbox"/>	Roadside Development
<input type="checkbox"/>	Bridge & Structures	<input checked="" type="checkbox"/>	Maintenance
<input checked="" type="checkbox"/>	Construction	<input checked="" type="checkbox"/>	Materials
<input type="checkbox"/>	Consultant Liaison	<input checked="" type="checkbox"/>	Program Management
<input checked="" type="checkbox"/>	Design & Plans Review	<input checked="" type="checkbox"/>	Public Information Office
<input checked="" type="checkbox"/>	Environmental	<input type="checkbox"/>	Real Estate Services
<input type="checkbox"/>	Geographical Services	<input checked="" type="checkbox"/>	Traffic
<input type="checkbox"/>	Geotechnical Services	<input type="checkbox"/>	Transportation Data Office
<input type="checkbox"/>	Highways & Local Programs	<input checked="" type="checkbox"/>	Utilities
<input type="checkbox"/>	Hydraulics	<input type="checkbox"/>	Other (USDFW and USCOE)
<input checked="" type="checkbox"/>	Land Survey	<input type="checkbox"/>	Tribal Liaison

Roles & Responsibilities

Brian White, ARA for Project Development & I-90 Construction

Leadership/Management Team

- Provide guidance and advice.
- Resolve conflicts and eliminate roadblocks.
- Approve Evaluate Upgrades (EU) items and Design Decisions.
- 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.

Troy Suing, 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 SCR managers agree with the direction of the project, concur with the Team Work Plan, and assist in removing programs and/or supplying resources to ensure project delivery.
- Work to obtain and maintain project funding.
- Provide timely communication of programming status/issues to team members.

Melinda Warren, Program Manager and Communications

Leadership/Management Team

- Track and report on project delivery.
- Ensure that appropriate external communication takes place with SCR Region and HQ Program Management.
- Ensure that the project is delivered in accordance with biennial allocations, in compliance with the State programming laws and WSDOT policies.
- Provide timely communication of status/issues to team members.
- Manage changes to the project budget and resolve any conflicting or outstanding issues with the HQ Program Management.
- Ensure timely, no surprises communications to the public and interested stake holders, including project web page and outreach opportunities.
- Coordinate communications to the public.

Todd Trepanier, ARA for Construction and Maintenance

Leadership/Management Team

- Provide guidance and advice.
- Resolve conflicts and eliminate roadblocks.
- Help to ensure that all SCR managers agree with the direction of the project, concur with the team work plan and supply resources to ensure project delivery.
- Review and provide comments on constructability and PS&E reviews.
- Provide timely communication of construction status/issues to team members.

Jeff Minnick, Development Branch Project Engineer, Project Manager

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 specialty groups.
- Remove obstacles and manage change.
- Ensure appropriate external communication takes place with the stake holders, specialty groups, local agencies and the general public.
- Track milestones and delivery dates for all participating groups.
- Assure the production of a constructible PS&E with no hidden maintenance costs, within scope, schedule, and budget.
- Be proactive.
- Provide timely communication of Project Delivery status/issues to team members.
- Elevate issues to upper regional management for resolution, if necessary.

Bill Preston, Planning/Materials Engineer

Leadership/Management Team and Production Team

- Provide stamped roadway structure and surfacing design recommendations.
- Serves as Regional advisor regarding roadway structure and material sources.
- Provide necessary coordination, services, and leadership for exploration and development of material sources to be used on the project.
- Regional contact which serves as liaison to the HQ Materials branch for all necessary services.
- Provide timely communication of surfacing recommendation status/issues to team members.

Jason Smith, Environmental Program Manager

Leadership/Management Team and Production Team

- Provide oversight and management of the environmental process to ensure the required environmental documents are completed and environmental permits are obtained in order to deliver the project within scope, on time, and within budget.
- Act as a Liaison for region environmental team and the leadership/management team to provide guidance and resolve environmental permit and documentation concerns.
- Communicate project concerns to upper regional management for resolution, if necessary.
- Provide timely communication of status/issues to team members.

Jamil Anabtawi, Region Utilities Engineer

Leadership/Management Team and Production Team

- Provide the design team with assistance in determining what the utility impacts are, and initiating contact with the utility company, if necessary.
- Provide other services as applicable.

Rick Gifford, Traffic Engineer

Leadership/Management Team and Production Team

- Provide signing design.
- Provide traffic engineering support and guidance.
- Perform review for work zone traffic control design.
- Provide timely traffic synopsis.
- Provide design/upgrades for existing illumination and signal poles.

Measures of Success

Deliver a Design Documentation Approval package, a PS&E package, and all supporting documents and approvals required to advertise this project on February 28, 2011.

Major Milestones

		<i>Book Date:</i>
X	<i>Begin Preliminary Engineering</i>	<i>9/27/10</i>
X	<i>Project Definition Complete</i>	<i>10/29/10</i>
X	<i>Environmental Doc. Complete</i>	<i>12/16/10</i>
X	<i>Environmental Permits Complete (2 mos.)</i>	<i>01/30/11</i>
X	<i>Advertisement (AD Date)</i>	<i>02/28/11</i>
X	<i>Bid Opening</i>	<i>03/21/11</i>
X	<i>Award</i>	<i>04/08/11</i>

Boundaries

- *Project limits (SR 24: MP 1.48 to MP 5.72)*
- Current advertisement date on or before February 28, 2011.
- Restrict charges to those in support of pavement overlay design and safety restoration.

Operating Guidelines

- Team meeting guidelines (team meetings may be with individual specialty groups):
 - Attend team meetings as scheduled.
 - All team members support final team decisions.
 - Voice & respect each other's opinions.
 - No formal voting process.
 - Resolve conflicts.
 - Continued involvement and communication with key players.
- Communication: refer to the Communication Plan.
- Manage team change: refer to the Change Management Plan.
- Report on Milestones monthly.
- Report on risks during monthly activity schedule meetings and Quarterly Project Reports.

Budget

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(Planned Expenditures by Functional Group)

OFFICE	ESTIMATED EXPENDITURES
	SR 24/Riverside Rd to Faucher Rd - Paving
SCR PROJECT DEVEL.	\$ 101,990
TRAFFIC OFFICE	\$ 20,000
REVIEW (REGION & HQ)	\$ 15,000
REGION MATERIALS OFFICE	\$ 2,500
UTILITIES OFFICE	\$ 1,000
ENVIRONMENTAL OFFICE	\$ 25,000
DIRECT PROJECT SUPPORT (HQ, IT, etc.)	\$ 5,000
PE Total:	\$ 170,490
Construction Total:	\$ 2,079,704

Each functional group has determined the funding required delivering their portion of the PS&E.

PE Total: \$ 170,490.00
Construction: \$ 2,079,704.00
Total: \$ 2,250,194.00

The budget for the SR 24 project is \$2,250,194.00 (\$170,490 for PE, and \$2,079,704.00 for CN). Each department will determine the funding required for delivering their portion of the PS&E.

Project Development will approach each department individually for their estimated Calendar Months Duration, Total Expenditures, and Project Background Information needed to deliver. The project Primavera Schedule will be updated to reflect the provided information.

Communication Plan

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During the Design and PS&E process of the “SR 24/Riverside Rd. to Faucher Rd. – HMA Overlay with Safety Restoration” projects, communication will direct this project to successful completion. 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 or stakeholders. To do this we must insure 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 status updates about the delivery of their agreed to deliverables. The Design Team will also diligently seek input from their customers and stakeholders to insure 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 written by the hosting group and electronically routed to affected groups, as dictated by their degree of involvement in the topic of the meeting. Most other project correspondence will occur electronically, except when other means are deemed more pertinent.

Based on information gathered by ongoing communication with internal and external groups, the Design Team will maintain the project schedule, which will be available for viewing in P:\452201\Project Control\PDF of Schedules

Internal Communication

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, monthly 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.

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

SCR Environmental Office / Design Team Meetings / Leadership Team

Purpose: To update Environmental Office and Design Team of current project status as relating to environmental documentation, permitting, and mitigation.

Who: Representatives of Design Team and SCR Environmental Office.

When: As needed.

Monthly SCR Pre-Contract Activity Meeting (Region):

Purpose: To update regional staff on status of project

Who: Regional Staff

When: Quarterly

Maintenance Review

Purpose: To assure that Maintenance has the opportunity to give input on the project.
Who: Representatives from Design Team and Maintenance Area 2.
When: As needed.

WZTC & 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, Area 2 Maintenance, Program Management, Utilities, and Environmental Office.
When: November 2010.

Final PS&E Review Meeting:

Purpose: To assure that all affected groups have a chance to view, comment on, and assure that a complete and accurate set of Contract Plans has been assembled, is constructible, and ready for AD.
Who: Representatives from Design Team, Review Squad, Construction Office, Materials Office, Traffic Office, Utilities Office, Maintenance, and Environmental Office.
When: December 2010.

Public Communications Plan

Purpose: To provide adequate, timely and focused information for the traveling public, business community, and residents.
Who: Representatives from Program Management/Communications, Design Team Construction Office, Materials Office, Traffic Office, Maintenance, Utilities, Environmental, and Review.
When: Continually throughout the design and construction phases.

External Communication**Interagency Project Team:**

Purpose: Project update and coordination.
Who: City of Moxee and Yakima County.
When: As needed.

Change Management Plan

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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 and external changes that are a result of stakeholder requests, resource availability, local agency needs, etc.

Whether the effects of change 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 delay, 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 into 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.

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 scope, schedule, budget and resources. Minor changes (usually less than 10% of the total project cost and no change in AD Date) that have a negligible impact on scope, schedule or budget, will only be documented in the record and follow steps 1 and 2 of this plan. Only changes that are deemed “significant” by the Project Manager will be documented in the record and formally communicated and endorsed as detailed in remainder of this plan.

- The **Change Management Record** is a tool to be used to document and measure the impact of change on critical project factors.
- **Change Management Record** will incorporate the following information to satisfy the questions: *Why, What, Where, Who, When, and How* much the change will cost the project in time, dollars, or impact to scope?

Use of this Change Management Record will be considered mandatory for all changes and will include the following:

<i>Type of Change</i>	<i>Description</i>
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

Step-by-Step Process to Manage Change

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

1. Identify and Manage Change

A Change Management Record will be documented as soon as change is encountered. Each production team must be responsible for tracking their own changes and reporting those changes to the Project Manager. The source and nature of the change will be identified as follows:

- Determine the nature or type of change (scope, schedule, and/or budget).
- 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

2. Verify and Analyze the Change

The Production Team will notify the Project Manager of the change. If the Project Manager determines that a change condition exists, the Project Manager or his designee shall:

- Evaluate and quantify the impact to the project (scope, schedule, and/or budget).
- Evaluate the need for any new risks and/or resources and the effects on other project tasks, resources, and/or deliverables.
- Identify effected team members, specialty groups, customers, stakeholders, etc.
- Notify effected groups about the change and how it affects them.
- Negotiate action items with the effected specialty groups to address the change.

3. Determination of Significance.

A significant change is defined as any change that would result in an impact to either the PE or CN budget by 10% or greater or impacts the scheduled AD date.

4. Developing 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 his designee shall further document the change analysis in a change management record using the following points as a guide. Documentation can be in the form of an e-mail or letter.

- 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. Region endorsement of the change.

Gain Region endorsement of a significant change and its impacts to scope, schedule, and/or budget. The Project manager or his designee shall gain endorsement by 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, reset the schedule baseline, and change the project 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 endorsed strategy.
- Monitor and evaluate implementation of the endorsed strategy.
- 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. This information must be understandable by someone in the future that was not involved with the project.

Quality Plan

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Quality Assurance Control Matrix Items

QA/QC item	Lead	Checked	Approved	Standard(s) or References	Date scheduled	Date executed
Gather as-built information and drawings	PD Squad A			NA	10/10	
Review Lessons Learned data base for applicable lessons	PD Squad A			NA	10/10	
Existing utilities located on site and on plan	PD Squad A			NA	10/10	
Field visits to verify as-built	PD Squad A			NA	10/10	
Maintenance review	Area 3			NA	10/10	
Constructability review	Minnick/Burke			NA	11/10	
Design will be reviewed by region and approved prior to the completion of the PS&E package	J. Minnick/ Burke/ PD Squad A			Design Manual/ Plans Prep. Manual	12/10	
PS&E package review	Minnick/Zirkle			Plans Prep Manual	01/11	
Executive Order 10.10 (Stamping of a Professional Document) will be implemented.	J. Minnick			NA	2/22/11	

Transition & Closure Plan

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1. Transition Points

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

2. Acceptance of Work

The work will be accepted after all formal reviews are complete based on PS&E review and communication during the review process.

3. Demobilize Staff and Resources.

Each design team member will transition to a new project as their individual tasks are completed. Each design team member will stay prepared to answer questions from the construction office according to their expertise in the decision stage of the project. Proceed with the Lessons Learned process.

4. Evaluate, reward and recognize team members.

Take time to evaluate each member's contribution to the project. Reward and recognize each member's contribution based on Region policies.

5. Archive project material

Prepare appropriate files for archiving. CAD files will be archived on a server. All other digital files will be archived on DVD and stored. WSDOT archive boxes will be filled with pertinent paper documents. Project archive boxes will be labeled and stored by the Region Records Engineer.

Endorse the Plan

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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.”

Name:	Signature:	Title:
Brian White		ARA for Project Development and I-90 Construction
Troy Suing		ARA for Planning and Program Management
Melinda Warren		Program Manager
Todd Trepanier		ARA for Construction and Maintenance
Jeff Minnick		Development Branch Project Engineer Project Manager
Bill Preston		SCR Materials Engineer
Jason Smith		SCR Environmental Manager
Jamil Anabtawi		SCR Utilities Engineer
Rick Gifford		SCR Traffic Engineer