

Communication

Hood Canal Bridge Project Team

The ultimate goal of the Hood Canal Bridge team is to administer a world-class project to replace the Hood Canal Bridge. Meet one of the people who make it all happen.



Michelle Tragesser, *Structural Engineer, Hood Canal Bridge Team*

Michelle Tragesser joined the Hood Canal Bridge Team eight months ago as a project structural engineer for the design group. Her history in bridge design work made her the perfect candidate for this position. Over the past 12 years, Michelle gained extensive bridge experience that assists her in her role today by working on several WSDOT bridge projects doing seismic analysis and design.

Today, Michelle's duties include providing technical support for field issues and technical resolution for the project's Requests for Information (RFI's) and Requests for Change (RFC's). As construction has progressed, Michelle's knowledge in bridge design has allowed her to keep up with the demands of the job. She has successfully managed the constant coordination required between construction field crews, the HCB business group, WSDOT Construction Office, Bridge and Structural Office and Bridge Preservation Office staffs to resolve a diverse set of technical issues for multiple sites and offices.

Even Michelle's spare time is spent working on bridge development as she is a member of the Precast/Poststressed Concrete Institute (PCI) Bridge Committee. The PCI Bridge Committee focuses on the development, improvement and implementation of advanced materials, products and technology to enhance the performance of precast and prestressed concrete bridges.

When she finally takes a break from bridge design work, Michelle enjoys spending time in the outdoors with her boyfriend, Bob, and their eight dogs. Bob and Michelle have rescued approximately 130 dogs through Border Collie Rescue volunteers, which is affiliated with the Seattle Purebred Dog Rescue. Michelle also likes swimming, running and biking. Her goal is to someday participate in a triathlon.

Project responsibilities: Technical resolution for RFI's and RFC's, providing technical support for field issues.

Questions? (253) 305-6441 or TragesM@wsdot.wa.gov

Next Month's Activities

- Continue flat panel and begin corner wood form construction for cycle 2 pontoons.
- Mount sensors throughout the west pontoons for the new leak detection system.
- Float pontoons PA, PB and Q out of the graving dock.
- Tow pontoons PA, PB and Q to Seattle's Pier 66.
- Fabricate rebar templates for pontoons NA and NB.
- Pre-fabricate and form pontoon NA and NB roller guides.
- Install cycle two exterior wood panels for pontoons NA and NB.
- Construct exterior wood form panels for pontoons YD, YE and YF.
- Execute float-out media event.
- Publicize pontoon towing schedule.
- Prepare for moving pontoons R, S and T from Port Gamble Bay to Seattle.
- Review pontoon cycle 2 design and construction submittals.
- Complete all anchor floor pours.
- Complete first anchor wall pour.

Hood Canal Bridge Retrofit and East-half Replacement Project

East-half Replacement

Completion Goal: 2009

West-half Retrofit Completion Goal : 2010

Q. Where is the bridge?

A. *The Hood Canal Bridge is located between Kitsap and Jefferson counties at the mouth of the Hood Canal.*

Q. Why is it important?

A. *It serves as a vital economic and social link between the greater Puget Sound and the Olympic Peninsula.*

Q. What is WSDOT doing?

A. *The Washington State Department of Transportation is improving this lifeline by replacing the east-half floating portion of the bridge, replacing the east and west approach spans, replacing the east and west transition truss spans and updating the west-half electrical system. The project completion estimate is 2010.*

Q. What can drivers do to stay informed?

A. *Sign up to receive the latest news regarding the Hood Canal Bridge Project and other related area transportation news in your e-mail inbox. Visit www.hoodcanalbridge.com to subscribe.*

This report highlights updated Hood Canal Bridge Project information from **November 1–30, 2006.**

For more information about the Hood Canal Bridge Project visit the project web site, www.hoodcanalbridge.com, or contact project staff:

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Monthly Report

Hood Canal Bridge Retrofit and East Half Replacement Project



Hood Canal Bridge, Nov. 15, 2006.

Project Delivery

What It Takes to Float pontoons

Over the past nine months, the Washington State Department of Transportation (WSDOT) and the contractor, Kiewit-General (K-G), constructed the first three Hood Canal Bridge pontoons at Concrete Technology in Tacoma. This work required extensive planning and coordination. These efforts began months before the scheduled float-out date.

Planning

In November, WSDOT and K-G managers created float-out plans detailing pontoon inspection checklists, communication strategies, towing schedules, event schedules, Web site updates and staff schedules. They also identified the design approvals needed, construction materials required and operational risks. The plans were updated weekly and implemented successfully.

Planning was particularly essential in the area of safety. A detailed radio system was set up for the day of float-out, a lighting system was installed, employees were required to complete safety drills and safety meetings were held before float-out. "The team went to their assigned pontoon and trained in the field before the float-out," said Phil Wallace, K-G pontoon manager. "Safety is our top priority."

Coordination

K-G and WSDOT also spent several months coordinating efforts inside and outside the agencies. The engineering submittal process was organized and steam-lined to facilitate timely completion of the submittals critical to float-out. Agencies along the Blair Waterway were notified when the pontoons were going to be floated out of the graving dock, how long they would be stored in Blair Waterway and when they would be towed to Seattle's Pier 66.

By the end of November, all the outside resources and the Hood Canal Bridge team understood the detailed procedures and schedule required for float-out and were well-prepared to handle this important project milestone.



Worker installs a temporary bollard on pontoon PA. Tow ropes attach to the bollards from the tugboats when the pontoons are towed out of the graving dock, Nov. 22, 2006.

Accountability

Managing Multiple Sites

Work on the Hood Canal Bridge Project is being accomplished at nine different locations — one project office in Tacoma and eight construction sites. Managing all nine areas effectively requires teamwork and project-wide coordination.

Team Structure

The core management group is based in the Tacoma project office. This group organizes design, business, construction and communication efforts at all the work sites. This structure ensures consistent policies and accurate work processes throughout the team.

Work Processes

Many work processes developed at the first construction site, Concrete Technology, are being implemented at other locations.

Specific steps have been taken at each site to make sure work processes, such as materials acceptance, contract changes and construction inspection checklists, are consistent across the overall project.

Team Meetings

Every week, each site has a team meeting to review the Hood Canal Bridge schedule, submittals, design clarifications, quality matrix, safety information and communication tactics. Site managers from each location also meet weekly to coordinate their efforts. Monthly, project and site managers meet to review the past month's performance measures and to coordinate future plans. These meetings facilitate a project-first, team-centered attitude, efficient management methods and construction schedule coordination. They also help inform employees of current construction progress and safety regulations.

Performance Measures: Project Communication

The Hood Canal Bridge Team recognizes that timely and effective communication is a key piece in delivering this project on time and on budget.

Currently, several different avenues have been created to share project news effectively and thoroughly with the Hood Canal Bridge team, including: a weekly progress report showing pictures and explanations of the progress at each site; a team success list distributed to all employees weekly; and, an electronic internal newsletter distributed twice a month.

Keeping the public, policymakers and stakeholders informed about the construction progress, schedule, budget and 2009 closure is also extremely important. The Hood Canal Bridge Web site is updated with the latest information and the team is working with communities near the bridge to help them prepare for the 2009 closure and to update them on project progress.

Communication Performance Measures

Eleven performance measures are now being used to track communication activities and their effectiveness among the eight Hood Canal Bridge construction sites, the Hood Canal Bridge office, the community, the media and government officials.

These measures were developed by looking at the project's communication goals and developing specific questions on how to achieve each goal. The answers to those questions show if the team is achieving these goals:

- Engage local communities in project advocacy
- Inform public, including political leaders, well
- Build project credibility

The communication performance measures are reviewed monthly. Once this performance measure data has been collected over a longer period of time, communication performance trends will be reported. November's data is shown to the right:

Financial Status

Project Cost Summary

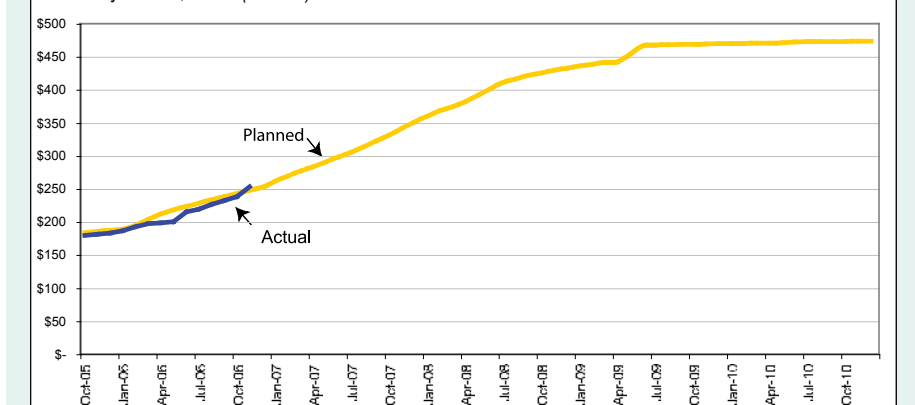
CATEGORY	BUDGET	Period Ending November 30, 2006	
		EXPENDED	% COMPLETED
Original Commitments			
Port Angeles	\$83,000,000	\$82,877,940	99.9%
Bridge Site Work	\$41,463,000	\$40,000,025	96.5%
Work in Progress	\$81,600,000	\$67,870,201	83.2%
Subtotal Original Commitments	\$206,063,000	\$190,748,166	92.6%
Modified Commitments			
WSDOT Construction Management	\$32,036,000	\$7,581,381	23.7%
Bridge Closure Mitigation	\$9,644,000	\$488,788	5.1%
New Facilities & Bridge Completion	\$223,225,000	\$51,552,219	23.1%
Subtotal Modified Commitments	\$264,905,000	\$59,622,388	22.5%
Project Total	\$470,968,000	\$250,370,554	53.2%

Source: WSDOT Hood Canal Bridge Project Office

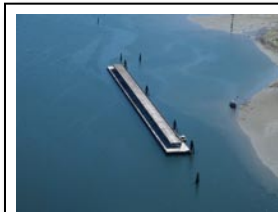
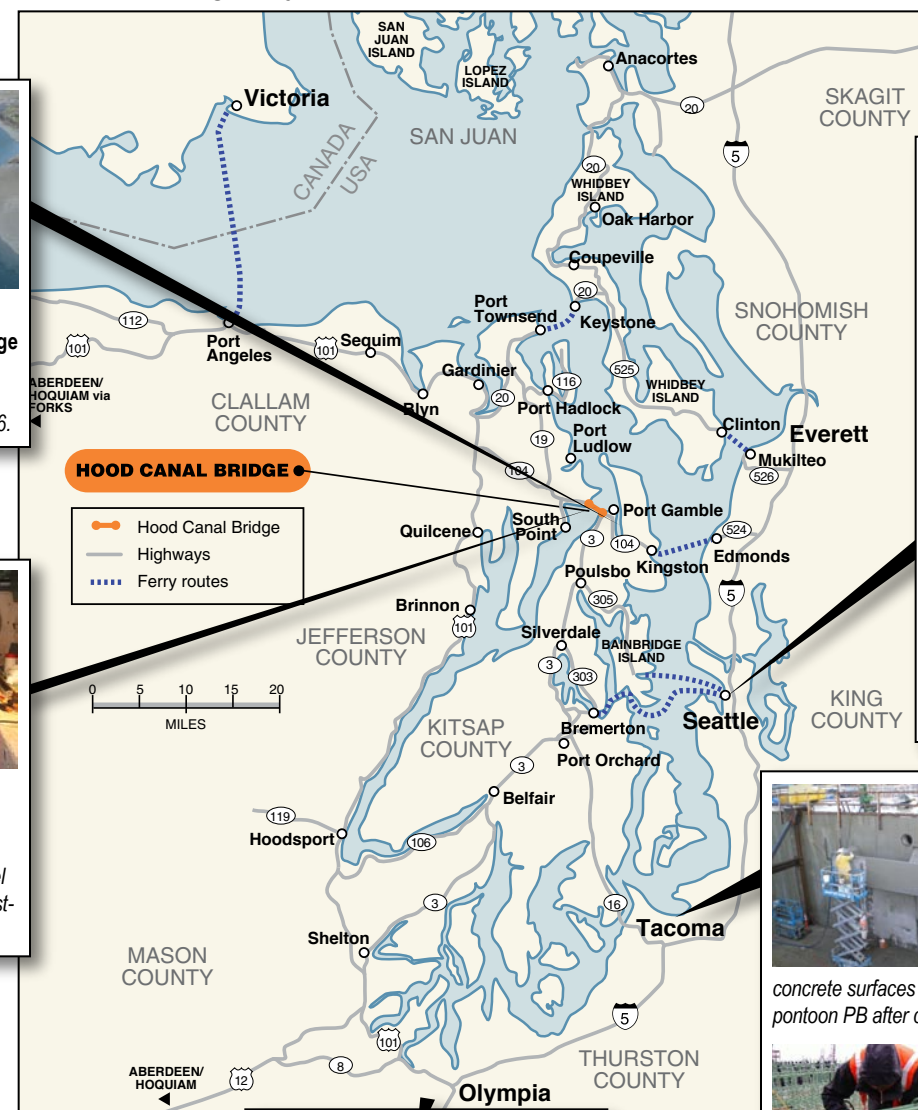
Note: November data is an estimate of costs prior to the accounting month close on December 8.

Planned vs. Actual Expenditures

Period Ending November 30, 2006



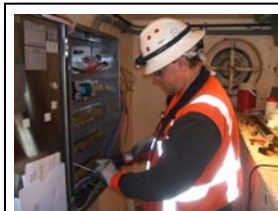
Hood Canal Bridge Project Construction Sites



Port Gamble Bay Moorage: Pontoon and Anchor Storage
Pontoons R, S and T moored in Port Gamble Bay, to be retrofitted in Seattle, July 2006.



Port of Seattle—Todd Pacific Shipyards: Anchor Construction (21% complete)
Workers pour concrete for lower wall section on 46-foot anchor, Nov. 21, 2006



Hood Canal Bridge Site: West-half leak Detection System (76% complete)
Worker checks electrical panel inside Hood Canal Bridge west-half pontoon cell, Nov. 2006.

Pier 66: Mooring location for pontoons PA, PB and Q (starting Dec. 2006)
Terminal 91: R, S and T rehabilitation and retrofitting (starting Jan. 2007)



Port of Tacoma—Concrete Technology: Pontoon Construction (33% complete)
Workers finish concrete surfaces on roller guide platform walls on pontoon PB after concrete pour, Nov. 22, 2006.



Parcel Four: Pontoon Construction Form Fabrication
Worker cuts rebar installed on pontoon NA end panel form, Nov. 2006.

Vancouver, WA—Oregon Iron Works: Transition and truss span assembly (starting in 2007)

Communication Activity

Communication Activity	Monthly Goal	Nov.
Constituent correspondence completed on time	90%	81%
Presentations given/meetings attended	2	3
Tours conducted	up to 4	0
Media contacts made	4	11
Press releases circulated	deliver according to media plan – focus on milestones	1
Media stories published (external to WSDOT)	75% of stories accurate	20%
Stories published (internal to WSDOT)	1	0
Website pages added/updated	4 (once a week or more)	18
ListServ notices sent on time (traffic, updates)	80%	100%
Publications distributed to stakeholders	2	3
Share information with internally/HCB team	4 (once a week or more)	7