Project Management Plan

Statewide
Median Cross Over Protection

June 20, 2005

Washington State
Department of Transportation

Initiate & Align

Statewide Median Cross-Over Protection
Project Manager: *Jay Drye*
June 13, 2005

Project Description

Install cable median barrier to reduce the severity and number of cross-over accidents on multi-lane highways.

Team Mission/Assignment

Deliver a PS&E package and all supporting documents and approvals required to advertise the Statewide Median Cross-over Protection project. Meeting the following criteria:

- A construction project that minimizes impacts to the public and environment
- An improved facility that is responsive to the needs of and meets the requirements and expectations of all stakeholders.
- Within funding limits.
- By the agreed upon AD date, August 1, 2005.

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

☒ Pre-Construction ☐ Construction

Major Milestones

The project team tracks major milestones, which provide an overview and status to the WSDOT Management & Project Team, Legislature, and the public. The following is a selection of the major milestones that will apply:

☒	*Project Definition Complete*	June 2005
☒	*Begin Preliminary Engineering*	June 13th, 2005
☒	*Environmental Documentation Complete*	July 2005
☒	*Advertisement (Ad date)*	August 1, 2005
☒	*Bid Opening*	August 24th,2005
☒	*Award*	August 29th, 2005
☒	*Execution*	September 16th, 2005
☒	*Construction Start*	September 19th,2005
☒	*Operationally Complete*	November 23rd,2005
☒	*Final Contract Completion*	November 2005

These milestones are included in the Master Deliverables List and must be tracked in the project schedule. See the Project Control and Reporting Guide (PCRG) for major milestone definitions. The PCRG can be found at: wwwi.wsdot.wa.gov/ProjectReporting/

Boundaries

- Physical project limits are:
  - I-5 - 300th St. NW Vic. To Anderson Rd. Vic., MP 221.0 to 225.5
  - I-5 - SR 11 Vic. To Weigh Station Vic., MP 230.9 to 234.77
  - I-5 - SR 11 to 36th Street, MP 250.88 to 252.97
  - I-5 - SR 542 Vic. to Bakerview Road, MP 255.45 to 258.3
  - I-5 - Main Street to SR 548, MP 262.40 to 265.66
  - I-5 - MP 273.93 to 276.20
  - SR 18 - SE 304th to SR 516, MP 9.0 to 11.4
  - SR 99 - SR 599 to Holden Street, MP 22.94 to 26.01
  - SR 522 - North Creek Vic. to Bear Creek Vic., MP 10.85 to 12.81
  - SR 16 - NW of Tacoma Narrows to SE of Burley/Olalla, MP 8.41 to 20.11
  - SR 167 - SR 410 to Pierce County Line, MP 6.68 to 11.18
  - SR 410 - Traffic Ave. to 166th Ave. E, MP 9.11 to 11.56
- Design consistent with appropriate design standards and policies.

Team Identification

The project team consists of the project manager, design team members and all specialty groups that need to be involved in the development of the project. Specialty groups must be involved in project work planning, schedule development and maintenance, and endorsement of the work plan.

The following specialty groups could be involved:

☐	*Access*	☐	*Land Survey*
☐	*Architecture*	☒	*Roadside Development*
☐	*Bridge & Structures*	☐	*Materials*
☒	*Construction*	☒	*Program Management*
☐	*Consultant Liaison*	☒	*Public Information Office*
☒	*Design & Plans Review*	☒	*Real Estate Services*
☒	*Environmental*	☒	*Right-of-Way*
☐	*Geographical Services*	☒	*Traffic*
☐	*Geotechnical Services*	☐	*Transportation Data Office*
☐	*Highways & Local Programs*	☒	*Utilities*
☐	*Hydraulics*	☐	

Roles & Responsibilities

Project Manager/Engineer – *Jay Drye*

- Liaison between the Project Delivery Team and the Management Team.
- Bring concerns from the design team to the management team.
- Update the design team on decisions/recommendations of management.
- Engineer of Record for contract plans.
- Work to resolve any issues or roadblocks.

Business Manager – *Blane Long*

- Maintain the direction of the Team Mission.
- As the project progresses, set goals and provide guidance and advice.
- Maintain/Monitor the schedule and budget.

Design Team Leader – *Bill Prill & Larry Hinson*

- Coordinate design team operations and incorporate products from specialty groups to the Design File & PS&E.
- Design oversight; including meeting requirements of the Design Manual, other manuals, and the Team Mission.
- Provide technical advice regarding individual design elements.
- Develop and provide project information as needed by specialty groups.
- Update the design team on decisions/recommendations of management.

Design Team Members – Lori Beebe, Ray Crumbly, George Frick, Tomi Hume-Pontius & Faith Shuler

- Assist with the preparation of the Design Documentation Package and PS&E.
- See that design meets the requirements of the Design Manual, other manuals, and the Team Mission.
- Provide information, as needed, to specialty groups.
- Bring all concerns to the Design Team Leaders attention.

Field Reviewers – Doug McClanahan, Bill Berens

- Review all locations identified for median cable barrier.
- Conduct a Maintenance Review with Maintenance personnel.

Traffic Representative - TBD-region representatives

- Provide technical traffic operations information.
- Act as an advocate for the Traffic office by communicating concerns/issues between the design team and the traffic office.

Environmental Coordinator – Bruce Smith

- Provide environmental documentation and applicable permits for project AD.
- Coordinate any mitigation to address environmental impacts.
- Communicate with the appropriate agencies to obtain the appropriate permits required.
- Act as an advocate for the Environmental office by communicating concerns/issues between the design team and the Environmental office.

Program Management – Salah Al-Tamimi

- Communicate and coordinate with Project Manager concerning the allocation of funds.

Management & Customer Team – Harold Peterfeso, Ken Smith,

- The Management & Customer Team provides leadership and oversight for delivery of the project. In this role, the team provides a forum for reviewing the status of and delivery plans for projects. This team is intended to coordinate and prioritize application of resources, remove roadblocks, pursue adequate funding, and facilitate communication both internally and externally.

Measures of Success

What the team must accomplish for this project to be successful:

- A clearly defined product (Ad ready PS&E and permits), scope, and schedule, and manage change effectively.
- Maintain open, effective and timely communication within the team, with sponsors, other agencies, stakeholders, and the public.
- Understand all our stakeholders' needs and concerns, mediating issues to an acceptable conclusion.
- We effectively manage our resources, including funding, by comparing and reporting work order expenditures to the planned budget.
- Regularly recognize and celebrate accomplishments and successes.

Operating Guidelines

Operating guidelines describe how the team will govern itself.

- Team decision-making process
  - Voice and respect each other's opinions
  - Voting by thumbs up, sideways and down, 2/3 majority rules.
  - All team members support final team decisions.
  - Resolve conflicts
  - Early & continued involvement of key players (internal and external)
- *Team meetings*
  - Team will meet weekly to review project status, progress and manage change.
- *Communication*
  - Refer to **Communication Plan**.
- *Manage team change*
  - Refer to **Change Management Plan**.

Work Breakdown Structure

Statewide Median Cross-Over Protection
Project Manager: *Jay Drye*
June 10, 2005

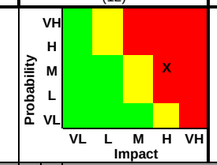
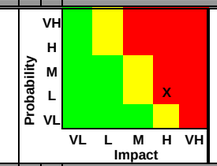
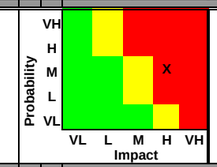
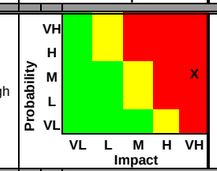
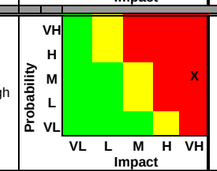
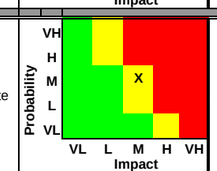
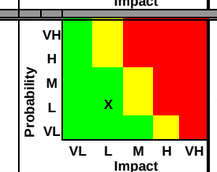
I-5 et. Al., Puget Sound Vicinity Cable Guardrail - Tailored MDL (No tasks assigned yet)

WBS Code	Task Name
PE	**Preliminary Engineering**
PE-S	**Scoping**
PE-D-23	Project Summary
PE-D-23.01	Project Definition Complete
PE-D-23.03	Environmental Review Summary Complete
PE-D	**Design/PS&E**
PE-D-01	Project Funding Approval
PE-D-02	Design Start Date
PE-D-03	Project Management
	Project Management Plan
PE-D-03.04	Endorsement
PE-D-06	Environmental Documentation
PE-D-06.03	Endangered Species Compliance Act
PE-D-06.03.01	Biological Evaluation
PE-D-06.03.01.05	Environmental Biological Assessment – No Effect Letter Sent
PE-D-06.19	SEPA Compliance
PE-D-06.19.06	SEPA C.E.
PE-D-06.99	Environmental Documentation Complete
PE-D-08	Project Data
PE-D-08.05	As-Built Data
	Initial Field Review
	Maintenance Review
	WSP Review
PE-D-17	Right of Way (RW)
PE-D-17.075	Right of Way Certification
PE-D-23	Utilities
PE-D-23.01	Existing Utilities
PE-D-25	Work Zone Traffic Control (WZTC)
PE-D-26	Design Documentation
	Design Documentation Package
	Design Approval
PE-D-27	Contract Plan Sheets Preparation
PE-D-27.00	Contract Plans
PE-D-28	Contract Specifications Development
PE-D-28.01	Contract Specifications

PE-D-29	Construction Estimate Development
PE-D-29.01	Engineer's Cost Estimate of Construction
PE-D-29.02	Working Day Estimate
PE-D-31	Environmental Permits
PE-D-31.10	Shoreline Permit/Exception
PE-D-31.99	Environmental Permits Recieved
PE-D-33	PS&E Reviews
PE-D-33.03	HQ PS&E Review
PE-D-33.04	FHWA PS&E Review
PE-D-33.07	Address PS&E Review Comments
	Ad Package to Printing
PE-D-38	Contract Ad & Award
PE-D-38.01	Addendum Deadline
PE-D-38.02	Construction Funding Approval
PE-D-38.03	Printing
PE-D-38.05	AD Date
PE-D-38.06	Bid Opening
PE-D-38.07	Award
CN	**Construction**
CN-CC	**Contract Completion**
CN-EOT	**Estimated Open to Traffic**

Project Title Statewide Median Cross-Over Protection
Project PIN #
Date 13-Jun-05
Project Mngr Jay Drye **Telephone Number** (360) 705-7465

PROJECT RISK MANAGEMENT PLAN

	Risk Identification							Qualitative Analysis				Response Strategy			Monitoring and Tracking		
Priority	Status	ID #	Date Identified Project Phase	Functional Assignment	Threat/Opportunity Event	SMART Column	Risk Trigger	Type	Probability	Impact	Risk Matrix	Strategy	Response Actions including advantages and disadvantages	Affected Project Activity	Responsibilty (Task Manager)	Status Interval or Milestone Check	Date, Status and Review Comments
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
		1	6/13/2005 Scoping	Design	Location of drainage structures	The location of some drainage structures may require the cable barrier be aligned around them.	Drainage structures located during field reviews and/or as-builts	**Scope**	Moderate	High		Mitigation	Adjust cable barrier location as necessary to miss any drainage structures	WBS 230 Prepare Draft PS&E	Doug, Bill B., Larry	Weekly	
		2	6/13/2005 Scoping	Design	Location of drainage structures & other sources of water	Tempory Erosion Control Plans may need to be created for some cable barrier locations.	Proximity to water as determined during field reviews	**Schedule**	Low	High		Mitigation	Create TECS plans as necessary.	WBS 230 Prepare Draft PS&E	Ray, Bruce	Weekly	
		3	6/13/2005 Scoping	Environmental	Wetlands identified	Identified wetlands will need to be mitigated.	Environmental determination	**Scope**	Moderate	High		Avoidance	If wetlands are located within a section then that section will be dropped from the project and added to a future project.	WBS 180 Prepare and Approve Project Report and Final Environmental Document	Bruce	Weekly, until ERS is Complete	
		4	6/13/2005 Scoping	Environmental	Environmental Permits	Any permits that are time consuming to obtain.	Environmental determination	**Schedule**	Moderate	Very High		Avoidance	If permits are needed fo a particular section then that section will be dropped from the project and added to a future project.	WBS 180 Prepare and Approve Project Report and Final Environmental Document	Bruce, Jay	Weekly	
		5	6/13/2005 Scoping	Environmental	Nesting Bald Eagles	Bald Eagles maybe nesting near some of the cable barrier locations. This may neccesitate the need to obtain more environmental documentation.	Environmental determination	**Schedule**	Moderate	Very High		Avoidance	If a BA is needed for a particular section then that section will be dropped from the project and added to a future project.	WBS 180 Prepare and Approve Project Report and Final Environmental Document	Bruce	Weekly	
		6	6/13/2005 Scoping	Traffic	Traffic Control	Some cable barrier locations may require the Contractor to block one lane of traffic in order to construct.	Traffic determination	**Cost**	Moderate	Moderate		Acceptance	Project/Section traffic control plans will be created as required.	WBS 180 Prepare and Approve Project Report and Final Environmental Document	Ray	Weekly	
		7	6/13/2005 Scoping	Maintenance	Maintenance Review	May be difficult to obtain an On-Site Maintenance Review within our schedule requirements	Maintenance no-show at the time of a field review	**Quality**	Low	Low		Acceptance	None		Doug	Weekly	

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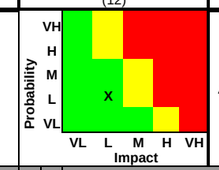
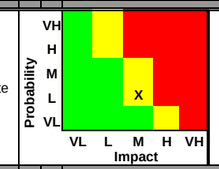
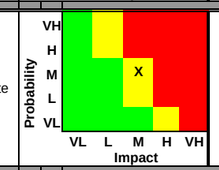
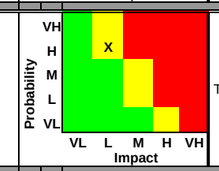
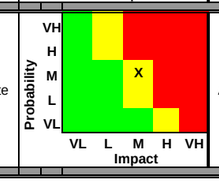
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
		8	6/13/2005 Scoping	Design	NWR & OR Environmental	Minimizing the involvement of the regions environmental section due to workload issues		**Quality**	Low	Low		Acceptance	None	WBS 180 Prepare and Approve Project Report and Final Environmental Document		Weekly	
		9	6/13/2005 Scoping	Region Utilities	Existing utility locations	The location of some utilities may require the cable barrier be aligned around them.	Review of as-builts	**Scope**	Low	Moderate		Mitigation	Adjust cable barrier location as necessary to miss any utilities	WBS 230 Prepare Draft PS&E		Weekly	
		10	6/13/2005 Scoping	Design	Median Cross-Overs	The location of some median cross-overs may require the cable barrier anchors to be relocated.	Review of as-builts	**Scope**	Moderate	Moderate		Mitigation	Adjust cable barrier anchor locations as necessary	WBS 230 Prepare Draft PS&E		Weekly	
		11	6/13/2005 Scoping	ALL	Vacations	Some project team members will be taking vacation during this project	Leave slips	**Schedule**	High	Low		Transference	Other team members will pick up the slack			Weekly	
		12	6/13/2005 Scoping		Contractor Bonding			**Quality**	Moderate	Moderate		Acceptance				Weekly	

Communication Plan

Statewide Median Cross-Over Protection
Project Manager: *Jay Drye*
June 13, 2005

The communication plan for the project is broken into two sub-areas, Internal and External Communication, and is presented below in tabular form. Both sub-areas acknowledge that the project partners cannot realize their vision nor can the project delivery team attain our mission without a sufficient, timely and accurate flow of information. The items addressed below identify what the item is, who is the primary contact, how the information moves and when it happens. We also recognize that effective communication demands effective listening and viewing project decisions from our customer's perspective.

In order to assure successful delivery of this project, it will be necessary for the project delivery team to accurately inform each other of their needs, updates and timelines. Minutes from meetings listed below will be electronically routed to affected groups as appropriate.

External Communication
Timely and meaningful exchange of information external to the project team is critical to secure a positive commitment from stakeholders and the general public. As indicated in the table, that flow may be written or oral, formal or informal.

WHAT	WHO	HOW	WHEN
With Stakeholders			
Identify stakeholders	Jay Drye	A stakeholder list will be created and updated	Now
With the Public			
Project website	HQ Communications	A project website will be established if necessary	On-Going

Internal Communication
Effective internal communication is open, honest, continuous and efficient. The table below addresses communication between and among the teams as well as communication protocols.

WHAT	WHO	HOW	WHEN
Communicate project progress to senior management	Jay Drye	As requested	As appropriate

WHAT	WHO	HOW	WHEN
Communication among all teams.			
Distribute & maintain schedule Base Schedule - June 13, 2005	Blane Long	PDIS	On-Going updates
Create an organizational chart that identifies Team Structure	Jay Drye	An organizational chart will be completed	Now
Set guidelines			
Clarify chain of command guidelines with other agencies	Functional managers provide guidance	Questions are handled on a case by case basis by each manager	As needed
Set protocols	Functional managers provide guidance	Questions are handled on a case by case basis by each manager	As needed
Team member Communication			
How do design teams & specialty groups communicate?	All	Phone/email as appropriate	As appropriate
Communication between Project Management Team and Design Team			
Define internal (WSDOT) communication roles and responsibilities	All	Phone/email as appropriate	As appropriate

Change Management Plan

Statewide Median Cross-Over Protection
Project Manager: *Jay Drye*
June 13, 2005

During the life of the Statewide Median Cross-Over Protection project changes to the project scope, schedule, and resources may occur. The sources of these changes may be internal or external initiated by the customers. External changes can also result from other stakeholders, availability of resources, changes in technologies, etc.

Whether the effects of changes are positive or negative, managing change is an important factor for success. Managing change will require planning, discipline, and communication among the project team, customers and stakeholders. As the Change Management Plan is executed, the following should occur: Improved relationship with customers, improved financial performance, reduced project delays, better project teamwork, and improved management of project quality. The following defines the plan this team will use to manage change.

Types of Change that can be anticipated on this project:

- Scope creep
- Staff changes
- Schedule change
- Change in deliverables
- Technical change
- Process/Policy change
- Resources/Technologies/Materials changes

Step-by-Step Process to Manage Change

Use these steps, and sub-steps, as determined for the specific change proposed/encountered.

1 Identify source and nature of the change

- Determine the type of change (work plan, schedule, technical, etc.)
- Determine the potential impact and process (formal/informal)
- Document origin of change (who initiated it, what precipitated it)
- Identify potentially effected customers and suppliers
- Identify who should lead the analysis/rest of process
- Communicate potential to rest of team as needed

2 Analyze the effects of the change
   - How does it relate to purpose/mission?
   - Compare change against the current process
   - Quantify the change (how much, how long, how much risk)
   - Cause-effect analysis
   - Brainstorm, analyze, and prioritize strategies
   - Identify impacts against agreed upon requirements
   - Access profound knowledge
3 Develop a response/action plan strategy
   - Document analysis into proposal form
   - Identify customers/stakeholders/level of authority for endorsement
   - Plan steps for presentation by answering these questions:
     - What needs to be done, who will do it, and by when?
     - How will quality and customer service be ensured?
     - What will be the effects on other project tasks?
     - How will the team communicate with the other stakeholders?
4 Communicate strategy & gain endorsement
   - Schedule meeting(s)
   - Send letter/documentation package
   - Gain endorsement and/or feedback
   - Adjust strategy as needed and update database
5 Implement change plan and monitor the effects
   - Identify responsibilities and timelines for carrying out
   - Revise the work plan
   - Monitor and evaluate implementation

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 information:

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 Assurance and Quality Control Plan

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Project WBS work elements were reviewed and the following ones identified for applicable standards for each product, process, service, and deliverable.

Quality Assurance Control Plan Items

- Reviewers will be identified and assigned
- The project will be executed in accordance with applicable WSDOT Manuals.
- Communication with team members (may lead to decision documents)
- Reviews to be scheduled
    - Monthly status and quarterly reviews will be communicated.
    - Plans will be reviewed to establish consistency in the documentation prior to Ad.
    - Scope, Schedule, and Budget will be reviewed periodically for progress.
    - Quarterly review
    - Status reviews
    - Milestone reviews
    - Deliverable reviews
    - Customer feedback
    - Process reviews

Quality Assurance Control Matrix Items

QA/QC item	Lead	Checked	Approved	Standard(s) or References	Date scheduled	Date executed
Identification & Assignment Meeting						
Gather as-built information and drawings for smooth and consistent transitions						
Field visits to verify as-built						
Existing utilities located on site and on plan						
Value Engineering and CEVP as appropriate.						
Design will be reviewed and approved prior to the completion of the PS&E package						
Constructability review 1						
Constructability review 2						
Maintenance review						
Management review						

QA/QC item	Lead	Checked	Approved	Standard(s) or References	Date scheduled	Date executed
PS&E package review (Approval prior to Advertisement)						
Executive Order 10.10 (Stamping of a Professional Document) will be implemented.						

Transition Plan

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Optimal success for this project – realization of the project purpose - requires delivery of a quality product resulting in satisfied customers and conducting a deliberate closure – including an effective "hand-off" to the subsequent phase (construction) and team.

Key parts of the closure plan are:

1 Transition Points

This project will be transferred to a Construction Team (to be determined) at the completion of the PS&E. The major milestones that will be accomplished are Environmental Documentation Complete, Right of Way Certification, Advertisement (Ad Date).

2 Acceptance of Work

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

3 Demobilize staff and resources.

Team members will transition back to their normal duties 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

Expectations – *At this meeting the project will be delivered to the a Construction Team (to be determined).*

Lessons learned from this project - *Based on the requirements of the WSDOT Lessons Learned process, establish specific project team activities and responsibilities for identifying, documenting, reporting and compiling Lessons Learned during the course of the project and, as each transition point is reached, compiling and reporting the complete Lessons Learned file for the appropriate area or phase of the work.*

A White Paper document will be developed in evaluation of this "Proof of Concept" project.

6 Evaluate, reward and recognize team members.

Review requirements and policies regarding rewards and recognition with Region/HQ Management.

Based on the work, the conditions under which it will be performed, and the roles, responsibilities and performance expectations of team members, identify "target" performance metrics in key areas that are critical to project success. Develop a budget around the appropriate awards and targets.

7 Archive project material

- What – *Review current archiving requirements with Region/HQ Management and administrators and determine the specific archiving requirements for the project.*
- How – *Develop specific instructions for the Project Team on record-keeping, document management and preparation for archiving during the course of the project. Include instructions for maintaining files, sequestering original documents, dates and project information on documents, copying documents, and the maintenance of document logs.*

  Based on transition events, develop file structures that provide the capability of preparing the appropriate files for archiving as each transition event is achieved.

Project Team Commitment

Statewide Median Cross-Over Protection
Project Manager: *Jay Drye*
June 20, 2005

Work Plan Endorsement Statement

By committing to this Work Plan the **Project Team Members** and **Specialty Groups** agree to undertake the duties, responsibilities and directives per **Executive Order E 1xxx.00 Draft** dated **July xx, 2005**.

"We endorse this Work 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	Initials	Role
Jay Drye		Project Manager
Blane Long		Business Manager
Bill Prill		Design Team Leader
Larry Hinson		Design Team Leader
Doug McClanahan		Lead Field Reviewer
Bill Berens		Field Reviewer
Salah Al-Tamimi		Program Management
		Traffic
Bruce Smith		Environmental Coordinator
Lori Beebe		Design Team Member
Ray Crumbly		Design Team Member
Jay Christianson		Design Team Member
George Frick		Design Team Member
Tomi Hume-Pontius		Design Team Member
Faith Shuler		Design Team Member
Adam Cochran		Design Team Member

Management Endorsement

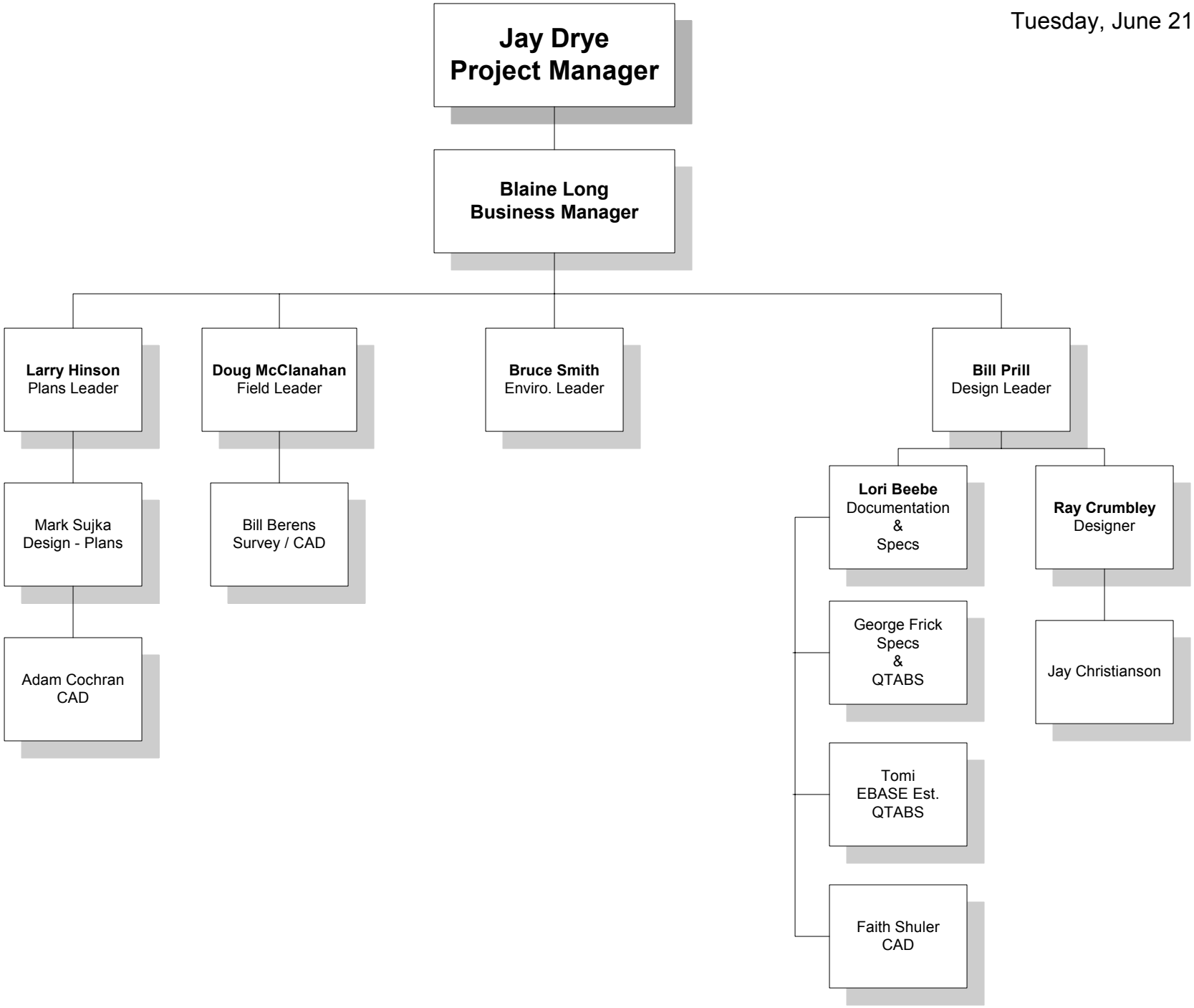
Statewide Median Cross-Over Protection
Project Manager: *Jay Drye*
June 13, 2005

Work Plan Endorsement Statement

By endorsing to this Work Plan the **Executives** and **Senior Managers** agree to undertake the duties, responsibilities and directives per **Executive Order E 1xxx.00 Draft** dated **July xx, 2005**.

"We endorse this Work 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	Initials	Role
Harold Peterfeso		State Design Engineer
Ken Smith		Deputy State Design Engineer
Megan White		Director Environmental Services
Aaron Butters		Office Manager, System Analysis & Program Development

STATEWIDE, STATEWIDE MEDIAN, CROSS OVER PROTECTION

Tuesday, June 21, 2005