



Washington State
Department of Transportation

Project Management Plan

SR 203 Corridor Safety Improvement MP 18.00 to MP 24.17 XL2848 – WIN A20311G

**Prepared by
Manny Quinteiro**

NWR John E. Johnson's Design Office

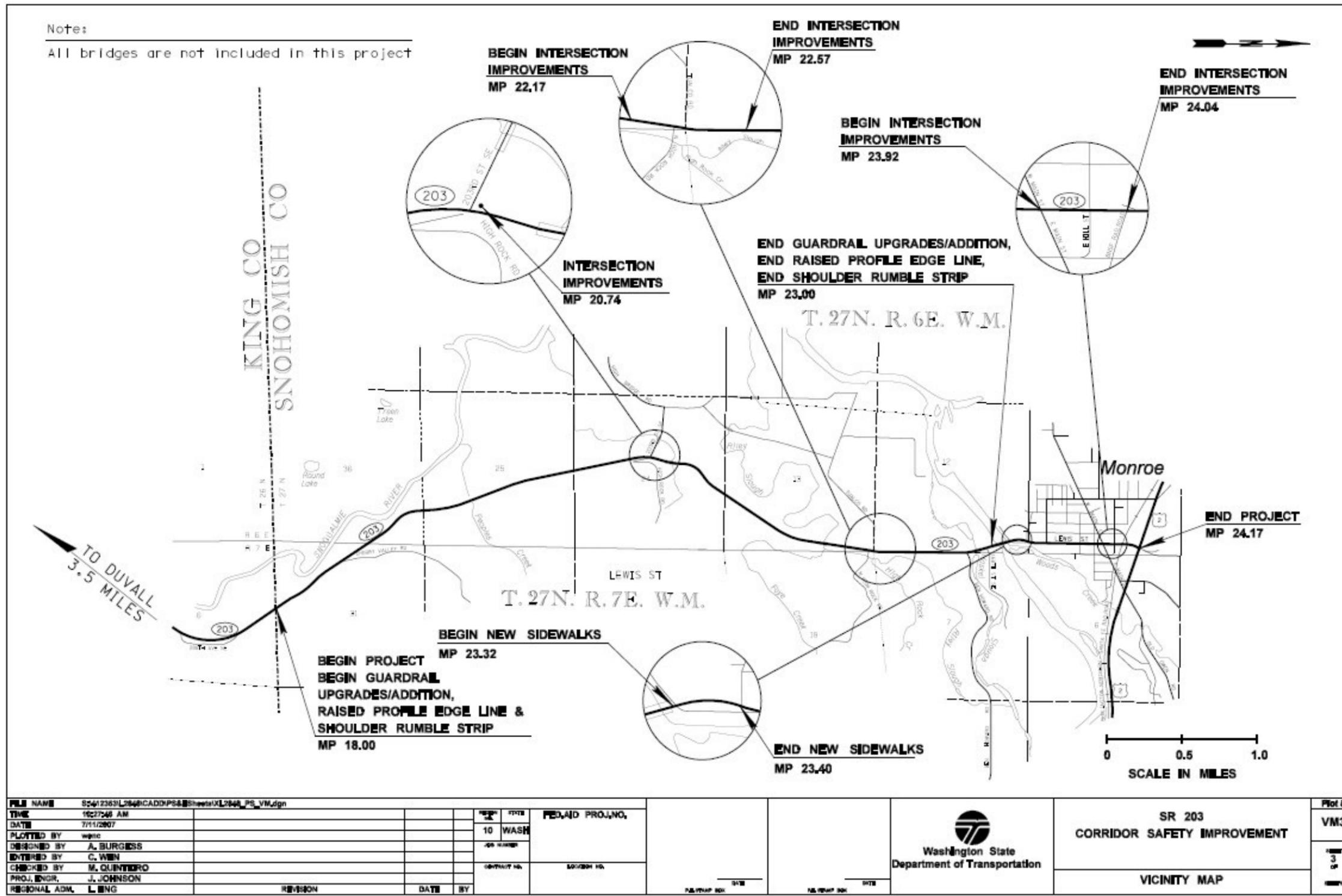
August 2007



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Vicinity Map





SR 203 Corridor Safety Improvement

Initiate & Align

1.0 Project Description

The purpose of this project is to improve roadway safety by reducing the number and severity of accidents along SR 203 from Snohomish County border line at MP 18.00 to City of Monroe at MP 24.17.

The project consists of addressing potential accident locations within the project vicinity by upgrading and installing two guardrails, providing shoulder rumble strips, upgrading signs, removing fixed objects in the clear zone, adding illumination to one utility pole & widening the roadway approx. 7' for a southbound right turn lane to 203rd St SE.

This project will include intersection and channelization improvements at the Tualco Rd. & N. High Rock Rd. area by widening the roadway approx. 13ft to accommodate channelization for a southbound left turn lane to N. High Rock Road.

The project will also address a 2004 Pedestrian Accidents Location in the City of Monroe that includes adding 465' of new sidewalk to the Lewis Street Park, new sidewalk bulb-outs and sidewalk ramps to meet ADA standards at the Main St and Hill St intersections, refreshing crosswalk striping, extending 220' of sidewalk to the railroad, and other minor work as needed.

2.0 Team Mission/ Assignment

The purpose of our design office is to prepare Plans, Estimates and Specs and all other documents for this project in an accurate and timely manner to meet an AD date in 2009 and to produce an engineer's estimate that falls within plus or minus 10% of the lower bidder.

Phase of the project that has been assigned

Pre-Construction Construction

3.0 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.

There will be coordination and consultations with the following agencies: USFW, the City of Monroe, and Snohomish County and other organizations or agencies that may be identified throughout the development of the project.

Specialty groups must be involved in the project work planning, schedule development and frequent updates and endorsement of the work plan.

The following groups could have a stake in this project:

<input type="checkbox"/>	Access	<input checked="" type="checkbox"/>	Local Agencies
<input type="checkbox"/>	Architecture	<input type="checkbox"/>	Roadside Development
<input checked="" 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 checked="" type="checkbox"/>	Real Estate Services
<input type="checkbox"/>	Geographical Services	<input checked="" type="checkbox"/>	Right-of-Way
<input type="checkbox"/>	Geotechnical Services	<input checked="" type="checkbox"/>	Traffic
<input checked="" type="checkbox"/>	Highways & Local Programs	<input type="checkbox"/>	Transportation Data Office
<input checked="" type="checkbox"/>	Hydraulics	<input checked="" type="checkbox"/>	Utilities
<input checked="" type="checkbox"/>	Land Survey	<input checked="" type="checkbox"/>	Plan Review

Team Sponsors:

WSDOT Engineering Manager	Randy Simonsen	(206) 440-4673
WSDOT Program Manager	Azim Sheikh-Taheri	(206) 440-4761
WSDOT Construction Engineering Manager	Brian Dobbins	(206) 440-4676

Project Manager:

WSDOT Design Team Leader	Manny Quinteiro	(206) 440-4570
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Design Office Team Members:

Design Office Project Engineer	John E. Johnson	(206) 440-4552
Design Office Asst Project Engineer	Ted Saunders	(206) 440-4551
Design Office Team Leader	Manny Quinteiro	(206) 440-4570
Design Office Lead Designer	Andrea Burgess	(206) 440-4573
Design Office Designer	Chun Wen	(206) 440-4553
Design Office Technician	Dat Tang	(206) 440-4557

Specialty Group Managers:

NWR Area Traffic Analysis & Operations/ NWR Electrical Design	Don Sims	(206) 440-4353
	Barbara Briggs	(206) 440-4486
NWR Traffic CTCO	Jay Sims	(206) 440-4450
General Environmental	Phil Fordyce	(206) 440-4484
WSDOT Sno-King Design/Const. Admin.	Martin Palmer	(206) 440-4548
NWR Construction Project Engineer	Dave Standahl	(206) 440-4484
NWR Traffic Signing	Aleta Borschowa	(425) 956-2119
Landscaping	Scott McCall	(206) 440-4430
NWR Air Quality/Noise/Vibration/ Energy	Sally Anderson	(206) 440-4501
NWR Documentation and Permit	Mia Waters	(206) 440-4541
NWR Hydraulic & Water Quality	Ben Brown	(206) 440-4528
NWR Agreements & Develop. Services	Erik Hansen	(206) 440-5076
NWR Material	Ramin Pazooki	(206) 440-4710
NWR Plan Review	Chris Johnson	(206) 768-5907
NWR Survey	Jack Schindler	(206) 440-4117
NWR Utility	Joe Simek	(206) 440-5020
NWR Maintenance Area 5, MP 18.00 to MP 24.17	Dean Holman	(206) 440-4121
NWR Public Information	Mel Reitz	(425) 339-1780
NWR Real Estate Services	Stan Suchan	(206) 440-4698
City of Monroe	John Jensen	(206) 440-4163
	Tom Gathman	(360) 863-4542

Specialty Group Team:

CTCO	Nate Bergeman	(206) 440-4454
Permit Coordinator	John Maas	(206) 440-4545
Biology Coordinator	Jill Gannon	(206) 440-4578
NWR Air Quality/Noise/Vibration/ Energy	Brian Bigler	(206) 440-4519
NWR Plan Review	Larry Magnoni	(206) 440-4544
NWR Roadside Restoration	Steve Howard	(206) 440-4115
NWR Utility	Deborah Peters	(206) 440-4507
Public Information Officer	Heba Awad	(206) 440-4131
NWR Hydraulics	Travis Phelps	(206) 440-4470
NWR Survey	Cong Ly	(206) 440-4602
NWR Water Quality	Mark McDonald	(206) 440-5040
NWR Traffic Design - Electrical	Peter Rinallo	(206) 440-5071
NWR Real Estate Services	Al Mostowfy	(206) 440-4365
NWR Local Agency	Mike Gallagher	(206) 440-4229
	Kathy Eldred	(206) 440-4671

4.0 Roles & Responsibilities

Responsibility Matrix

ROLE \ WSB ITEM	Project Manager	Biology	Design	Construction	Environmental	HQ Access	HQ Bridge	HQ Geotech	Hydraulic	Landscape	Maintenance	Mat Lab	Plan Review	Project Engineer	Program Mngt	SnoKing Design Files	SnoKing Special Prgm	Traffic	Utility	Water Quality	
Project Management	A		P												S						
Environmental Documentation		A	P		I								R								
Environmental Permits		I	I		A								R								
Surfacing Report												A									
Geotech Report								R				A									
Hydraulic Report			A						R												
Roadside Restoration			R							A											
Utility Agreement			P																	A	
Utility As-built			P																	A	
Traffic Control Plans			A																	P	
Design Documentation			A														R				
Deviation			A														R				
Contract Plans			A							P			R	S							
Contract Specs			A										P								
CN Estimate			A										R		S						
Constructability Review			A	P																	
PS&E Review		P	A	P	P	P	P	P	P	P	P	P	P	R	P	P	P	P	P	P	P
Contract Ad & Award			P										A								

P - Participant A - Accountable R - Review I - Input S - Signature

Design Team Leader – QC

- 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.
- Bring concerns from the design team to the management team.
- Update the design team on decisions/recommendations of management.
- Maintain the project schedule.

Design Team Member – QA

- Assist with preparation of the Design File and PS&E.
- See that design meets the requirements of the Design Manual, other manuals, and the Team Mission.
- Prepare displays for public meetings.
- Provide information, as needed, to specialty groups.
- Bring concerns to the Design Team leader's attention.

Project Engineer

- Project Engineer of record for SR 203 Corridor Safety Improvement project.
- Liaison between the Project Delivery Team and the Management Team.
- Maintain the direction of Purpose and Mission.

- As the project progresses, set goals and provide guidance and advice.
- Monitor the schedule and budget.
- Approve and stamp Design Office project plan sheet.

Northwest Region Program Manager

- Monitor the schedule and budget for program delivery.
- Participate in securing the necessary funds.
- Provide guidance and advice as the project progresses.

Traffic Analysis & Design Representative

- Provide technical traffic operations information.
- Provide data and projections necessary for developing the WZTC strategy & plan.
- Act as an advocate for the Traffic Office by communicating concerns/issues between the design team and the traffic office.

Biologist

- Provide biological recommendations to Design Team.
- Provide approved Biological Assessment for the project. Coordinates with the appropriate agencies for their concurrence on the BA.

Environmental Coordinator

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

Developer Services

- Provide guidance and advice to Design Team regarding access permit issues.
- Obtain construction permits from cities and counties.

Hydraulics and Water Quality Coordinator

- Ensure that environmental protection and compliance is achieved with respect to the region's water resources.
- Coordinate with resource agencies and designers; participate in environmental initiatives and scope of work reviews.
- Issue approvals and concurrences with stormwater reports and reviewing PS&E submittal to ensure environmental compliance with all applicable regulations and overall safety of the roadway for the general public.
- Act as an advocate for the Hydraulics and Water Quality office by communicating concerns/issues between the design team and the Hydraulics and Water Quality office.

Sno-King Survey Crew

- Provide general survey need for Design Office.

Geotechnical Services/ Materials Engineer

- Provides Soils Reports, Surfacing Reports and Pavement Rehabilitation Reports required for projects throughout the region.
- Coordinates with the Geotechnical Branch and Pavement Design Branch of the HQ Materials Lab.
- Advise Design Team on geotechnical recommendations.
- Conduct a geotechnical investigation and provide a geotechnical design.
- Provide an approved and stamped Geotechnical and pavement report.

Northwest Region Construction Engineer

- Provide guidance and advice during the design phase to the Project Delivery Team on constructability issues.
- Set goals as the project progresses.

Northwest Region Maintenance Engineer

- Provide guidance and advice during the design phase to the Project Delivery Team on maintainability issues.
- Clarification of jurisdictional (State and City) maintenance responsibilities after construction.
- Set goals as the project progresses.

Roadside Development Coordinator

- Ensure compliance with environmental regulations and state and federal policies.
- Provide technical assistance and plans as appropriate for grading, soil bioengineering and restoration, revegetation, permanent erosion control, environmental mitigation, and visual impact assessment.
- Act as an advocate for the Roadside Development office by communicating concerns/issues between the design team and the Roadside Development office.

Northwest Region Design & Plan Review

- Review the PS&E for approval.
- Preparation and advertisement for PS&E packages, including bid opening, award, and contract execution.
- Review and preparation of addenda.
- Review, process, and the recording of the design documentation files.

Northwest Region Local Programs Engineer

- Promote cooperative planning and partnerships between WSDOT and local governments.
- Guide, counsel, and collaborate with these agencies on project scoping, funding, design, environmental documentation, construction, and project closure.
- Work closely with public works staff, engineering staff, and elected officials.

Northwest Region Air Quality/ Noise

- Provide guidance and advice to Design Team regarding air quality and noise issues.
- Ensure the project meets the standards of the City, State, Local, and Federal agencies.

Northwest Region Traffic Design - Electrical

- Coordinate with the Design Team to deal with electrical design issues and provide electrical/signal plans as needed.

Northwest Region Traffic Design - Signing

- Provide guidance and advice to Design Team regarding signing design.

Utilities

- Evaluates and authorizes the installation of utilities and other facilities or activities within the state highway right of way, including oversight of utility permits, franchises, franchise consolidation, renewals and amendments.
- Coordinates the project's needs with the utilities companies and railroad. The areas of responsibility include: utility locates; utility relocation; subsurface utility engineering; utility agreements; control zone guidelines compliance; utility service agreements.

5.0 Measures of Success

The following is a list of requirements that we all must adhere to for this project to be successful:

- Foster good team morale to work together and maintain an open, effective and timely communication line with the team, sponsors, other agencies, stakeholders and the public.
- Deliver a clearly defined product (Ad-ready PS&E, R/W Certification and environmental permits, scope and schedule) and manage changes effectively.
- Effectively manage resources including funding by tracking progress through PDIS.
- Calculate project performance and progress using Earned Value Management.
- Meet all milestones and deliver "on time and budget".
- Meet Ad Date.
- Obtain bids within the 10% of the engineering estimate.

6.0 Major Milestones

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

<input checked="" type="checkbox"/>	Project Definition Complete
<input checked="" type="checkbox"/>	Begin Preliminary Engineering

Date:
April 23, 2007
May 1, 2007

SR 203 Corridor Safety Improvement
Project Management Plan

9/4/2007

X	Environmental Documentation Complete	July 2008
X	Right of Way Certification	April 2009
X	Advertisement (Ad date)	April 2009
X	Bid Opening	June 2009
X	Award	June 2009
X	Execution	June 2009
X	Construction Start	August 2009
X	Operationally Complete (Open to Traffic)	September 2009
X	Final Contract Completion	October 2009

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: www.wsdot.wa.gov/ProjectReporting/

7.0 Boundaries and Constraints

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 spans through Snohomish County (MP 18.00 to MP 24.26).
- Authorized Funding limits: PE \$912,000; CN \$2,600,000
- Minimize and mitigate environmental and societal impacts.
- Minimize traffic impact.
- Design consistent with WSDOT policies and standards.
- Construction supervision authority levels

Mandatory delivery dates: Project's AD date April 2009.

8.0 Operating Guidelines

Operating guidelines describe how the team will govern itself.

- All team members are committed to the successful completion of the project.
- The Design Team will have the lead on the project and will coordinate all activities and update the project's PDIS schedule. Management will have the lead on setting policy guidelines.
- Team decision-making process: All production decision must be discussed among all team members and get a majority consensus before they are implemented.
- Team meetings: Team shall meet once a week to discuss project issues and concern. A meeting could be called and or requested at any time if a major development or situation warrants it that could pose a threat to the project's progress and schedule.
- The Team could use oral communication, via telephone or email to convey information. If the information is project critical is best to use email to keep a record on file. The team is welcome and encouraged to communicate freely within the team on work-related matters. Communication with members outside

the team should follow the Communication Plan guidelines. Any communication to Dept. Head and other Specialty group's team leaders should pass thru the team Program Manager or Team Leader before it leave the group.

- Managing team change: All changes will be dealt with in an orderly fashion whenever possible. Due to workload, unexpected developments, lack of personnel and other constraints, team members are encouraged to be flexible, adaptive and to cope with unforeseen priorities and improvise.
- Managing team conflict: Any team conflict or misunderstanding shall be immediately reported to the Team Supervisor. If matters cannot be resolved locally, it will be delegated to the proper channel or authority.
- The needs and concern of all parties will be considered.
- Project's deadline for deliverables will be respected.

Work Breakdown Structure

Level	#	WBS	Task Name	Task Description
1	1	PC	PreConstruction - SR 203 Corridor Safety Improvement	
2	2	PC-01	Preliminary Estimates & Schedules	Estimates and schedules developed for programming.
3	3	PC-01.01	PE Estimate	The estimated cost and schedule to complete the design phase of a project. Developed for programming the project.
3	4	PC-01.02	RW Estimate	The estimated cost and schedule to complete the right of way phase of a project. Includes all resource costs. Developed for programming the project.
3	5	PC-01.03	CN Estimate	The estimated cost and schedule to complete the construction phase of a project. Developed for programming the project.
2	6	PC-02	Project Summary	A document which comprises the Project Definition, Design Decisions and the Environmental Review Summary for a project
3	7	PC-02.01	Project Definition	The official document that states the purpose and need for the project and the solution of the deficiency. This is a formal document that must have Region and HQ concurrence.
3	8	PC-02.02	Design Decisions Summary	A document which is part of the Project Summary which illustrates design considerations and details about design aspects of the project.
3	9	PC-02.03	Environmental Review Summary	A document which illustrates environmental permit needs and addresses the level of environmental approval and classification of the project.
3	10	PC-02.04	Project Summary Region Approval	MILESTONE - Date that the Region Project Development Engineer approves the Project Summary
3	11	PC-02.05	Project Definition Complete	MAJOR MILESTONE - Date of concurrence of the Project Summary (Project Definition, ERS, DDS)
2	21	PC-06	Project Funding Approved	MILESTONE - Official funding approval by the Region or HQ's Program Management in order to begin the design phase of a project
2	22	PC-07	Begin Preliminary Engineering	MAJOR MILESTONE - Beginning the preliminary engineering marks the start of the project design. See Project Control & Reporting Manual for details.
2	28	PC-09	Project Management	See Project Management On-line Guide (PMOG) http://www.wsdot.wa.gov/Projects/ProjectMgmt/
3	29	PC-09.01	Managing the Project Hammock Task	Hammock task to assign and account for the resource needs and effort required to manage the project.
3	30	PC-09.02	Project Management Plan	The Project Management Plan describes both the Project Performance Baseline for the project deliverables and the schedule and budget plans for delivering them, and the Project Management Methods that will be used by the Project Team during their delivery. See Project Management On-line Guide (PMOG) for details. http://www.wsdot.wa.gov/Projects/ProjectMgmt/
3	31	PC-09.03	Endorsement	MILESTONE - Endorsement is the process of gaining the commitment of the Project Team then the endorsement of the Management entities responsible for the resources needed to successfully execute the Project Management Plan. The process is a formal one and culminates in documented commitment of support by the Team members, management and others - customers, team and sponsors as appropriate. See Project Management On-line Guide (PMOG) for details. http://www.wsdot.wa.gov/Projects/ProjectMgmt/

2	37	PC-12	Project Data	Collection and organization of project information to develop project base plans.
3	38	PC-12.01	Background Data	Information about the project
3	40	PC-12.03	Clear Zone Inventory	The "Corrective Action" portion of Form 410-026 ensures roadside safety is addressed
3	42	PC-12.05	Surveying Data	All of the surveying required to complete the design of the project
3	43	PC-12.06	As-Built Data Verified	Refer to the as-built data as necessary to compliment the survey data gathered. Research the current plan of record to verify the existing access regulation program.
3	45	PC-12.08	Maintenance Review Documentation	An onsite review of the project with maintenance to look at existing situations and any concerns about the proposed design.
3		PC-12.09	Define Area of Work	Define project scope and areas of work.
2	46	PC-13	Alternative Assessment	Includes identification of conceptual solutions, Transportation Demand Management (TDM), Transportation System Management (TSM), alternative modes, or capacity improvements and endorsement of selected alternatives.
3	47	PC-13.01	Preferred Alternative	Documentation of the preferred alternative selected for Preliminary Engineering.
2	65	PC-18	Environmental Documentation	Federal and State regulations require WSDOT to document the environmental impacts of a transportation project. Where appropriate, other public and governmental agencies are involved in the decision making process. National Environmental Policy Act/State Environmental Policy Act (NEPA/SEPA) If project has a federal nexus, follow NEPA procedures and obtain review of proposed documentation level by FHWA. If state only funding, follow SEPA procedures. See Environmental Procedures Manual.
3	66	PC-18.01	Endangered Species Act Compliance	The Endangered Species Act requires that the Department of Transportation, on behalf of the Federal Highways Administration, must consult with Wildlife Services to determine the effects of project actions on threatened and endangered species. There are five categories of effect determinations.
4		PC-18.01.05	Design Office Prepares BA Checklist	The design office prepares preliminary information for the environmental specialty group to assign and initiate documentation and permits appropriately.
4	67	PC-18.01.01	Biological Assessment	A document required for all activities with a federal nexus that analyzes the potential affects of the project on listed species and critical habitat and justifies a particular "effect determination". Federal agencies are responsible for evaluating impacts to listed species from all federal actions, regardless of scope. For actions other than a "major construction activity", the agency must still evaluate the potential for adverse effects and consult with the service, if necessary.
4	69	PC-18.01.03	Environmental Biological Assessment - USFW, NMFS Concurrence	Biological Assessment concurrence by USFW and NMFS
3	71	PC-18.02	NEPA/SEPA Compliance	National Environmental Policy Act/State Environmental Policy Act (NEPA/SEPA) If project receives federal funding, follow NEPA requirements and obtain review of proposed documentation level by FHWA. If state only funding, follow SEPA requirements. See Environmental Procedures Manual.
4	83	PC-18.02.07	SEPA C.E.	State Environmental Policy Act Categorical Exemption (SEPA C.E.) A type of action that does not significantly affect the environment.
3	87	PC-18.03	Discipline Reports - Earth (Geology & Soils)	Environmental Procedures Manual Section 420 Earth (Geology & Soils)
4	90	PC-18.03.03	Temporary Erosion & Control Plan	Refer to Environmental Procedures Manual Section 420.05(2) & Exhibit 431-7.

3	##	PC-18.07	Discipline Reports - Wildlife, Fish, Vegetation, & Wetlands	Environmental Procedures Manual Sections 436 & 437 Wildlife, Fish, and Vegetation & Wetlands
4	##	PC-18.07.02	Critical Areas Report	Critical Areas Report
4	##	PC-18.07.03	Wetland Inventory Discipline Report	Refer to Environmental Procedures Manual 437.05(2)
3	##	PC-18.15	Discipline Reports - Historic, Cultural, and Archeological Resources	Environmental Procedures Manual Section 456 Historic, Cultural, and Archeological Resources
4	##	PC-18.15.02	Cultural Resources Discipline Report	Refer to Environmental Procedures Manual 456.05(1)
3	##	PC-18.18	Environmental Documentation Complete	MAJOR MILESTONE - All environmental documentation complete prior to Design Approval and Right of Way Approval. See Project Control & Reporting Manual.
2	##	PC-19	Environmental Permits	Identify and complete permits required for the project. Permit requirements are scoped as part of the Environmental Review Summary. See Environmental Procedures Manual for procedures.
3	##	PC-19.05	HPA	Hydraulic Project Approval (HPA) A permit required for projects that use, divert, obstruct, or change the natural flow or bed of any state waters (e.g. culvert work, realignment, bridge replacement). Responsible Agency: Washington State Dept of Fish and Wildlife.
3	##	PC-19.06	NPDES	This permit is needed from Ecology for all construction activities (including grading, stump removal, and demolish) on sites one acre or larger and when there is a discharge of stormwater to a surface water (e.g., wetlands, creeks, rivers, marine waters, ditches, estuaries). Ecology will not have to permit for 1 to 5 acres sites until September 2005. Operators of 1 to 5 acre sites may seek coverage under the current permit.
3	##	PC-19.12	Floodplain Development Permit	A permit for any construction activity within the 100 year flood plain as defined by FEMA mapping. Responsible Agency: Department of Ecology, Cities and Counties.
3	##	PC-19.13	Critical Area Ordinance Permit	Local approval or permits may be required for projects impacting areas defined as "critical" by counties and cities under the Growth Management Act (GMA), including wetlands, aquifer recharge areas, wellhead protections areas, frequently flooded areas, geographically hazardous areas, fish and wildlife habitat, and conservation areas. Responsible Agency: Counties and Cities.
3	##	PC-19.14	Noise Variance	Construction and maintenance activities during nighttime hours may require a variance from local noise ordinances. Daytime noise from construction is usually exempt. Responsible Agency: Counties and Cities.
3	##	PC-19.15	Shoreline Permit/Exemption	Required for any contract requiring work within 200 feet of a shoreline of the state as defined by the local agency with jurisdiction. Responsible Agency: Department of Ecology, Cities and Counties.
3	##	PC-19.17	JARPA Prepared and Submitted	Design office prepares and submits JARPA
3		PC-19.20	Clearing and Grading Permits	Clearing and Grading Permits as needed.
3	##	PC-19.19	Environmental Permits Received	MILESTONE - All environmental permits acquired for project to go to Ad/Construction.
2	##	PC-20	Materials (Roadway)	Development of soils, surfacing, and materials reports for project.
3	##	PC-20.01	Pavement Determination	Preliminary recommendations for surfacing materials. See WSDOT pavement interactive guide at http://wwwi.wsdot.wa.gov/MaintOps/mats/pavementguide.htm
2	##	PC-21	Geotechnical Evaluations	Development of Geotechnical reports for project.

3	##	PC-21.01	Preliminary Site Data	Project design office is to provide a project description and location of work to be performed to Region Materials Engineer. See Design Manual Chapter 510.
3	##	PC-21.02	Environmental Permit for Field Exploration	Field exploration may require permits to complete. Permits need to be provided by the Project Office to HQ Geotechnical Office/Region Materials Office to enable required field work to be started.
3	##	PC-21.04	Project Site Data	Site information provided to RME by the project design office (specific to the type of project) to initiate geotechnical work on a project during the design and PS&E phases. See Design Manual Chapter 510.
3	##	PC-21.05	RME Geotech Report(s)	Region Geotechnical Report containing geotechnical recommendations and information applicable to the project. There is a possibility of multiple reports, depending upon the scope and complexity of the project.
2	##	PC-24	Roadway Design	Development of earthwork design and channelization design. Also includes minor safety design and documentation.
3		PC-24.13	InRoads Survey Processing and Design	Process InRoads survey data and design
3	##	PC-24.03	Preliminary Channelization Plan	Preliminary plans that show the separation of traffic movements into delineated paths of travel, see Design Manual Chapter 910.
3		PC-24.14	Preliminary Detention Pond Design	Preliminary Detention Pond Design
3	##	PC-24.04	Preliminary Earthwork Quantities	Preliminary calculations for embankment, roadway excavation, and other earth moving volumes.
3	##	PC-24.06	Intersection Plan for Approval	A plan that address the intersection design considerations in accordance with Design Manual Chapter 910
3	##	PC-24.08	Channelization Plan	A plan that address the channelization design considerations in accordance with Design Manual Chapter 910.
3	##	PC-24.09	Earthwork Quantities	Earthwork calculations for roadway excavation and embankment volumes.
3	##	PC-24.10	Roadway Sections	Geometric roadway cross section from the subgrade to finish grade
3	##	PC-24.11	Roadside Safety	Address items on the Clear Zone Inventory and any other safety items that have been discovered including documenting a decision to fix or not. Design Manual Chapter 700
2	##	PC-25	Hydraulics	The Hydraulic Report is intended to serve as a complete documented record containing the engineering justification for all drainage modifications that occur as a result of the project. See Hydraulics Manual.
3		PC-25.06	Pond Design	Detention Pond Design
3	##	PC-25.01	Type A Reports	Type A Hydraulic Reports contain documentation of design for major hydraulic work. See the Hydraulics Manual.
3	##	PC-25.05	Hydraulic Report Approved	MILESTONE - Hydraulics Report Approved for project.
2	##	PC-26	Partnerships	A contract entered into by two or more groups.
3	##	PC-26.01	Local Agencies Agreements/MOU's	A contract between the Washington State Department of Transportation and a local governmental agency that includes an offer and an acceptance. Agreements are necessary to accomplish the transfer of funds into and out of state accounts for goods and services.
2	##	PC-28	Right of Way (R/W) Engineering	Property required for a public facility, includes square footage, access rights, easements, and any property impacts as defined in the Right of Way Manual Division 6.

3	##	PC-28.01	Preliminary Right of Way	Determination of approximately how much additional Right of Way will be needed to construct the project. Includes any property impacts as defined in the Right of Way Manual Division 6.
3	##	PC-28.02	R/W Plans	HQ R/W Plans Section makes the final review and then the Plan is stamped & signed by the responsible Project Engineer. Right of Way acquisition cannot begin without plan approval. See Plans Preparation Manual (PPM) Section 130.09.
3	##	PC-28.06	Record of Survey	Public Record filed with the County Auditor used to preserve the evidence of land surveys. The content and format of Record of Surveys are prescribed by law.
3	##	PC-28.09	R/W Plan Approved	MILESTONE - R/W Plans are submitted to the Region R/W Plans Office for review and transmittal to HQ for approval in accordance with Plans Preparation Manual (PPM) Section 130.08
2	##	PC-29	Right of Way Acquisition	WSDOT Real Estate Services performs and coordinates all real estate transactions for the department, and issues guidelines for all state agencies engaged in real estate activities covered by the Uniform Relocation Assistance and Real Property Acquisition Policies Act.
3	##	PC-29.01	Preliminary Right of Way Costs	Initial estimate as to what Right of Way costs will be.
3	##	PC-29.03	Right of Entry	Field investigations and field explorations, other than land surveying, that are obtrusive in nature require a Right of Entry from the property owner. RCW 47.01.170
3	##	PC-29.05	R/W Funding Approved	MILESTONE - Work Order set up by Program Management and authorizes funding. Notification to RES to proceed with R/W acquisition.
3	##	PC-29.06	Parcel (Parcel ID)	The process of securing the property needed for highway improvements that conforms with Federal and State regulations called the Uniform Relocation and Acquisition Act. It includes, but is not limited to square footage, access rights, and easements. This element of the MDL can be repeated in the project work breakdown structure for individual parcels.
4	##	PC-29.06.01	Appraisal/Administrative Offer Summary	An analysis of real estate market used to estimate the value of the real property and the damages to the remaining property.
4	##	PC-29.06.04	Negotiations/Purchase	The formal offer to purchase, including payment and recording of documents.
3	##	PC-29.07	R/W Certification	MAJOR MILESTONE - Date the Region RES Manager assures all right of way necessary for construction, operation, and maintenance has been obtained and that no displacement remains in the project limits. This process is required before construction is advertised for bids.
2	##	PC-30	Roadside Restoration	WSDOT projects that disturb operational, environmental, visual and auxiliary functions (see Chapter 110 of the Roadside Manual) must be restored according to the policy set forth in the Roadside Classification Plan.
3		PC-30.03	30% Landscape Design	Landscape design and revegetation plans are required when the project disturbs the roadside. See the Roadside Classification Plan and Roadside Manual Chapter 800.
3		PC-30.10	60% Landscape Plan	Landscape design and revegetation plans are required when the project disturbs the roadside. See the Roadside Classification Plan and Roadside Manual Chapter 800.
3		PC-30.11	Final Landscape Plans & Specifications	Landscape design and revegetation plans are required when the project disturbs the roadside. See the Roadside Classification Plan and Roadside Manual Chapter 800.

3	##	PC-30.02	Restoration Estimate	Region Landscape Architects or the HQ Roadside and Site Development Unit prepares a restoration estimate which includes all costs to restore and establish a sustainable plant community per the Roadside Classification Plan, 1996, Chapter 810.
2	##	PC-31	Traffic Design	Gathering of traffic data and development of Traffic reports, studies, designs, and plans.
3	##	PC-31.01	Collision Data	Validate accident data. Update / supplement if necessary
3	##	PC-31.02	Preliminary Traffic Analysis Report	A report that identifies safety and/or capacity deficiencies and list of recommendations including geometric configurations and appropriate traffic control devices.
3	##	PC-31.03	Preliminary Illumination Design	Scope illumination system using appropriate design matrix and design level. Identify project specific issues and needs
3	##	PC-31.12	Illumination and Signal Design	Document project specific design decisions, deviations, justifications, and other approvals. Request soils investigation, foundation design, utility service agreement.
2	##	PC-32	Utilities	The Utility Accommodation Team evaluates and authorizes the installation of utilities and other facilities or activities within the state highway right of way.
3	##	PC-32.01	Existing Utilities Located	Locate existing utilities in the field to level of accuracy required. Can vary from quality level D (most basic) to quality level A (Subsurface Utility Engineering (SUE)). See Utilities Manual.
3	##	PC-32.02	Existing Utility Plan	A plan showing the location of known aerial and underground utility facilities. This plan should include all additional data acquired to insure the accuracy needed for the project.
3	##	PC-32.03	Utility Relocation Plan	A plan showing utility relocations/adjustments by DOT.
3		PC-32.05	Utility Permits	Utility Permits as needed.
3	##	PC-32.04	Utility Agreements	A contract between the Department and a utility for work by either party where the department will receive or pay funds.
2	##	PC-33	Work Zone Traffic Control (WZTC)	The planning, design, and preparation of contract documents for the modification of traffic patterns during construction is known as work zone traffic control. See Design Manual Chapter 810.
3	##	PC-33.01	Preliminary TC Plans	A conceptual plan to provide safety in a work zone for the traveling public and the workers. See Design Manual Chapter 810.
3	##	PC-33.02	Work Zone Traffic Control Meeting	A meeting with the Work Zone Traffic Control (WZTC) team to discuss various traffic control strategies for the project. See Design Manual Chapter 810.
2	##	PC-34	Design Documentation	Design documentation is prepared to record the evaluations by the various disciplines that result in design recommendations. See Design Manual Chapter 330.
3	##	PC-34.01	Design Documentation Package	A compilation of assumptions, decisions, justifications, and approvals that support the ultimate design of the project, to include review of the package. See Design Manual Section 330.06
3	##	PC-34.02	Deviation	A documented decision granting approval at project specific locations to differ from the design level specified in the Design Manual.
3	##	PC-34.05	Design Approved	MILESTONE - An action taken to formally approve the Design (Documentation) File, see Design Manual Section 330.07
2	##	PC-36	Contract Plan Sheets Preparation	Development of the Contract Plansheets. See Plans Preparation Manual (PPM) M22-31.
3	##	PC-36.01	Contract Plan Workforce Hammock	This task is a hammock task for uniform resource loading the effort involved with contract plan preparation. This task is used when the plan sheet deliverables are constrained by other activities or dates and are not resource loaded. When used, this task will have no constraints, in order to have the task span the entire duration of plan preparation (parent or summary activity).

3	##	PC-36.02	Index	Required on all projects with 30 plan sheets or more, see Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.03	Vicinity Map	A plan sheet that is required for all projects to show the approximate location of the project on the state route, see Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.04	Summary of Quantities	These plans are a complete tabulation of all bid items and pay quantities required for the project, see Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.06	Roadway Section Plans	Plans that show the geometric roadway cross section from subgrade up to finished grade, see Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.10	Quantity Tabs	Plans that tabulate quantities and identifies locations and notes pertaining to specific bid items, see Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.13	Environmental and/or Wetland Mitigation Plans	A plan sheet that identifies wetland mitigation. See Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.15	TESC Plans	These plans are required if the project involves land disturbance, to include Qtabs, Plansheets, and Details. see Plans Preparation Manual (PPM) Chapters 460 and 750.
3	##	PC-36.16	Drainage Plans	Plans that show how the drainage system relates to the rest of the project, including Drainage Structure Notes, Drainage Profiles, and Drainage Details. See Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.19	Receive Final Landscape Plan	Plans that are developed by the Region Landscape Office. Includes Qtabs and details. See Plans Preparation Manual (PPM) Chapters 460 and 750.
3	##	PC-36.21	Sidewalk / Bulb Out Plans	Plans that show total roadway widths to be paved, including Qtabs and details. See Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.22	Pavement Marking and Guardrail Plans	Plans that show the type and location of pavement markings for the project, including Qtabs and details. See Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.24	Illumination Plan	Plans that show street lighting, including Qtabs and details. See Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.27	Signing Plans	Plan sheets developed in accordance with Plans Preparation Manual (PPM) Chapter 460. Includes sign specification sheets and details.
3	##	PC-36.32	Traffic Control and Detour Plans	These are site specific work zone traffic control plans, see Plans Preparation Manual (PPM) Chapter 460.
3	##	PC-36.50	Misc. Details Plan Sheets	Other plan sheets as needed,
2	##	PC-37	Contract Specifications Development	Development of Contract Provisions. See Plans Preparation Manual (PPM).
3	##	PC-37.01	Contract Specifications	Development of Contract Provisions, Amendments, General Special Provisions, and appendices. See Plans Preparation Manual (PPM) Division 6.
2	##	PC-38	Construction Estimate Development	Development of Contract Estimates for costs and time. See Plans Preparation Manual (PPM).
3	##	PC-38.01	Engineer's Cost Estimate of Construction	An estimate used to initiate funds for the construction activity and to evaluate the contractor's bids, see Plans Preparation Manual (PPM) Division 8.
3	##	PC-38.02	Lump Sum Breakout	Calculations for determining estimate of Lump Sum items.
3	##	PC-38.03	Working Day Estimate	Contract time determined in accordance with Plans Preparation Manual (PPM) Appendix A6

2	##	PC-40	Constructability Reviews	To develop a quality project, WSDOT uses a series of reviews at predetermined stages of project development. These reviews, called constructability reviews, attempt to ensure that: project development process is on schedule; project definition and estimates are correct; project is buildable; project is maintainable; and project documents are biddable.
3	##	PC-40.03	30% Constructability Review	Geometric Review
3	##	PC-40.04	60% Constructability Review	General Plans Review
3	##	PC-40.05	90% Constructability Review	Contract Plans Review
3		PC-40.10	Address 90% Review Comments	Address 90% Review Comments
2	##	PC-41	PS&E Reviews	Plans Specifications & Estimate (PS&E) Reviews. Check for completeness and compatibility between the Plans, Specifications and Estimate.
3	##	PC-41.01	Local Agency Review	A check of the plans, specification and estimate by a local governmental or non-governmental agency or tribal nation to ensure compliance with established agreements or memorandum of understandings.
3	##	PC-41.02	Initial PS&E Review	Region Project Office submits PS&E package to Region for review.
3	##	PC-41.05	HQ PS&E Review	Region forwards PS&E package to Headquarters for review.
3	##	PC-41.09	Final Signed PS&E to Region	MILESTONE - Project Manager returns stamped and signed AD ready PS&E package to the Region.
3	##	PC-41.10	Ad Package to Headquarters	MILESTONE - Final PS&E to HQ with all appropriate attachments as required on the Final Check Sheet, five(5) days prior to the scheduled Ad date.
2	##	PC-43	Contract Ad & Award	Advertisement and award of construction contracts. See Ad and Award Manual.
3	##	PC-43.01	Construction Funding Approval	MILESTONE - Official approval from HQ Program Management and FHWA (if federal funds are used) to move ahead with the advertisement of the construction phase of a project
3	##	PC-43.02	Printing	Reproduction and distribution of plans, specifications, and bid proposal package. Contact HQ Printing Services for information.
3	##	PC-43.04	Advertisement (AD Date)	MAJOR MILESTONE - Date the project is first advertised for bid.
3	##	PC-43.05	Addendum Deadline	MILESTONE - Date addenda are due in headquarters. 14 calendar days prior to the scheduled bid opening.
3	##	PC-43.06	Bid Opening	MAJOR MILESTONE - Public opening and reading of sealed bids
3	##	PC-43.07	Award	MAJOR MILESTONE - Official notice of award of the contract to the successful bidder.
3	##	PC-44.01	Contract Execution	MAJOR MILESTONE - Project Control & Reporting (PC&R) Milestone. This is the date when the Department signs the actual contract with the contractor. This typically occurs within 21 days following contract award. See 1-03.3 of the Standard Specifications for further detail.
3	##	PC-44.02	Construction Start	MAJOR MILESTONE - Project Control & Reporting (PC&R) Milestone. This is the date when work actually starts on building the project and activity might be seen on the site. The first day that can be charged against the contract. This day is usually the 10th calendar day following execution but is also sometimes changed by Special Provision. See 1-08.5 and contract special provisions for further details.

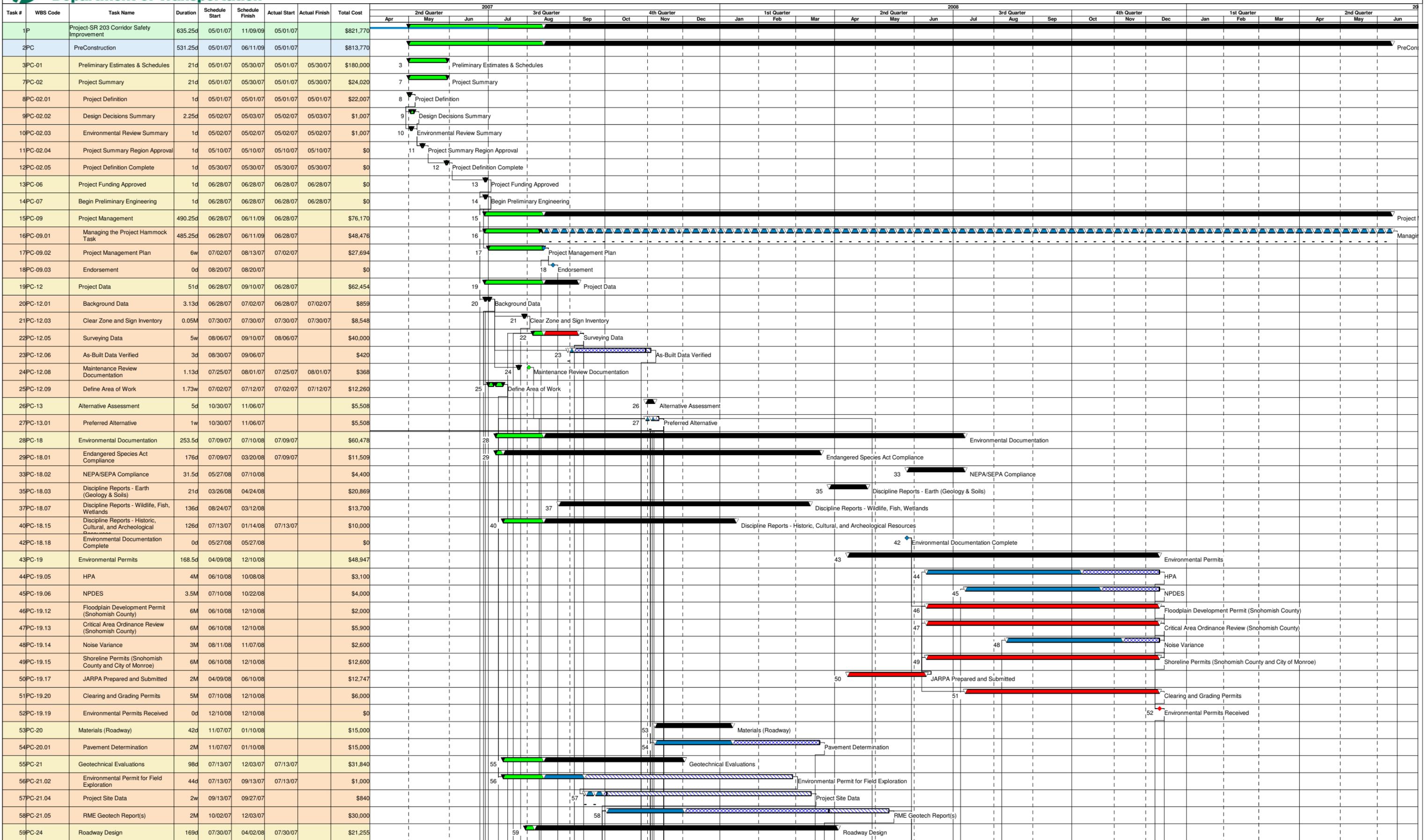
3	##	PC-44.03	Operationally Complete	MAJOR MILESTONE - Project Control & Reporting (PC&R) Milestone. This is the date when the intended end user (the public in the case of facilities such as highways and ferry terminals, WSDOT employees in the case of facilities) has free and unobstructed use of the facility. In some cases, the facility will be open, but minor work items may remain to be completed. See 1-01.3 of the Standard Specifications for further details (Substantial Completion).
3	##	PC-44.04	Final Contract Completion	MAJOR MILESTONE - Project Control & Reporting (PC&R) Milestone. This is the date when the contract is finalized. All contractual work will have been completed and all payments to contractors will have been completed. After all contractual obligations have been fulfilled, the Department accepts the contract as complete by signature of the Secretary on the Final Contract Voucher Certification. See 1-01.3 and 1-05.12 of the Standard Specifications for further detail.
2	##	PC-44	Construction Milestones	Project Control and Reporting milestones for Construction phase of the project. Estimates here are for the Preconstruction phase and will be revised/updated when project is in construction phase.
3	##	PC-44.01	Contract Execution	MAJOR MILESTONE - Project Control & Reporting (PC&R) Milestone. This is the date when the Department signs the actual contract with the contractor. This typically occurs within 21 days following contract award. See 1-03.3 of the Standard Specifications for further detail.
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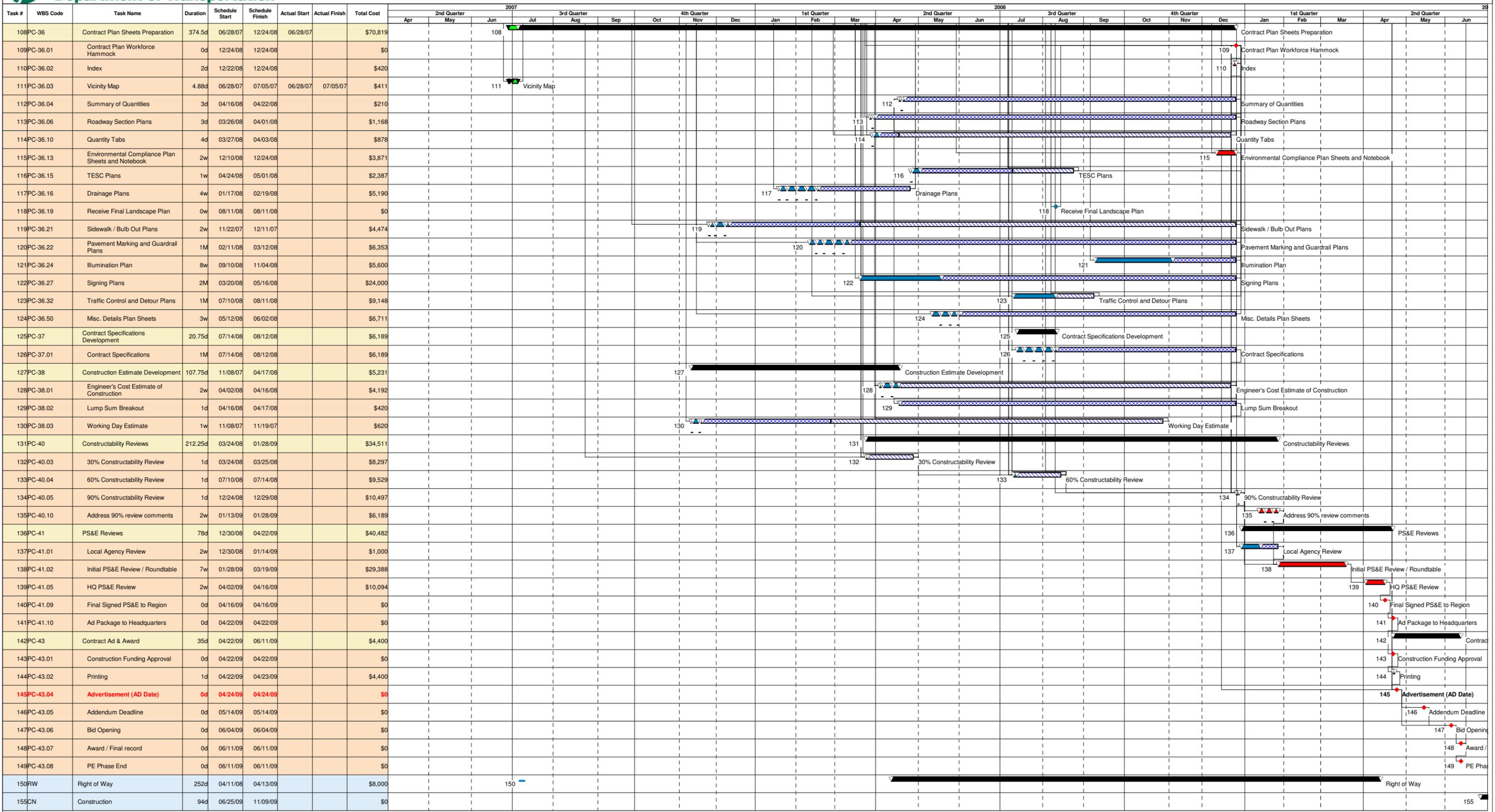
Preliminary Engineering Budget

<u>Items</u>		<u>Cost</u>
Preliminary Estimate & Schedule	\$	180,000.00
Project Summary	\$	24,020.00
Project Management	\$	76,170.00
Project Data (Including Survey)	\$	62,454.00
Alternative Assessment	\$	5,508.00
Environmental Documentation	\$	60,478.00
Environmental Permits	\$	48,947.00
Materials (Roadway)	\$	15,000.00
Roadway Design	\$	21,255.00
Geotechnical Design	\$	31,840.00
Hydraulics and Water Quality	\$	38,095.00
Right of Way Engineering	\$	15,000.00
Right of Way Acquisition	\$	14,000.00
Partnerships	\$	2,250.00
Roadside Restoration	\$	8,300.00
Traffic Design	\$	22,211.00
Utilities	\$	10,205.00
Work Zone Traffic Control	\$	7,636.00
Design Documentation	\$	8,768.00
Contract Plan Sheets Preparation	\$	70,819.00
Contract Specifications Development	\$	6,189.00
Construction Estimate Development	\$	5,231.00
Constructability Reviews	\$	34,511.00
PS&E Review	\$	40,482.00
Contract Ad & Award	\$	4,400.00
Subtotal	\$	813,770.00
12% project cost factor	\$	97,652.40
Total (rounded up to nearest thousand)	\$	912,000.00

Gantt Chart



Gantt Chart





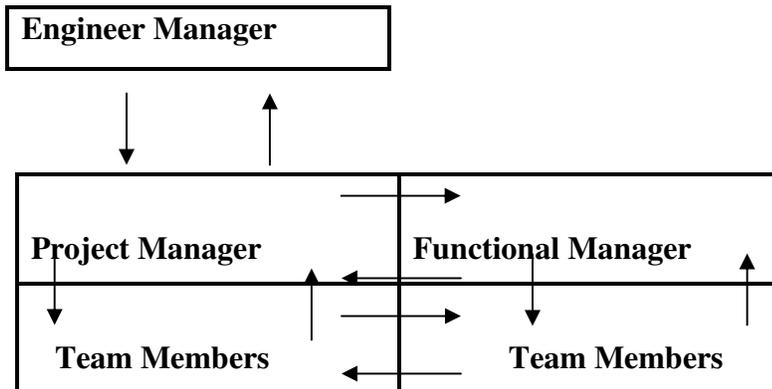
Communication Plan

The communication plan for this project is divided in two areas, Internal and External Communication and is shown in the tables bellow. The purpose of this plan is to show how the project information is supposed to travel through the various contacts and channels.

It is a well-known fact that all successful planning depend on a timely exchange of vital information otherwise the project delivery teams cannot realize their mission. Therefore all project partners are required to issue accurate information as well as replying in a timely manner as this is essential to the success of the project and conversely the likely cause of its failure.

In order to assure success the project delivery team will inform each other of their needs, updates and timelines. Meeting minutes will be routed in a timely manner to the each all parties concern.

Internal Communication flow chart



Internal Communication

The table below shows *who* is responsible for providing *what* information, *how* it is supposed to be done and by *when*. It also shows the proper protocols.

Lead	What	How	When
Project Manager	Communicate project progress to Senior Management	As required	When needed
	Communication- all teams		
All Functional Managers	Check with Project Manager on project status	By phone or email	*Prior to updating monthly Confidence Report
All Functional Managers	Update on progress and expenditures	By phone, email or meetings	*Last Thursday of every month
Project Manager	Tracking project progress or developments	PDIS Schedule by email or meetings	Ongoing
	Team members Communication		
Project Manager	Set team communication guidelines	Following protocols	When researching outside the team.
Project Manager	Facilitate information on other relevant projects to delivery team	By email, team meetings or one-to-one as needed	As needed
All team members	Resource agencies and research	Phone/ email and the web	As needed

- Information needed prior to monthly Confidence Report.

External Communication

The table below shows proper communication route between the department and external sources.

Lead	What	How	When
Stakeholders			
Design Team	Identify stakeholders	Create stakeholder list and update frequently	See Project Schedule
Design Team	Any future work planned or anticipated	Check with WSDOT Local Program	ASAP
Public			
Project Manager	Public Information and announcements	Check with WSDOT Public Relation PI.	ASAP
Project Manager	Public Contact and or reply to Public's concerns	Route thru WSDOT Public Relation and or appropriate agent	As needed



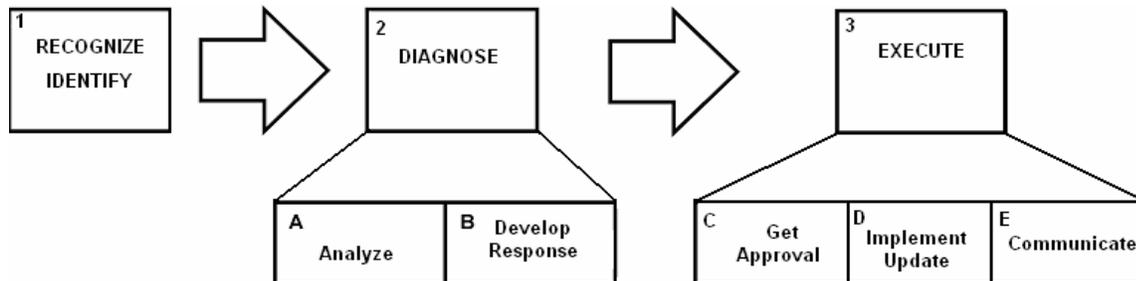
Change Management Plan

Changes are likely to occur during the life of this project that could affect the project scope, schedule and resources. The source of these changes could be internal changes initiated by the project team or external changes that are the result of other team players or stakeholders.

The goal of the Change Management Plan is to acknowledge that changes may be encountered so that we can prepare a response plan to exert control and stability in the event that such changes may disrupt the On-time, On-Budget and On-schedule commitments and deliverables.

Managing changes will require two separate fields of practice. One refers to managing changes through a systematic process that requires planning, discipline and effective communication among the project's teams and interested parties to attain preset goals and the other is about responding to crisis or changes over which the organization has little or no control. This CMP emphasizes in the task of *managing changes* by devising a response plan to deal with random changes as they arise.

Below is the Change Management Plan process guidelines:



The following defines the Plan the team will used to manage changes:

1. Recognize/ Identify the type of change:

- Scope changes
- Schedule change
- Process/ Policy change
- Project Cost
- Available Funding
- Staff changes
- Resources/
Technologies/ Material
change
- Technical change
- Unforeseen field
conditions
- Quality Control
- Risk Management
- Political change

2. Diagnose Change:

- Analyze the changes
- Determine the potential impact and outcomes
- Document origin of change (who, what, how)
- Document Level of Changes (scope, schedule, budget)
- Identify impacted parties or resources
- Determine who should lead the process
- Develop response strategy and solution
- Determine level of authority for implementation

3. Execute:

- Inform and consult with appropriate authority, Engineer Management, Project Management, and Sponsors regarding the changes, the impacts and solutions.
- Get approval/ Endorsement to proceed
- Execute or implement changes or countermeasures
- Develop a compliance timeline and update project Baseline
- Monitor and evaluate implementations
- Notify those affected such as team members, management and customers as stated in the Communication Management Plan

Changes come in all shapes and sizes. Small changes may be managed within the Design Team, while lagers changes may require participation from one or more support groups.



Quality Control & Quality Assurance Plan

Project Work Breakdown Structure (WBS) elements were reviewed and the following ones identified for applicable standards for each product, process, service, and deliverable.

Quality Assurance Control Plan Items

- Reviewers to be identified and assigned
- The project to be executed in accordance with applicable WSDOT Manuals.
- Communication with team members (may lead to decision documents).
- Monitor work progress using PDIS and Earned Value (EV) Management tools tracking EV based on actual completion of worked.
- Reviews to be scheduled:
 - Monthly Status reviews
 - Customer feedback
 - Quarterly review
 - Process reviews
 - Milestone reviews
 - Constructability Reviews
 - Deliverable reviews

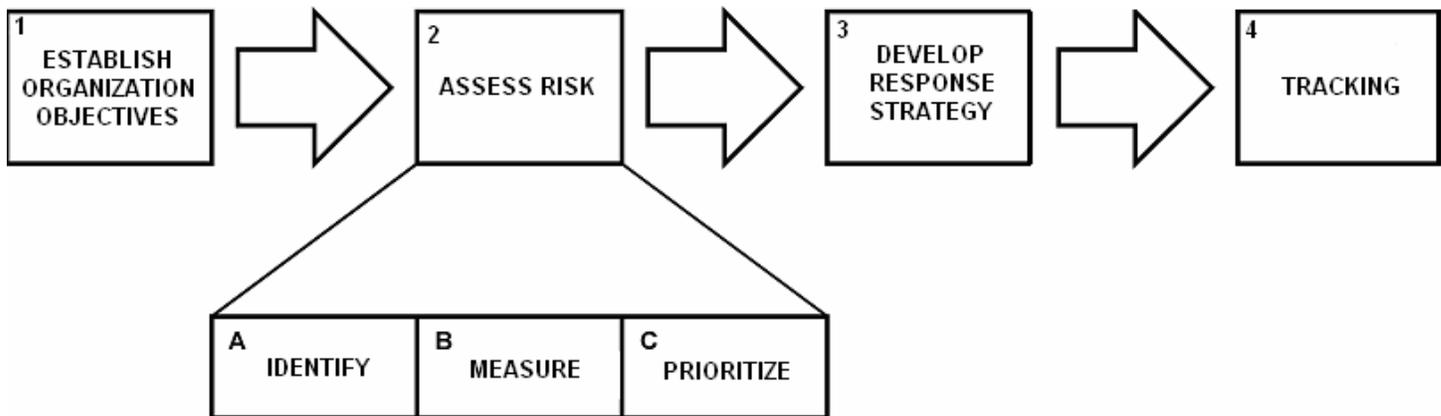
Quality Assurance Control Matrix

QA/QC item	Lead	Checked	Approved	Standard(s) or References	Date scheduled	Date executed
Identification & Assignment Meeting	Manny Quinteiro		Yes	N/A		
Existing utilities located on site and on plan	Andrea Burgess			DM; Utilities Manual	Sept. 2007	
30% Meeting	Andrea Burgess, Chun Wen			N/A	March 2008	
Design will be reviewed and approved prior to the completion of the PS&E	Design Team; Leslie Barben-Price			Individual DM chapters as applicable	August 2008	
60% Meeting	Andrea Burgess, Chun Wen			N/A	July 2008	
90% Meeting	Andrea Burgess, Chun Wen			N/A	November 2008	
PS&E package review (Approval prior to Ad)	Design Team; Steve Howard			N/A	February 2009	



Risk Management Plan

The risk assessment model for managing risk through the life of the project is shown bellow. The purpose of this process is to estimate the level of risk and come up with a response strategy to address issues that could potentially have an adverse impact to the scope, budget and schedule of the project.



PROJECT RISK MANAGEMENT PLAN

Project Title **SR 203 Corridor Safety Improvement**
 Project PIN # **I20311G**
 Date **07/23/07**
 Design Team Super **Manny Quinteiro** Telephone Number **(206) 440-4570**

PROJECT RISK MANAGEMENT PLAN																
Priority	Risk Identification						Qualitative Analysis				Risk Owner	Risk-Response Strategy		Monitoring and Control		
	Status	ID #	Date Identified Project Phase	Risk Event (threat/opportunity)	SMART Column	Risk Trigger	Impact Area	Affected MDL/WBS Level 2 process	Probability	Impact		Risk Matrix	Strategy	ACTION TO BE TAKEN (include advantages and disadvantages)	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)
Instructions	Active	E1	For example: 6/30/99 Scoping	Risk is an uncertain event or condition that, if it occurs, has a positive (opportunity) or negative (threat) on a project. For example; Wetland Mitigation requires additional R/W.	Detailed description of the risk. Includes information on the risk that is Specific, Measureable, Attributable, Relevant and Timebound . Describe the consequences of the risk to scope, schedule, budget or quality.	Triggers are indications that a risk has occurred or is about to occur. Used to determine when to implement the Risk Response Strategy. For example: Wetland impact is greater than 1/2 acre.	Is the primary impact to the scope, schedule, or budget?	Which WBS element will be modified as part of the response strategy? For example: PC-19 Environmental Permits	Assessment of the likelihood of occurrence. Valid entries are Low or High.	The severity of the risk's effect on the projects objectives. Valid entries are Low or High.	High: Substantial impact on cost, schedule, or technical. Substantial action required to alleviate issue. Low: Minimal impact on cost, schedule, or technical. Normal management oversight is	Name of the person or office responsible for managing the risk event.	Avoidance Transference Mitigation Acceptance (See PM Online Guide for strategy definitions.)	Develop options and determine actions to be taken in response to the risk event. Immediate action may be required at the time of identification. Estimate value of risk and estimate cost to respond.	For example: Completion of wetland delineation expected: 2/28/00	For example: Last status update 4/30/00. Wetland delineation completed 3/15/00. Over 1 acre of wetland was delineated, action is being taken to expedite meetings with regulatory agencies & expedite the effort to provide appropriate wetland mitigation & at
	Active		7/23/2007 Design/PS&E	Tualco/High Rock intersection design does not get approved.	Tualco/High Rock area includes elements used normally only in Q projects. HQ may not approve for this project. Impact to scope, schedule, and budget.	Design file rejected.	Scope	WBS 185 Prepare Base Maps and Plan Sheets	High	High	Probability H L Impact L H	Design	Avoidance	Coordinate early with design review and HQ to document and gain approval as soon as possible.	Design approval expected August 2008.	Design team is initiating the design file and will work with Leslie Barben-Price to document appropriately.
	Active		7/23/2007 Design/PS&E	Environmental regulations change prior to ad date.	Current enviro. doc. and permit requirements change prior to ad date & project is required to change doc. or reapply for permits. Impact to schedule and budget depending on specific change required.	Early indication from agencies that regulations may change. Snohomish Co. revision of regulations and codes may extend wetland buffers and ratios.	Schedule	WBS 165 Perform Environmental Studies and Prepare Draft Environmental Document	High	High	Probability H L Impact L H	Design	Acceptance	Stay informed about County's codes to avoid surprises - Communicate with agencies.	Documentation expected to be complete March 2009, Permits expected April 2009	7/23/07 - Track changes through Permit Coordinator and get a hold of County's new codes and regulations draft early on.
	Active		7/23/2007 Design/PS&E	Water wells in close proximity to roadway widening.	Wells have a buffer zone. If impact to a well buffer is identified the project will need to redesign, relocate the well, or purchase RW. Impact to scope and budget depending on approach required.	Survey data indicates wells within 100 feet of proposed development.	Scope	WBS 185 Prepare Base Maps and Plan Sheets	High	High	Probability H L Impact L H	Design	Avoidance	Survey well locations and develop plans to work outside buffer zone.	Survey will be complete in Sept. 2007	7/23/07 - Work with Survey office and Traffic to change channelization/alignment and avoid impact.
	Active		7/23/2007 Design/PS&E	Impact to wetlands or other sensitive areas.	Widening to the west in the Tualco area is not feasible, requiring widening in wetland area to the east. Add'l mitigation/permitting will impact schedule and budget.	RW, well, or other unidentified constraints prevent widening to the west in the Tualco area.	Schedule	WBS 165 Perform Environmental Studies and Prepare Draft	High	High	Probability H L Impact L H	Design	Acceptance	Delineate and Survey Wetlands to determine if widening will cause impact. If so, prepare estimate for mitigation site.	Survey and delineation will be complete Sept. 2007	7/23/07- Will send biologist to delineate wetlands and lines up surveyor to collect data.
	Active		7/23/2007 Design/PS&E	Storm drain in City of Monroe is connected to sanitary sewer.	Changing existing catch basins/ drainage system in Monroe trigger regulatory requirements to separate storm and sanitary sewer components. Would require major scope change, add'l time and funding.	As-builts and research indicates the existing drainage ties into sanitary sewer; DOE regulations require separation of storm and sanitary sewer.	Scope	WBS 160 Perform Preliminary Engineering Studies and Prepare Draft Project Report	High	High	Probability H L Impact L H	Design	Transference	Coordinate with City Manager to deal with DOE. Follow up with other meetings.	6/27/07 - met with City	6/27/07 - Met with City Planners and told them that upgrading runoff conveyance for adding bulb-outs is outside the project scope and budget.
	Active		7/23/2007 Design/PS&E	Difficulties mitigating impact to the floodplain.	Floodplain Development permit takes several months to obtain and mitigation may be costly. Impact to schedule and budget if not addressed early.	A floodplain permit and mitigation are found to be required in the project.	Budget	WBS 160 Perform Preliminary Engineering Studies and	High	High	Probability H L Impact L H	Design	Acceptance	Find out Sno Co. requirements and start planning early on	Expect permits to be complete April 2009.	7/23/07 - Talked to our Permit Coordinator to get clarification on floodplain mitigation requirements.
	Active		7/26/2007 Design/PS&E	Specialty group workforce shortage.	Specialty groups with insufficient staffing could cause a delivery bottleneck, requiring a shift of priorities and delaying ad date.	Notification by specialty group that a deliverable will be delayed due to insufficient workforce.	Schedule	WBS 220 Perform Right of Way Engineering	High	High	Probability H L Impact L H	Survey	Acceptance	Have specialty groups prepare workload schedule and get written endorsement for this project.	Endorsement expected August 2007.	7/26/07 - Talked to Survey group about it and agreed to keep us informed of any shortcomings.
	Active		7/23/2007 Design/PS&E	Project team member accident/injury while working in the field.	A accident could occur during a field visit requiring loss of productivity. Impact to the schedule depending on length of incapacity.	Accident or injury to a team member.	Schedule	WBS 185 Prepare Base Maps and Plan Sheets	Low	High	Probability H L Impact L H	Design	Acceptance	Educate staff to adopt and perform a Pre- activity Safety Plan before each field visit.	Safety will be an emphasis throughout life of project.	7/25/07 - implement and enforce our office pre-activity safety plan per Safety Stand down requirements

PROJECT RISK MANAGEMENT PLAN

Project Title **SR 203 Corridor Safety Improvement**
 Project PIN # **I20311G**
 Date **07/23/07**
 Design Team Super **Manny Quinteiro** Telephone Number **(206) 440-4570**

PROJECT RISK MANAGEMENT PLAN																
Priority	Risk Identification							Qualitative Analysis			Risk Owner	Risk-Response Strategy		Monitoring and Control		
	Status	ID #	Date Identified Project Phase	Risk Event (threat/opportunity)	SMART Column	Risk Trigger	Impact Area	Affected MDL/WBS Level 2 process	Probability	Impact		Risk Matrix	Strategy	ACTION TO BE TAKEN (include advantages and disadvantages)	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)
Instructions	Active=actively monitored & controlled Dormant=risk is not currently a high priority, but may become active in the future. Retired=no longer a threat to project objectives	E1	For example: 6/30/99 Scoping	Risk is an uncertain event or condition that, if it occurs, has a positive (opportunity) or negative (threat) on a project. For example; Wetland Mitigation requires additional R/W.	Detailed description of the risk. Includes information on the risk that is Specific, Measurable, Attributable, Relevant and Timebound . Describe the consequences of the risk to scope, schedule, budget or quality.	Triggers are indications that a risk has occurred or is about to occur. Used to determine when to implement the Risk Response Strategy. For example: Wetland impact is greater than 1/2 acre.	Is the primary impact to the scope, schedule, or budget?	Which WBS element will be modified as part of the response strategy? For example: PC-19 Environmental Permits	Assessment of the likelihood of occurrence. Valid entries are Low or High.	The severity of the risk's effect on the projects objectives. Valid entries are Low or High	High: Substantial impact on cost, schedule, or technical. Substantial action required to alleviate issue. Low: Minimal impact on cost, schedule, or technical. Normal management oversight	Name of the person or office responsible for managing the risk event.	Avoidance Transference Mitigation Acceptance (See PM Online Guide for strategy definitions.)	Develop options and determine actions to be taken in response to the risk event. Immediate action may be required at the time of identification. Estimate value of risk and estimate cost to respond.	For example: Completion of wetland delineation expected: 2/28/00	For example: Last status update 4/30/00. Wetland delineation completed 3/15/00. Over 1 acre of wetland was delineated, action is being taken to expedite meetings with regulatory agencies & expedite the effort to provide appropriate wetland mitigation & attain project permits.
	Active		7/23/2007 Design/PS&E	Proposed detention pond location unsuitable due to technical or environmental reasons.	Proposed pond location has unsuitable soils or high water table, a sensitive area, or site where conveyance is not feasible. Impact to schedule and budget to redesign pond; may require additional RW.	Geotech, environmental, or cultural resources studies indicate site unsuitability, or inability to secure sufficient RW.	Schedule	WBS 195 Right of Way Property Management and Excess Land	Low	High	Probability H L L H Impact	Design	Acceptance	Do preliminary studies and early coordination to avoid surprises.	Pond design expected to be complete in early 2008.	7/16/07 - Archeologist survey has started. Survey scheduled to start in early August. Geotechnical exploration tentatively schedule for 10/07
	Active		7/26/2007 Design/PS&E	Difficulty and delay finding and purchasing a wetland mitigation site.	Project could be delay due to availability of suitable wetland mitigation site	Wetland impact requiring us to find and purchase R/W	Schedule	WBS 220 Perform Right of Way Engineering	Low	High	Probability H L L H Impact	Design	Avoidance	Prepare plans that minimizes or avoid wetland impact. Begin early coordination with Environmental Group to find available sites.	Wetland mitigation design expected to be complete July 2008	7/16/07 - Permit Coordinator said she knows of some wetland mitigations sites near project area.
	Active		7/31/2007 Design/PS&E	Losing a team member to promotion, reallocation, or separation, requiring hiring/training a new employee.	Office re-organization or promotions delays project delivery	Design Office gets re-organized or key designer promotes out	Schedule		High	High	Probability H L L H Impact	Design	Acceptance	Temporarily promote from within the Team to carry on with the design. Hire new team member.	Staffing will be reviewed throughout life of the project.	The Lead E-2 designer promoted out to a new position starting 7/16/07. We need to promote E-1 to E-2 and hire new E-1 to meet all the deliverable targets.
	Active		7/23/2007 Design/PS&E	Additional RW funding needed.	Widening at Tualco intersection requires more RW purchase than initially anticipated, invoking a need for more RW funding. Impact to budget of project.	Final alignment requires purchase from several parcels.	Schedule	WBS 220 Perform Right of Way Engineering	Low	Low	Probability H L L H Impact	Design	Acceptance	Work on alignment as early in the project as possible to identify purchase(s) needed; communicate needs to program management.	RW funding expected to be approved April 2008.	Working with Materials Lab and Water Quality folks to come up with an acceptable solution
	Active		8/6/2007 Design/PS&E	Additional RW funding needed.	Property owner at pond location would want to sell entire property instead of a small portion for detention pond	Value of property exceed available R/W funding	Budget	WBS 195 Right of Way Property Management and Excess Land	High	High	Probability H L L H Impact	Design	Acceptance	Work with Hydraulics to see if we can design a pond within R/W. Workk with RES to find nearby parcel to locate pond and or negotiate with property owner	RW funding expected to be approved April 2008.	Working with RES, Materials Lab and Water Quality folks to come up with an acceptable solution
	Active		6/27/2007 Design/PS&E	City of Monroe wants changes to Main St. intersection or signal	A downtown revitalization study is underway and a potential recommendation is for left turn lanes from Main St to SR 203, invalidating bulb-outs. Impact to scope and budget	Preliminary study results recommend changes at Main St.	Scope	WBS 185 Prepare Base Maps and Plan Sheets	Low	Low	Probability H L L H Impact	Design	Acceptance	Design office will communicate with the consultant doing the study and communicate impacts to scope to NWR management.	Draft study should be complete in Dec. 2007.	6/27/2007- Design office met with the City of Monroe and they informed design team of the study.
	Active		7/23/2007	Additional luminaires needed	It may not be possible to place luminaires in the preferred location due to unsuitable soils or sensitive areas. Impact to budget.	Sensitive areas identified or soils investigation identified soft soils.	Budget	WBS 190 Prepare Structure Site Plans	Low	Low	Probability H L L H Impact	Design	Acceptance	Additional luminaires will be designed if needed.	Illumination design will be complete August 2008.	Design office will coordinate with Electrical to identify preferred luminaire locations.
	Active		8/2/2007	Conflicts within Railroad right of way	Proposing to build within the railroad right of way requires a lengthy coordination process. Impact to schedule.	Proposed sidewalk work near BNSF line in Monroe.	Schedule	WBS 195 Right of Way Property Management and Excess Land	High	High	Probability H L L H Impact	Design	Acceptance	Design office will maintain coordination with Utilities and BNSF to avoid permit delays.	Schedule meeting with BNSF by end of August '07	8/03/07 - Design office contacted BNSF, emailed project description and plan to meet in 2 weeks to discuss project
	Active		8/2/2007	Environmental non-compliance during project construction.	BMPs are not appropriate for the site, resulting a environmental compliance violations during project construction. No impact to PE; schedule/budget risk to CN.	Environmental violation in construction phase.	Schedule	WBS 175 Circulate Draft Environmental Document and Select Preferred	Low	High	Probability H L L H Impact	Design/CN	Avoidance	Coordinate thoroughly with hydraulics, water quality, agencies, and the construction office.	TESC/Stormwater report complete Summer 2008.	Design office will coordinate the selection of BMPs with construction, hydraulics, WQ, and the agencies as appropriate.

PROJECT RISK MANAGEMENT PLAN

Project Title **SR 203 Corridor Safety Improvement**
 Project PIN # **I20311G**
 Date **07/23/07**
 Design Team Super **Manny Quinteiro** Telephone Number (206) 440-4570

PROJECT RISK MANAGEMENT PLAN																
Priority	Risk Identification							Qualitative Analysis			Risk Owner	Risk-Response Strategy		Monitoring and Control		
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	Active		8/2/2007	Survey problems found during construction.	The construction office has had problems in the past with survey inaccuracies found during CN. They prefer to have their own crew do the design survey. Impact to schedule, budget if problems found during CN.	Survey error discovered in project construction.	Schedule	WBS 185 Prepare Base Maps and Plan Sheets	Low	High	Probability H L L H Impact	Design	Avoidance	Ensure that survey office verifies and turn over all survey data to CN surveyors.	Survey work and basemap will be complete by Oct. 2008	6/28/07 - Design office met with surveyors in the field and will continue to coordinate with Survey and CN office to ensure a high quality, verifiable product.
	Dormant		8/2/2007	Cannot obtain location and permits for contractor staging.	Preferred staging sites may not be available. Potential scope/budget impact if a site must be rented for the contract.	Desired staging area determined to be unavailable.	Scope	WBS 255 Circulate, Review, and Prepare Final District PS&E	Low	High	Probability H L L H Impact	Design	Transference	Do not include staging locations in the contract; let the contractor pursue available sites and obtain permits.	Staging areas will be evaluated near the 60% level.	8/02/07 - Design office met with CN and will monitor this issue and consider transferring the responsibility to the contractor and let him find a site.
	Active		8/2/2007	Pavement depth at shoulder insufficient for installing shoulder rumble strip.	Shoulders may not be full-depth, requiring work before installing shoulder rumble strip. Scope/budget impacts depending on the extent of the insufficient depth.	Materials report indicates insufficient pavement depth.	Scope	WBS 185 Prepare Base Maps and Plan Sheets	Low	Low	Probability H L L H Impact	Design	Acceptance	Change to profiled edge line in areas that are not deep enough for rumble strip grinding.	Materials investigation to be complete Jan. 2008.	Design office will coordinate with Materials to core shoulder depths and provide recommendations

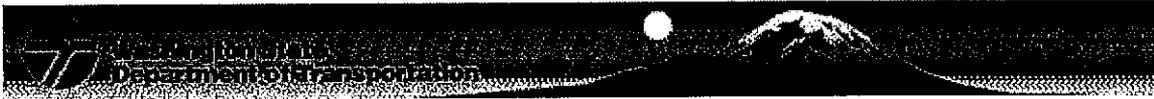
Transition and Closure Plan

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 the Project Construction Office 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.
The next project for the Design team will be identified one-month prior to the Ad Date for this project. Team members will transition to the new project as their individual tasks are completed.
- 4 Staff support continues during construction phase to assist Construction Office.
Design – assist in clarification and with changes to design issues.
Environmental – assist in coordinating with permits and environmental compliance.
Geotech – assist with technical support and clarification to related issues.
Management – assist with change orders review and approval
Public Affair – assist in public coordination and traffic media announcements.
- 5 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.

- 6 Lessons Learned Review and Documentation
Lessons learned will be identified, compiled, documented and reported for specific project team activities and responsibility throughout the life of the project.
Lessons learned will be a standing agenda item at project status meetings and quarterly reports.
- 7 Evaluate, reward and recognize team members.
Review requirements and policies regarding rewards and recognition with Region/Organization 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.
- 8 Archive project material
 - What
Review current archiving requirements with Region/Organization 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 Endorsement

SR 203
Corridor Safety Improvement
MP 18.00 to MP 24.26

Project Manager: Manuel Quinteiro
August 2007

Endorsement Statement:

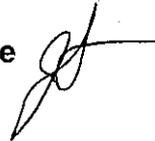
I/we endorse the cost and duration of the activities in the project management plan. Events that will change the cost, duration, or scheduled completion of these activities will be communicated to the Project Manager in a timely manner.

Print Name: JILL GANNON

Signature: 

Date: 9/17/07

* My endorsement of this PMP is contingent upon the inclusion of the comments I submitted to the project office on August 22, 2007.





Project Team Endorsement

SR 203
Corridor Safety Improvement
MP 18.00 to MP 24.26

Project Manager: Manuel Quinteiro
August 2007

Endorsement Statement:

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Print Name: John Maas

Signature: John Maas

Date: 9/17/07

* My endorsement of this PMP is contingent upon the inclusion of the comments submitted to the project office on August 22, 2007.

^h
Jill Gannon



Project Team Endorsement

SR 203
Corridor Safety Improvement
MP 18.00 to MP 24.26

Project Manager: Manuel Quinteiro
August 2007

Endorsement Statement:

I/we endorse the cost and duration of the activities in the project management plan. Events that will change the cost, duration, or scheduled completion of these activities will be communicated to the Project Manager in a timely manner. Our anticipated duration of R/W activities is 14 months from the time of R/W plan and R/W funding approval.

Print Name: Michael J. Gallagher

Signature: 

Date: August 22, 2007



Project Team Endorsement

**SR 203
Corridor Safety Improvement
MP 18.00 to MP 24.26**

Project Manager: Manuel Quinteiro
August 2007

Endorsement Statement:

I/we endorse the cost and duration of the activities in the project management plan. Events that will change the cost, duration, or scheduled completion of these activities will be communicated to the Project Manager in a timely manner.

Print Name: NABIL DBAIBO

Signature: *Nabil Dbaibo*

Date: 8/28/07



Project Team Endorsement

**SR 203
Corridor Safety Improvement
MP 18.00 to MP 24.26**

Project Manager: Manuel Quinteiro
August 2007

Endorsement Statement:

I/we endorse the cost and duration of the activities in the project management plan. Events that will change the cost, duration, or scheduled completion of these activities will be communicated to the Project Manager in a timely manner.

Print Name:

BRIAN BIGLER

Signature:

Brian Bigler

Date:

8/20/07



Project Team Endorsement

SR 203
Corridor Safety Improvement
MP 18.00 to MP 24.26

Project Manager: Manuel Quinteiro
August 2007

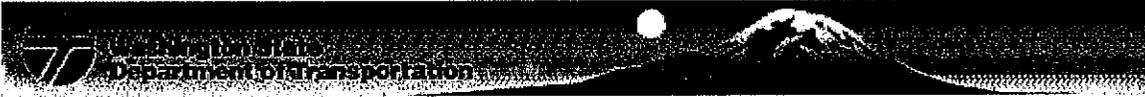
Endorsement Statement:

I/we endorse the cost and duration of the activities in the project management plan. Events that will change the cost, duration, or scheduled completion of these activities will be communicated to the Project Manager in a timely manner.

Print Name: JOE SIMEK

Signature: Joseph Simsek

Date: 5 Sept 2007



Project Team Endorsement

SR 203
Corridor Safety Improvement
MP 18.00 to MP 24.26

Project Manager: Manuel Quinteiro
August 2007

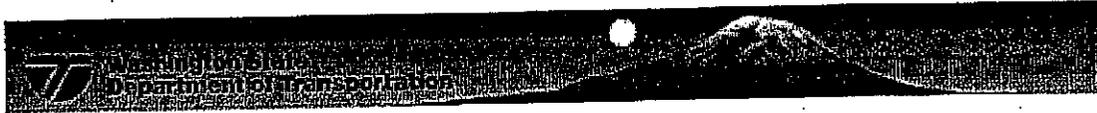
Endorsement Statement:

I/we endorse the cost and duration of the activities in the project management plan. Events that will change the cost, duration, or scheduled completion of these activities will be communicated to the Project Manager in a timely manner.

Print Name: Bonnie Nau

Signature: Bonnie Nau

Date: September 5, 2007



Project Team Endorsement

SR 203
Corridor Safety Improvement
MP 18.00 to MP 24.26

Project Manager: Manuel Quinteiro
August 2007

Endorsement Statement:

I/we endorse the cost and duration of the activities in the project management plan. Events that will change the cost, duration, or scheduled completion of these activities will be communicated to the Project Manager in a timely manner.

Print Name: Larry J. Magnoni

Signature: Larry J. Magnoni

Date: 8/15/07

Burgess, Andrea

From: Quinteiro, Manuel
Sent: Tuesday, September 04, 2007 7:01 AM
To: Burgess, Andrea
Subject: FW: SR 203 PMP Endorsement

Mel's reply should be included as endorsement documentation.

Manny Quinteiro

From: Reitz, Mel
Sent: Friday, August 31, 2007 3:16 PM
To: Quinteiro, Manuel
Cc: Rench, Cecil; Russell, Steve
Subject: RE: SR 203 PMP Endorsement

NWR Area 3 Maintenance responded to your request some time ago. We are willing to work with you towards the successful completion of the referenced project within the limits of standard operational policies and legal restrictions.

Thank you,

Mel Reitz
WSDOT NW Region - Area 3
Maintenance & Operations
P.O. Box 627
Everett, WA 98206
(425)339-1780



From: Quinteiro, Manuel
Sent: Monday, August 27, 2007 11:25 AM
To: Hansen, Erik (NW-Hydraulics&WQ); Anderson, Sally; Simek, Joseph; Holman, Dean; Maas, John; Trinh, Hien; Dbaibo, Nabil; Johnson, Chris J.; Reitz, Mel; McCall, Scott; Schindler, Jack; Pazooki, Ramin
Subject: SR 203 PMP Endorsement

Folks - I would like to remind you that we have not received comments or endorsement on the PMP and we would appreciate your cooperation on these matters.

Thanks

Manny Quinteiro

J. Johnson Office NWR
Project Manager

9/4/2007