

PROJECT MANAGEMENT PLAN

**I-90
Ellensburg Interchange
Feasibility Study
(Access Point Decision Report)**

July 2005

Washington State Department of Transportation
South Central Region
Project Development Office

WORK PLAN

I-90

**Ellensburg Interchange
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Project Initiation & Team Alignment

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WORK PLAN

Initiate and Align is the first step in the WSDOT project management process and the first element of the Project Management Plan. This first step builds the team and focuses them on a common project goal.

Project Description:

The project description defines the purpose & need for the project as stated on the Project Definition.

The City of Ellensburg was granted Federal funding on May 4, 2004 to conduct an access point study for the construction of a new interchange on I-90 at MP 108.31. Federal law, FHWA policies, and WSDOT policies require a formal request, or “Access Point Decision Report” for new or revised access points on the Interstate System. The City of Ellensburg has requested that the WSDOT perform the feasibility study, produce the Access Point Decision Report for the proposed interchange, and submit the APDR to the FHWA for consideration.

Team Mission/Assignment:

Describe what the team is expected to accomplish. For example, are you developing the Plans, Specifications, & Estimate for the project to go to Ad.

The Team Mission is to conduct a feasibility study of Interstate access for the City of Ellensburg, thoroughly addressing all requirements of the FHWA Access Point Decision Report for the identified Regional Interstate need.

Identify the Need - Use existing data and analysis methods to identify and document the need for an additional interchange in this area.

- Coordinate with city, county, state and federal officials
- Research existing alignments.
- Collect and analyze current traffic data.
- Analyze accident data.
- Model existing alignments.

Determine Options that meet the Need - Produce Access Point Decision Report and supporting documentation consistent with recommended option.

- Are proposed options compatible with regional transportation plans?
- Are proposed options consistent with proposed area land use?
- Evaluate all reasonable options.
- Evaluate the reasons that modifying the existing Interstate access will not resolve the deficiency.
- Do the proposed access point options meet full geometric design standards?
- Will a new access point adversely affect the operation and safety of the Interstate in this area?
- Does future community development coordinate with the proposed Interstate options?

- Track the status of Planning and Environmental permits, (NEPA).

FHWA Review - State Design Engineer submits the APDR to FHWA for Approval.

- The APDR is reviewed by the State Access and Hearings Engineer.
- The State Design Engineer reviews the APDR.
- The “*Finding of Engineering and Operational Acceptability*” is submitted by the FHWA
- Final FHWA Approval- The National Environmental Policy Act (NEPA) is complete.

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

- APDR
 Pre-Construction
 Construction

Team Identification:

The project team consists of the project manager, design team members, specialty groups (Real Estate Services, Environmental, Traffic, etc.), consultants, and other organizations or agencies that need to be involved in the development of the project. 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 type="checkbox"/> Access | <input type="checkbox"/> Local Agencies |
| <input type="checkbox"/> Architecture | <input type="checkbox"/> Roadside Development |
| <input type="checkbox"/> Bridge & Structures | <input type="checkbox"/> Maintenance |
| <input type="checkbox"/> Construction | <input type="checkbox"/> Materials |
| <input type="checkbox"/> Consultant Liaison | <input checked="" type="checkbox"/> Program Management |
| <input type="checkbox"/> Design & Plans Review | <input type="checkbox"/> Public Information Office |
| <input checked="" type="checkbox"/> Environmental | <input checked="" type="checkbox"/> Real Estate Services |
| <input type="checkbox"/> Geographical Services | <input type="checkbox"/> Right-of-Way |
| <input checked="" type="checkbox"/> Geotechnical Services | <input checked="" type="checkbox"/> SCR Traffic |
| <input type="checkbox"/> Highways & Local Programs | <input checked="" type="checkbox"/> Transportation Data Office |
| <input type="checkbox"/> Hydraulics | <input type="checkbox"/> Utilities |
| <input type="checkbox"/> Land Survey | <input checked="" type="checkbox"/> Other-Photogrammetry |

Roles & Responsibilities:

Role is the specific title or position occupied; such as designer, office engineer, CAD operator. Responsibility is what the person or group is going to do and what product is expected; such as schedules, plan sheets, analysis, reports, etc. Identify all team members for your project; what is their role and what is their responsibility?

Project Team -

Project Sponsor: George Hilsinger, P.E., A.R.A for Project Development, is the Project Sponsor. He provides leadership and oversight for delivery of the Region Project Development Program.

Project Manager: Troy Suing, P.E., Project Development Office Engineer, is the Engineer of Record for the Feasibility Study. He will act as liaison between the Project Design Team and the Project Sponsor / Stakeholders / Customers. He will also work with the State Access and Hearings Engineer, Assistant State Design Engineer, Federal Highways Administration and the City of Ellensburg, to resolve any issues or roadblocks, provide guidance and advice, maintain the direction and productivity of the team, and oversee the project scope, schedule and budget.

Assistant Project Manager: Jeff Minnick, P.E., Assistant Project Development Office Engineer, will contact specialty groups providing technical data, provide guidance and advice, review draft material, maintain productivity of the team, and perform the functions of the Project Manager in his absence.

Squad C Leader: John Tevis will provide technical advice and assistance to team members and specialty groups. John will act as liaison with the specialty groups, and provide them with the appropriate project information. He will also report team concerns to the Project Manager, and update the team on decisions / recommendations of management.

Team Leader: Ron Burke, the project designer, will coordinate project team operations, incorporate products from specialty groups into the Feasibility Study and supporting documents, coordinate scheduling and maintain the PDIS files. Ron will provide design oversight, ensuring the study meets Federal Highway Administration and State Design Manual requirements.

Team Members: All members of the team are responsible for ensuring that the study meets the requirements of the Federal Highways Administration and the State Design Manual. Team members' will:

- Assist with the preparation of Estimates, and Technical Writing.
- Assist with the preparation of the Base Map, Plans, and Displays.
- Review all sections of the study for accuracy and bring concerns and observations to the Squad or Team leaders.
- Provide information, as directed by John Tevis and Ron Burke, to the specialty groups.

SCR Specialty Groups -

SCR Real Estate Services: To obtain right of entries and perform a scoping level estimate of property values if needed.

SCR Environmental: Preparation of N.E.P.A. and process 106 documentation consistent with a Preliminary Engineering/ Scoping level effort.

SCR Program Management: Confirm programmed funds are consistent with project scope and schedule. Manage and track project funding and expenditures.

HQ Specialty Groups -

HQ Traffic Data Office: Collect, Process and Analyze the project data within Scope, Schedule and Budget.

HQ Photogrammetry: Collect, Process and Analyze the project data within Scope, Schedule and Budget.

Measures of Success:

Measures of Success describe what the team must accomplish for this project to be successful. For example: A set of Plans, Specifications, & Estimates delivered to the Plans Review office on the desired date.

- Maintain an overall open, effective and timely communication within the team, with sponsors, other agencies, stakeholders, and the public.
- Develop a clear understanding of the City of Ellensburg growth management plan, and directly relate it to the Feasibility Study.
- Conduct a professional, unbiased, and impartial traffic study (*Operational Analysis*) of the mainline, ramps, and off-system intersections between Exit 106 (Junction SR 97/Thorpe Hwy) and Exit 109 (Canyon Rd.) of I-90.
- Develop an APDR that meets Local agency, Regional, Headquarters and FHWA approval.
- Target date for conditional approval of APDR is July 2007.

Critical Milestones:

The project team tracks major milestones, which provide an overview and status to the WSDOT Management & Project Team, Legislature, and the public.

Select the major milestones that apply:

	<i>Date:</i>
<input checked="" type="checkbox"/> Begin Preliminary Engineering	June 15, 2005
<input checked="" type="checkbox"/> Begin Feasibility Study	Sept. 22, 2005
<input checked="" type="checkbox"/> Begin Access Point Decision Report	January 1, 2006
<input checked="" type="checkbox"/> Receive “Finding of Engineering and Operational Acceptability”	June 27, 2007

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 and guidelines. The PCRG can be found at:
wwwi.wsdot.wa.gov/ProjectReporting/appendix D*

Boundaries:

Boundaries define the limit of the team's decision-making authority and are useful for identifying potential risks or change. Boundaries may include:

- ***Project limits*** - I-90, MP 105.00 to MP 110.00
- ***Funding limits*** - Restrict charges to those consistent with an APDR.

- ***Legal and Regulatory*** - Proposal is consistent with FHWA Regulations.
- NEPA documentation is being compiled.
- ***Mandatory delivery date:*** None scheduled at this time.

Operating Guidelines:

Operating guidelines describe how the team will govern itself.

Team decision-making process:

- Contribute, and listen to the contributions of others with respect.
- Accept Squad Leaders decision on Controversial issues.

Team meetings:

- Team will meet monthly to review project status, progress and manage change.

Communication:

- Communicate changes in a timely manner.
- Early & Continued involvement of Team members (internal and external).

Manage team change:

- Resolve schedule and design conflicts.

COMMUNICATION PLAN

I-90 Ellensburg Interchange Feasibility Study (Access Point Decision Report)

Project Team & Specialty Groups

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COMMUNICATION PLAN

The Communication Plan for the project consists of two categories, External and Internal Communication. External and Internal participants in the project acknowledge that the project vision and mission will not/cannot be realized without the timely and accurate flow of information.

In order to assure successful delivery of this project, it will be necessary for the Project Team to accurately inform each other of updates, timelines, and of their needs. Conversely, “Specialty Groups” the suppliers of deliverables, will need to keep the Project Team informed of their needs and provide timely updates to the status of their respective products. We also recognize that effective communication demands effective listening and viewing project decisions from our customer’s perspective.

The list below identifies the deliverables, the primary contact, how and when the information moves. Minutes from meetings will be electronically routed to affected groups as appropriate.

External Communication

The timely and meaningful exchange of information to external customers, suppliers, specialty groups and stakeholders is critical to project approval.

The following is a list of project related meetings that will be required to complete the Interchange Feasibility Study:

- FHWA District Engineer / Project Team
 - *Purpose:* To provide FHWA with project specific data, and to receive APDR recommendations and guidance.
 - *Who:* Bryan Dillan / George Hilsinger, Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke
 - *When:* When Needed

- City of Ellensburg / Project Team
 - *Purpose:* To update Kittitas County and Management Team of current project status as relating to information needs, level of completion and needed guidance.
 - *Who:* John Ackers / Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke
 - *When:* Monthly or When needed

- HQ Hearings and Access Engineer / Project Team
 - *Purpose:* To provide the Access Engineer with project specific data and to receive APDR recommendations and guidance.
 - *Who:* Darlene Sharar / George Hilsinger, Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke

- *When:* When Needed
- HQ TDO Travel Analysis Branch Manager / SCR Specialty Groups / Project Team
 - *Purpose:* To inform TDO of specific project needs.
 - *Who:* Dave Bushnell, John Bump / Rick Gifford, Jim Mahugh, Corey Hert, Gary Beeman, Jason Smith, Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke
 - *When:* Meeting took place July 13, 2005
- HQ Photogrammetry / Project Team
 - *Purpose:* To inform Photogrammetry of specific project needs.
 - *Who:* John Tull / Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke
 - *When:* First meeting took place on July 12, 2005
- HQ Geotechnical Services Division/ Project Team
 - *Purpose:* To perform a scoping level field review of the Feasibility Study’s proposed interchange footprint.
 - *Who:* Tim Allen, Jim Cuthbertson/ Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke
 - *When:* When Needed

Internal Communication

Effective internal communication is open, honest and continuous.

- SCR Environmental Office / Project Team
 - *Purpose:* Preparation of N.E.P.A. and process 106 documentation consistent with a Preliminary Engineering/Scoping level effort.
 - *Who:* Gary Beeman, Jason Smith, Sheri Neuenschwander / Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke
 - *When:* When Needed
- SCR Program Management / Project Team
 - *Purpose:* Confirm program funds are consistent with project scope and schedule. Manage and track project funding and expenditures.
 - *Who:* Todd Trepanier / Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke
 - *When:* When Needed
- SCR Real Estate Services / Project Team
 - *Purpose:* To obtain right of entries and perform a scoping level estimate of property values if needed.
 - *Who:* Larry Hook, Bill Hicks/ Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke
 - *When:* When Needed

- SCR Traffic Office / Project Team
 - *Purpose:* To update the Traffic Office on project status. Receive recommendations and guidance on future efforts.
 - *Who:* Rick Gifford, Jim Mahugh, Corey Hert / Troy Suing, Jeff Minnick, John Tevis and/or Ron Burke
 - *When:* When Needed

- SCR Pre-Contract Activity Meeting (Region): “Confidence Report”
 - *Purpose:* Update Region Management on project status and change.
 - *Who:* Regional staff.
 - *When:* Monthly

CHANGE MANAGEMENT PLAN

I-90 Ellensburg Interchange Feasibility Study (Access Point Decision Report)

**Project Team / SCR Specialty Groups
and
HQ Specialty Groups**

July 2005

Washington State Department of Transportation
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CHANGE MANAGEMENT PLAN

During the Access Point Decision Report process for the Ellensburg Interchange Feasibility Study, there will be periodic changes to the study's scope, schedule, and available resources. The source of these changes may be internal or external. The project team will initiate internal change. Customers and external stakeholders will initiate external change.

Whether the effects of change is positive or negative, 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 and performance.
- Better project teamwork, and improved management of project quality.

This Team will use the following Change Management Process to manage change.

Overview of the Change Management Process

- 1) Determine if the change warrants application of a formal process.
- 2) Use the Step-by-Step process to manage change:
 - Identify the source and nature of the change.
 - Analyze the effects of the change.
 - Develop a Response Strategy to address the change.
 - Communicate the Strategy & Gain Endorsement
 - Implement the Change and Monitor Effects
- 3) Use a Change Management Record for tracking/managing change.

The Change Management Process

1) Conditions that warrant the application of a formal process:

When the potential change:

- *Affects the project definition, scope, or intent of the project.*
- *Affects a Design Standard from which the Design Team is not allowed to deviate.*
- *Implies additional environmental approvals from what were defined in the Project Management Plan.*
- *Affects stakeholder/customer expectations.*

- *Significantly impacts the project critical path schedule.*
- *Significantly affects the project cost.*
- *Significantly affects an adjacent project or facility.*

(John Tevis will obtain the required endorsement from the Project Manager for the above changes.)

2) Step-by-Step process to manage change: *Use these steps, and sub-steps as appropriate to initiate the proposed/encountered change.*

Identify the Change

During “Plan the Work”; change identification involves determining what changes may occur during the project life cycle. Planning for change can maximize positive and minimize negative impacts to the project. Change may also occur during “Work the Plan”; care should be taken to identify change when it is first encountered.

- **Identify source and nature of the change:**
 - *Determine the type of change (scope, 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*
 - *Project Manager, in coordination with others when applicable, will take the lead in addressing change.*
 - *Begin Change Management Record*
 - *Communicate potential change to other members of team as needed.*

- **Analyze the effects of the change:**
 - *How does it relate to vision and mission?*
 - *Compare change against the current process.*
 - *Quantify the change (how much, how long, how much risk).*
 - *Cause-effect examination of change.*
 - *Brainstorm, analyze, and prioritize strategies.*
 - *Identify impacts against agreed upon requirements.*
 - *Examine change with experienced personnel ”profound knowledge”.*

- **Develop a Response Strategy:**
 - *Document analysis into proposal form.*
 - *Identify customers, stakeholders, and authority level of 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?*

- Communicate the Strategy & Gain Endorsement
 - *Schedule meeting(s)*
 - *Send letter/documentation package*
 - *Gain endorsement and/or feedback*
 - *Adjust strategy as needed, and update Change Management Record*
- Implement Change and Monitor Effects
 - *Identify responsibilities and timelines for carrying out*
 - *Revise the work plan and update Change Management Record*
 - *Monitor and evaluate implementation*

3) **Develop and apply a Change Management Record:** *The Change Management Record is a tool to be used to measure the impact of Change Management on critical project factors. Development and ongoing use of the Change Management Record will be considered mandatory.*

Why? What? Where? Who? When? and How Much? (Record impacts to budget, schedule, and resources)

The Change Management Record will include the following information:

- Description of Change
- Type of Change
- Origin of Change
- Lead Manager
- Analyst (and other support)
- Customers Contacted
- Issue Received Date due
- Decision Made Date
- Justification Description
- Decision Description
- Decision Impact Discussion (quantity/quality)
- Who “helped” develop response?
- Related Project Name(s)
- Location(s)
- Cost Change estimate
- Time Change estimate
- Decisions made by
- Approved by

Examples of Change:

- ❖ *Scope Change (project manager leads)*

- ❖ *Scope Creep (project manager leads):*
 - *Extending and /or reducing project limits.*
 - *Change to major work items.*

- ❖ *Staff Change (Org manager is lead):*
 - *Turnover (need orientation, transition, succession processes)*
 - *Unexpected/unplanned / extended leave (need trained manager)*
 - *New Expertise requirements*
 - *Number of staff*
 - *Work Environment*

- ❖ *Schedule Change (Project Manager leads)*
 - *Added work load*
 - *Deliverables cannot be delivered on schedule*
 - *Change in Deliverables (project manager leads):*
 - *Access issues*
 - *Environmental Assessment*

- ❖ *Technical Changes (Project Manager leads):*
 - *Traffic design/analysis*
 - *Design (geometrics, safety features, geotech, structures, utilities, hydraulics, etc.)*
 - *Environmental*
 - *Railroad issues*

- ❖ *Process/Policy Change (Paving Leadership/Project Manager leads):*
 - *Advisory Team*
 - *Real Estate (e.g., REACT)*
 - *Recruitment*
 - *Approvals*
 - *New directives/Executive Orders/Laws*
 - *WSDOT Policies*

- ❖ *Resources/Technologies/Material Changes (Org. manager is lead):*
 - *PC technology, hardware & software*
 - *Training*
 - *Workspace*
 - *Support Groups*
 - *Vehicles*
 - *Consultant*
 - *Equipment*
 - *Literature/Policies*

- ❖ *Change in Project Cost (project manager leads):*

- *Developmental cost of delivering EA*
- *Developmental cost of delivering Access Point Decision Report.*
- *Construction cost estimate*
- *R/W cost estimate*
- *Environmental mitigation cost estimate*

- ❖ *Change in Available Funding (Program Manager leads):*
 - *Funding Source & Type*
 - *Partnerships*
 - *Legislative Driven*
 - *Programming*
 - *Extra Funding*
 - *Lost Funding*

Team Endorsement Statement

“We approve this Project Management Plan, and are committed to actively supporting it. We accept responsibility for fulfilling every 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 as designated.”

Project Team Members

- _____ George Hilsinger, (Project Sponsor)
A.R.A. for Development

- _____ Troy Suing, (Project Manager)
Development Branch Project Engineer

- _____ Jeff Minnick, (Assistant Project Manager)
Asst. Development Branch Project Engineer

- _____ John Tevis, (Squad C Leader)

- _____ Ron Burke, (Design Team Leader)

- _____ Jeanine Riley, (Design Team Member)

SCR Specialty Group Managers

- _____ Gary Beeman, Environmental Program Manager

- _____ Todd Trepanier, Program Management

HQ Specialty Group Managers

- _____ John Tull, HQ Photogrammetry Manager

- _____ Dave Bushnell, TDO Travel Analysis Branch Manager