

# PROJECT MANAGEMENT PLAN

## CONSTRUCTION PHASE

**Contract: C7904**

**Title: US 395 Spokane City limits to Stevens County Line  
Paving and Safety**

**Project Engineer: Chad Simonson/John P. Morris  
Project Manager: Dan McKernan**

**Begin Construction Date: May 17, 2010**



May 7, 2010

Project Management Plan –  
C7904, US395 Spokane City  
Limits to Stevens County Line

## **Project Description**

The purpose of this project is to rehabilitate the existing mainline and intersection pavement to preserve pavement structure, achieve the lowest life cycle for pavement service life, and maintain safe operation of the highway. This project is a HMA grind and inlay with required basic safety restoration.

## **Team Assignment**

The project team is responsible to support and perform contract administration, engineering, inspection, surveying, contract documentation, and materials testing to ensure that the contract work is completed in close conformance with the contract plans and specifications.

## **Team Identification**

The project team consists of the Project Engineer's construction team assigned to administer the contract, specialty or support groups, and other organizations or agencies involved in the successful delivery of the construction program and this contract.

The team for this project includes the following specialty/ support groups:

- Construction
- Contractor
- Environmental
- Signal Shop
- Local Agencies
- Maintenance
- Materials
- Program Management
- Public Information Office
- Traffic
- Utilities
- TMC Incident response

## **Boundaries**

The construction contract documents, Chapter 1 of the [Construction Manual](#), and the current Work Order authorization from the Program Management Office define the team's boundaries with respect to responsibilities and decisions making authority.

The physical boundaries of the project are MP 164.50 to MP 183.69 on highway US 395.

## Major Milestones

The project team will track major milestones, incorporating the contractor's schedule to provide an overview and status to WSDOT Project and Management Team. The following [Construction Milestones](#) are critical to complete the contract as planned:

- Bid Opening Date – 03/25/10
- Contract Award Date – 04/06/10
- Contract Execution Date – 04/27/10
- Construction Start Date – 05/17/10
- Operationally Complete – 08/12/10
- Final Contract Completion – Fall 2010

## Safety

Safety is the #1 priority on this project.

A pre activity safety plan is included in appendix E.

## Measures of Success

This project will be a success if the team accomplishes the following goals:

- Complete the work in a safe manner.
- Maintain open, effective, and timely communication with the team and interested parties, including the public and media.
- The work is in close conformance with the plans and specifications.
- Accomplish major milestones as planned and the project is completed within the approved number of working days.
- Process progress estimates and payments accurately and within the prompt pay requirements.
- Monitor and maintain the budget.
- Materials meet the contract requirements for quality.
- Administer and manage contract changes in the best interest of the project and in accordance with the contract and established procedures.
- Process change orders in a timely manner.
- Meet environmental stewardship responsibilities and environmental commitments. Evaluate events that generate notification triggers and resolve the same in a timely manner and in accordance with environmental compliance assurance procedures.
- Resolve disputes or outstanding issues and close the contract in a timely manner.

The project team needs to accomplish the following tasks to achieve the goals:

- Field Note Records submitted daily or as work is completed (**prior to Pay Estimate cutoff**)
- Time Sheets Submitted daily (**prior to Labor Cutoff**)
- Inspector Daily Reports submitted daily (**To SharePoint by the following day**)
- Weekly review of Pre-Activity Safety Plan/ Daily review of unique Safety Items
- Develop good partnerships with contractor
- Provide accurate and complete construction documentation
- Meet or beat required inspection deadlines

**Roles & Responsibilities:**

The roles, responsibilities, and contacts for the project team members are as follows:

**Project Engineer:**

Chad Simonson  
324-6252 - Office  
844-6485 - Cell Phone

Responsible for construction of the project, on time and within budget. Authorize Contract Payment and Responsible for Approval of Change Order. Enforce adherence to the Contract Plans, Provisions, and Specifications.

**Assistant Project Engineer:**

John P. Morris  
324-6251- Office  
953-4560 – Cell Phone

Assists Project Engineer.

**Project Manager:**

Dan McKernan  
324-6266 - Office  
481-7703 - Cell Phone

Supervise the Project Team. Monitor Scope, Schedule, and Budget. Track Contract Documentation and Payment of Contract Bid Items. Compose Correspondence. Coordinates work with Local Agencies, Utilities and adjacent contracts. Inform Public Information Officer of project details and activities. Inform Traffic Management center of scheduled traffic impacts.

**Project Inspector:**

Dave Ekenberg  
324-6258 - Office  
953-4561 - Cell Phone

Responsible for tracking contract work, compiling Field Note Records for payment, ensuring work items are being inspected, training junior inspectors in their duties, and keeping the Project Manager informed about all contract issues. The Project Inspector is also the WSDOT Traffic Control Supervisor (TCS), working closely with the Contractor's TCS to ensure traffic control is in compliance with approved traffic control plans. Notifies Traffic Management Center of workzone incidents and keeps them informed about changing traffic control set-ups.

**Inspectors/Material**

**Testers:**

As assigned

Responsible for inspection of individual parts of the contract work and reporting to the Project Inspector. Will track work on the item they are inspecting and compile the FNR's. Includes verifying materials and performing any required testing of material.

**Office Engineer:**

Michelle Plaggerman  
324-6253 - Office

Supervises the materials and records documentation, submittals, change order, and estimate processes and provides field staff with project status (e.g. change orders, deferrals, submittals, and ROM).

**Materials Office (LAB):**

**Materials Engineer**

Kevin Littleton  
324-6170 - Office

**Asst. Materials  
Engineer**

Max Patterson  
324-6180 - Office

**Independent**

**Assurance**

Brett Johnson  
324-6172 - Office

Provide material related guidance and testing equipment to facilitate construction activity. Meet with project inspector and crushing contractor to discuss pit conditions before crushing and reclamation work.

Provide training for material testing, certifies testers, and performs Independent Assurance testing.

**Environmental Office**

**Environmental  
Manager**

Tammie Williams  
324-6134 - Office

**Hazardous  
Material**

Dean Smith  
324-6136 – Office  
990-9475 - Cell

**Hydraulics  
Engineer**

Greg Lahti  
324-6138 - Office

Coordinate any mitigation to address environmental impacts. On-call contact when environmental triggers are encountered. Liaison between Project Office and other appropriate State, Local, and Federal environmental agencies. Provides on-site environmental/ TESC support. Will follow ECAPS.

**Region Construction**

**ARA for  
Construction**

Ralph Robertson  
324-6021 – Office  
**Engineering  
Manager**

Glenn Wagemann  
324-6024 – Office

Provides contract administration advice and direction. Approves changes to the scope, schedule, and budget (within delegated authority).

**Public Information Officer:**

Al Gilson  
324-6015 - Office

Maintains the weekly construction update and other project information on the website. Releases project information via press releases, flyers, etc. to the local media, emergency services, businesses, and residents. Provides public outreach support.

**Traffic Management Center**

(TMC) 343-6401

Takes calls from the Project Inspector concerning workzone incidents, notifies appropriate agencies/responders for incidents. Also contacts Project Inspector with information on incidents.

**Maintenance  
Superintendent**

Robert Blegen  
324-6586 - Office

**Supervisor**  
Doug Bierce  
324-6592 – Office  
993-3266 - Cell

Provide assistance on identifying existing facilities.  
Provide recommendations on maintainability of the construction features.

PEO will notify maintenance of scheduled for grinding work and Maintenance will inform PEO of routine maintenance within project limits so the Contractor can be notified.

**Region Traffic Office  
Work Zone Traffic Control**

Richard Moorhead  
324-6552 – Office

Provide guidance regarding traffic control set-ups if requested by PEO. Review traffic control design changes if requested by PEO. Review of work zone. Review of permanent sign installation while contractor is on-site.

**Illumination & Signals**

Ken Heale  
324-6555 - Office  
991-8405 - Cell

Provide guidance regarding traffic signals and/or electrical work if requested by PEO. Review of electrical installation per Eastern Region Electrical Inspection Policy.

**Utilities**

Darryl Ratcliff  
324-6122 – Office

The prime contractor will make the utility one-call before starting work.

**Program Management**

Ray Thompson  
324-6027 – Office

Monitor the schedule and budget for program delivery and reporting. Processes work orders.

## Contractor Contact List

Name/Title	Phone #
<b>Inland Asphalt Company</b> Prime Contractor	(509) 534-2657 Office
Al Hughbanks, Inland Asphalt Project Manager	(509) 536-8340 Office (509) 979-7665 Cell
Steve Maier, Inland Asphalt Project Coordinator and ESC Lead	(509) 536-3117 Office (509) 979-7666 Cell
Keith Gradin, Inland Asphalt Project Superintendent	(509) Office (509) 951-4262 Cell
Guy Anderson, Inland Asphalt Grading & Paving Superintendent	(509) 536-3116 Office (509) 979-7670 Cell
Tom Havey, Inland Asphalt Contract Administrator	(509) 536-3128 Office
Ken Gibson, Inland Asphalt EEO Officer	(509) 536-3111 Office (509) 979-7634 Cell
Kevin Dill, Inland Asphalt Safety Director	(509) 536-3126 Office (509) 979-7672 Cell
<b>Eclipse Traffic Control &amp; Flagging, Inc.</b> Traffic Control Contractor Janette L. Jerauld, President	(208) 762-8897 Office
Bill Olsen Field Service Supervisor	(208) 964-0080 Cell
Drew Bagby Traffic Control Supervisor	(208) 819-9214 Cell
Bill Olsen Alternate Traffic Control Supervisor	208) 964-0080 Cell

### Schedule

The CPM schedule (Progress Schedule per Section 1-08.3) is owned by the contractor. The approved progress schedule shows the completion of the work within the allowed time, the planned order of work, and the projected start and completion of major phases of work (milestones). A copy of the project schedule is included in Appendix A.

### Budget

This project adopts the Eastern Region Common Budget Plan with no revision. The Region Common Budget Plan can be viewed on the Eastern Region Project Management Support Website @ <http://wwwi.wsdot.wa.gov/Eastern/ProgramManagement/ProjectManagementSupport.htm>  
A copy of the post award Work Order Authorization showing total budget authorization is included in Appendix B.

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### **Risk Management Plan**

A risk is a known condition or event that has the potential to positively or negatively affect the scope, timely completion, cost, or quality of the planned work. Risk planning involves identifying risk and assessing the uncertainty of it occurring and the severity of the outcome in terms of cost, time or quality should it occur.

The risk(s) identified for strategic management are included in the Risk Management Plan worksheet in Appendix C.

### **Communication Plan**

This project adopts the Eastern Region Common Communication Plan with no revision. The Region Common Communication Plan can be viewed on the Eastern Region Project Management Support Website @ <http://wwwi.wsdot.wa.gov/Eastern/ProgramManagement/ProjectManagementSupport.htm> There is an emergency contact list in appendix D.

### **Change Management**

This project adopts the Eastern Region Common Change Management Plan with no revision. The Region Common Change Management Plan can be viewed on the Eastern Region Project Management Support Website @ <http://wwwi.wsdot.wa.gov/Eastern/ProgramManagement/ProjectManagementSupport.htm>

### **Quality Plan**

This project adopts the Eastern Region Common Quality Plan with no revision. The Region Common Quality Plan can be viewed on the Eastern Region Project Management Support Website @ <http://wwwi.wsdot.wa.gov/Eastern/ProgramManagement/ProjectManagementSupport.htm>

### **Closure Plan**

This project adopts the Eastern Region Common Transition and closure Plan with no revisions. The plan can be viewed on the Eastern Region Project Management Support Website. @ <http://wwwi.wsdot.wa.gov/Eastern/ProgramManagement/ProjectManagementSupport.htm>

### Construction Team Endorsement

**Project Engineer: Chad Simonson**

*C-7904 – US 395 Spokane City limits to Stevens County Line*

*Paving and Safety*

*Project Manager: Dan McKernan*

*May 7, 2010*

*Work Plan Endorsement Statement*

By endorsing this Work Plan the **Project Team Members and Specialty Groups** agree to undertake the duties, responsibilities and directives per **Executive Order E 1032.00** dated **July 1, 2005**.

“We endorse this Work Plan and are committed to actively supporting it. We accept responsibility for fulfilling any aspect of the plan that applies to us, including providing resources, actively participating, and effectively communicating. We know what to do and are prepared to act. Our endorsement is an active and positive statement that we are committed to fulfilling the responsibilities designated in this plan.”

<b>Name:</b>	<b>Initials</b>	<b>Role</b>
Chad Simonson	<u>CS</u>	Project Engineer
John P. Morris	<u>JPM</u>	Assistant Project Engineer
Dan McKernan	<u>DM.</u>	Project Manager
David Ekenberg	<u>DE</u>	Project Inspector
Michelle Plaggerman	<u>MRP</u>	Office Engineer

## Management Endorsement

### Project Engineer: Chad Simonson

C-7904 – US 395 Spokane City limits to Stevens County Line  
Paving and Safety

Project Manager: Dan McKernan  
May 7, 2010

#### Work Plan Endorsement Statement

By endorsing this Work Plan the **Executives and Senior Managers** agree to undertake the duties, responsibilities and directives per **Executive Order E 1032.00** dated **July 1, 2005**.

"We endorse this Work Plan and are committed to actively supporting it. We accept responsibility for fulfilling any aspect of the plan that applies to us, including providing resources, actively participating, and effectively communicating. We know what to do and are prepared to act. Our endorsement is an active and positive statement that we are committed to fulfilling the responsibilities designated in this plan."

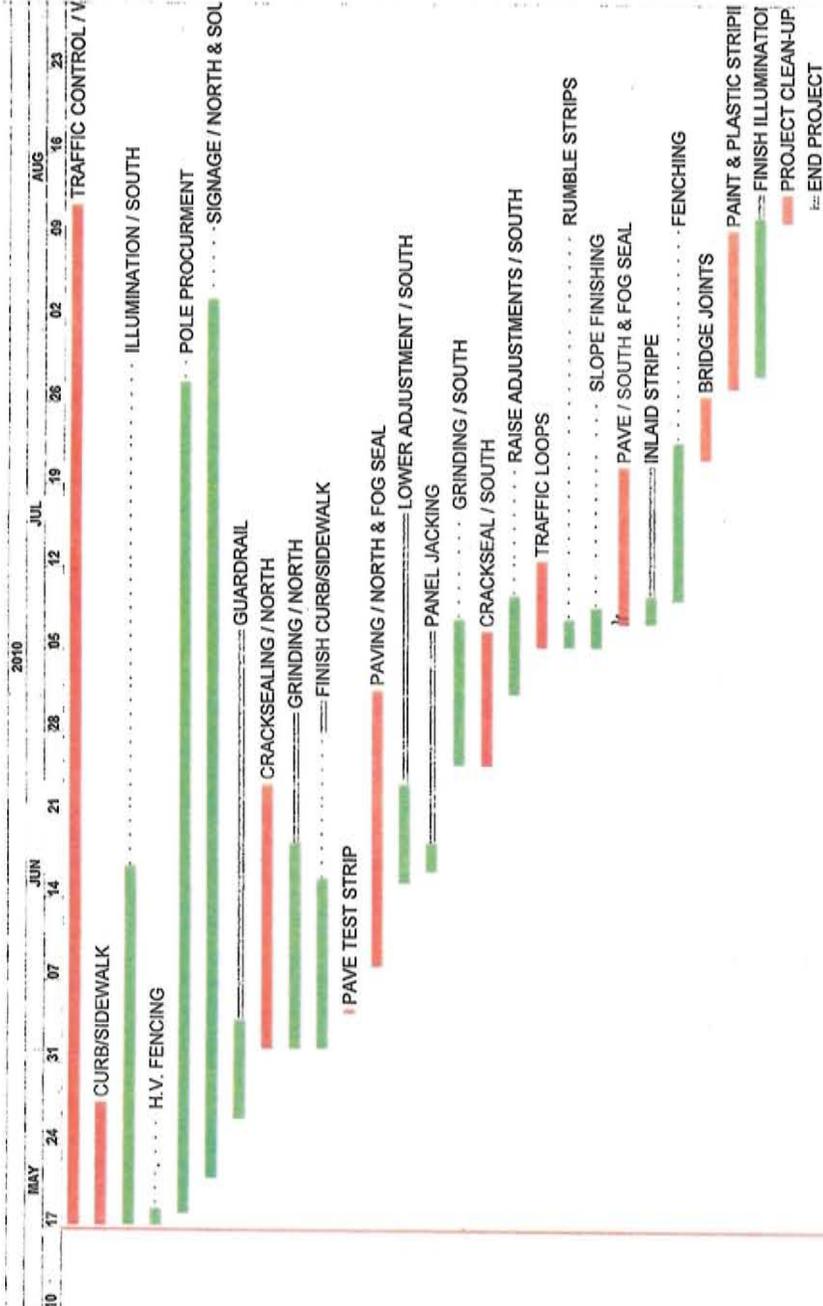
Name:	Initials	Role
Ralph Robertson	_____	Eastern Region ARA for Construction
Glen Wagemann	_____	Eastern Region Engineering Manager
Kirby Wallace	_____	Eastern Region SPMG Tier 2
Kevin Littleton	_____	Materials Engineer
Tammie Williams	_____	Environmental Manager
Al Gilson	_____	Public Information Officer

Endorsement may be by email. Email endorsement attached.

# Appendix A

## Project Schedule

# WSDOT - HWY 395 --- CITY LIMITS TO STEVENS COUNTY LINE



Description	Orig Dur	Early Start	Early Finish
TRAFFIC CONTROL / WORKING DAYS	60d	17MAY10	11AUG10
CURB/SIDEWALK	9d	17MAY10	27MAY10
ILLUMINATION / SOUTH	21d	17MAY10	16JUN10
H.V. FENCING	2d	17MAY10	18MAY10
POLE PROCUREMENT	48d	18MAY10	27JUL10
SIGNAGE / NORTH & SOUTH	50d	21MAY10	03AUG10
GUARDRAIL	5d	26MAY10	03JUN10
CRACKSEALING / NORTH	17d	01JUN10	23JUN10
GRINDING / NORTH	14d	01JUN10	18JUN10
FINISH CURB/SIDEWALK	11d	01JUN10	15JUN10
PAVE TEST STRIP	1d	04JUN10	04JUN10
PAVING / NORTH & FOG SEAL	18d	08JUN10	01JUL10
LOWER ADJUSTMENT / SOUTH	7d	15JUN10	23JUN10
PANEL JACKING	3d	16JUN10	18JUN10
GRINDING / SOUTH	8d	25JUN10	07JUL10
CRACKSEAL / SOUTH	7d	25JUN10	06JUL10
RAISE ADJUSTMENTS / SOUTH	6d	01JUL10	09JUL10
TRAFFIC LOOPS	6d	05JUL10	12JUL10
RUMBLE STRIPS	3d	05JUL10	07JUL10
SLOPE FINISHING	4d	05JUL10	08JUL10
PAVE / SOUTH & FOG SEAL	10d	07JUL10	20JUL10
INLAID STRIPE	3d	07JUL10	08JUL10
FENCING	10d	08JUL10	22JUL10
BRIDGE JOINTS	4d	21JUL10	26JUL10
PAINT & PLASTIC STRIPING	10d	27JUL10	09AUG10
FINISH ILLUMINATION	10d	28JUL10	10AUG10
PROJECT CLEAN-UP	3d	10AUG10	12AUG10
END PROJECT	0	12AUG10	11AUG10

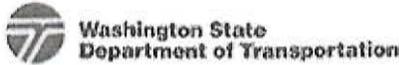
Start date 17MAY10  
 Finish date 12AUG10  
 Data date 17MAY10  
 Run date 03MAY10  
 Page number 1A

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## INLAND ASPHALT COMPANY

# Appendix B

## Work Order Authorization



Approve - FederalAid

# Work Order Authorization

**Work Order:** 007904    **Manager:** SIMONSON, C.F.    **Org. Code:** 464307    **WOA Date:** 1/22/2010  
**WIN:** F39516E    **Work Order Title:** US 395/Spokane City Limits to Stevens Co Line - HMA Paving & Safety  
**Type:** New Setup    **Work Description:** HMA overlay and basic safety restoration

**Budget Category:** PEF  
**Phase:**  PE    **Source**     State     TIB    **WOA**  Perpetual  
 RW    **of Funds:**  Federal     ER    **Type:**  Biennial  
 CN     Local     CCFA  
 DPS/PS  
**Award Date:**    **Ad Date:** 2/22/2010  
**Bids Rejected:**  **PS&E:** 10Z002 vs2

**Engineer Estimate Date**

**Previous Authorization:** 0.00

**Group Category:**

01. Work Done Contractor:	4,376,028.86
02. Work Done Others:	
03. Engineering:	491,296.01
04. State Force Work:	14,150.80
05. Material Furnished:	
06. Contingencies:	196,518.41
07. R/W Acquisition:	
08. R/W Other:	
99. Vendor Supplied Materials & Services:	
<b>Net Change:</b>	5,077,994.08
<b>New Total Authorization:</b>	5,077,994.08

**Reimbursable From:**

Receivable Agmt No.	% / AMT	Date Executed
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**FOR FA PROJECTS ONLY**

FA Number	Fin Code	FA %	Prog Code	FHWA Auth Date	Toll Credit
NH-0395(087)	NT	86.50	L050	2/10/2010	<input checked="" type="checkbox"/>

Programmatic Match  
**RW Cert Approved:**  Yes  N/A    **STIP:** 639516E  
**Design Approved:** 12/17/2009    **NEPA:** CE: 12/21/09.  
 ESA - USFWS     ESA - NMFS     ESA - WSDOTNE

*SET UP COMPLETE IN TRAINS.  
J.W.*

The PE costs equal 8.5% of current est. construction

PIN	Sub Pgm	Sub Cat	Fund Acct	Legis Approp	Finance Codes	Auth Status	Amount Change	Control Section	Distr % by Cont Sect
639516E	P1	PA	108	N10	NT	Y	4,874,874.00	320900	100.00
639516E	P1	PA	108	A10	AA	Y	203,120.08	320900	0.00
<b>Counties:</b> 33, 32 <b>State Route:</b> 395 <b>MP From:</b> 164.50 <b>MP To:</b> 183.71							<b>Net Change:</b>	5,077,994.08	<b>Dist %:</b> 100.00

**Work Order Justification**  
 Request approval of AWARD funds. This project was included in the 09DOTLFC.  
 Award WOA is 9.5% under the CCFA WOA and 19% under the 09DOTLFC.  
 AWARD WOA = \$5,077,994  
 CCFA WOA = \$5,614,925  
 09DOTLFC = \$6,295,835

**Notes to Accounting**  
 Please use control section 3200TX for group 90. Thank you, kgh 02/19/2010.  
 Please set up appropriate groups.

**Notes to CPMS**  
 CPMS has been adjusted

**Region Notes**

[thompson 1/22] PEF project, 09DOTLFC ad date: 1/11/2010

	09-11	Total
09DOTLFC	\$6,554,196	\$6,772,607
09LAPR	\$6,034,144	\$6,091,717
CPMS Prod	\$6,034,124	\$6,091,697
	PE	CN
		Total

*JPM*

09DOTLFC	\$476,772	\$6,295,835	\$6,772,607
09LAPR	\$476,772	\$5,614,945	\$6,091,717
CPMS Prod	\$476,772	\$5,614,925	\$6,091,697

Tota project cost is \$20 (0.0003%) under the budget amount.

Project Summary Approval: 11/20/2008  
 Design Approval: 12/17/2009  
 RW Cert is not required.

NEPA is CE: Approved 12/21/2009  
 SEPA is CE: Approved 12/21/2009

This project is not within the limits of an ESA Salmon listed area.

The FED/STATE split is set at 96/04 due to State expenditures are averaging 4 - 5% instead of the 2% listed as the acceptable split.

**HQ Notes**

PIN : 639516E - US 395/Spokane City Limits to Stevens Co Line - HMA Paving -1/22/10

	09-11	Total		
PEF				
09LAPR	6,091,717	6,091,717		
Current	6,034,144	6,091,697		
Difference	-57,573	-20		
	PE	RW	CN	
PEF				
09LAPR	476,772	0	5,614,945	
Current	476,772	0	5,614,925	
Difference	0	0	-20	

1/22/10 slw: Ebase Vs 2 (1/21/10) is locked and attached and matches CCFA and Cpmis is updated. Pin total is under the 09LAPR. Project Summary was approved 11/20/08. Engineering % of 10% is standard for a P1/PA project in the \$5-10 million range per the Standard Plans Prep Manual. There are no N-lines remaining on any phase. The FED/STATE split is set at 96/04 due to State expenditures are averaging 4 - 5% instead of the 2% listed as the acceptable split. Approve to PDA queue to hold for FA approval.

2/11/10 slw: FA approved.  
 2/16/10 slw: Y-line and Approve to CAPS.

3/26/10 slw: Project to be Awarded to:  
 Inland Asphalt Company  
 EE is \$4,573,613.67  
 A2A is \$4,076,235 (-10.87%) under EE

Ebase Vs 99 (3/5/10) is locked and matches CCFA with the exception that Engineering and Contingencies are held to just slightly under the CCFA amounts on this A2A woa, but not in Ebase. Hold for FA approval.

PIN	Sub Prog	Sub Cat	Approval Code	Status Code	Curr Plan This Bien	Curr Plan All Bien	Orig Plan This Bien	Orig Plan All Bien	Engineer Estimate
639516E	P1	PA	L		5,614,944.99	5,614,944.99	6,295,834.99	6,295,834.99	
<b>Engineer Estimate Total:</b>									

**Signature Information**

Date	User	Role	Approve/Reject
1/22/2010 6:45:55 AM	Wright, Terie	StartEastern(6)	Approve
1/22/2010 8:37:48 AM	Wright, Terie	Region(6)Initiator	Approve
1/22/2010 9:00:02 AM	Thompson, Ray	Region(6)AssistPM	Approve
1/22/2010 9:05:02 AM	Gribner, Mike	Eastern(6)	Approve

1/22/2010 10:18:30 AM	Wendling, Sandi	Program Delivery Specialist	Approve
2/11/2010 6:02:28 AM	Jenkins, Lauren	FederalAid	Approve
2/16/2010 9:51:41 AM	Wendling, Sandi	Program Delivery Assistant	Approve
3/26/2010 6:54:33 AM	Bridges, Lynda	CAPS	Approved
3/26/2010 8:37:35 AM	Wright, Terie	Region(6)Initiator	Approve
3/26/2010 8:38:11 AM	Wright, Terie	Region(6)AssistPM	Approve
3/26/2010 9:33:56 AM	Gribner, Mike	Eastern(6)	Approve
3/26/2010 10:18:01 AM	Wendling, Sandi	Program Delivery Specialist	Approve
3/26/2010 12:36pm	Jenkins, Lauren	FederalAid	Approve
4/29/2010 18:31:06	Thomas, Sam	Trains	Approve

## Attached Files

File Name
10Z002 09DOTLFC.pdf
639516E STIP.pdf
10z002 PESummary.pdf
10z002 Fund Report.pdf
10z002 WOWorksheet.pdf
10z002 Group Report.pdf
10Z002 09LAPR.pdf
F39516E CCFA woa.pdf

# Appendix C

## Risk Management Plan

PROJECT RISK MANAGEMENT PLAN

Project Title US 395 Spokane City Limits to Stevens County Line paving and safety  
 Project PIN #  
 Date 5/4/2010  
 Project Mgr D. McKernan Telephone Number (509)324-6266

PROJECT RISK MANAGEMENT PLAN																
Priority	Risk Identification						Qualitative Analysis				Risk-Response Strategy		Monitoring and Control			
	Status	ID #	Date Identified / Project Phase	Risk Event (DESCRIPTION)	SMART Column	Risk Trigger	Impact Area	Allowed IRL/WS Level 2 Process	Probability	Impact	Risk Matrix	Risk Owner	Strategy	ACTION TO BE TAKEN (include mitigation and acceptance)	Status Internal or External BRCC	Date, Status and Review Comments
	Active	E1	3/15/2010	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 scope, schedule, budget or quality.	Detailed description of the risk, includes information on the risk that is Specific, Measurable, Assignable, 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 scope, schedule, or budget?	Which WBS element will be modified as part of the response strategy? For example: PC-19 Commercial Permits	High	Low	High Substantial impact on cost, schedule, or technical. Substantial action required to manage risk. (See PM Online Guide for strategy definitions.)	Name of the person or office responsible for managing the risk event.	Avoidance	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.	1/28/00	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 & obtain project permits.
	Active		3/15/2010	Conflict with other contractors performing work in the area	two contractors want to schedule work in the same area MP 167.63 to 172.51 at the same time	2 work zones set up in same area limiting traffic flow	Schedule		High	Low	High	PEO	Mitigation	coordinate weekly look ahead schedule with McCallum's office		
	Active		5/15/2009	Construction scheduling	Many types of work being carried on concurrently, not enough inspectors to cover work		Schedule		High	Low	High	PEO	Avoidance	coordinate schedule with contractor		
	Active		3/15/2010	bad weather	60 days set up with first working day May 17. With no weather delays last day would be August 6	Numerous non chargeable days due to weather	Schedule		Low	Low	High	Contractor	Mitigation	Accelerate schedule (work weekends to complete paving by October 1		
	Active		3/25/2010	potential overruns	quantities not figured correctly		Budget		Low	Low	High	PEO	Acceptance	will track quantities for each item while work is progressing		
	Active		3/15/2010	In town work conflicts	conflict between traffic pedestrians, town functions, and contract work.	excessive traffic delays	Schedule		High	Low	High	PEO	Avoidance	scheduled work for night shift to avoid heavy traffic hours. Possibly look to schedule work over weekends.		
	Active		3/15/2010	material procurement delays	Some construction materials have a history of long delivery times. Signs, sign supports, and illumination are included on this list	Contractor indicates a supplier can not deliver material to meet the schedule	Schedule		High	Low	High	Chad Simonson	Avoidance	accelerate schedule after material is delivered. May need to add working days to the contract.		
	Active		3/15/2010	fuel spill	Contractor has a spill that affects work progress and has a negative impact to the environment.	fuel or chemical spill	Schedule		Low	Low	High	Contractor	Avoidance	see BRCC plan		
	Active		3/15/2010	panel jacking doesn't work	specified panel jacking doesn't level the dip	there is still a bump in the road that wasn't corrected	Budget		Low	Low	High	Chad Simonson	Acceptance	try panel replacement		

# Appendix D

## Emergency Contact List



May 10, 2010

TO: Ralph Robertson / Glenn Wagemann  
Rick Jordan

FROM: Chad Simonson  
324-6252

SUBJECT: Emergency Contacts  
**007904 Spokane City Limits to Stevens County Line – Paving & Safety**  
US395 MP 164.50 to MP 183.69

The following is a list of project personnel and their respective contact numbers:

**First Contacts – Inland Asphalt, Inc.**

**Office Phone: (509) 534-2657**

Keith Gradin – Project Superintendant (509) 951-4269 (Cellular)

Steve Maier – Project Coordinator (509) 979-7666 (Cellular)

Al Hughbanks – Project Manager (509) 979-7665 (Cellular)  
(509) 233-9352 (Home)

Jim Ellingson – Emergency Contact (509) 979-7633 (Cellular)  
(509) 464-1102 (Home)

Steve Maier – Traffic Control Manager (TCM) (509) 979-7666 (Cellular)

**Eclipse Traffic Control & Flagging, Inc. – Traffic Control**

Phone 1-208-762-8897 (Office)

Bill Olsen – Field Service Supervisor 1-208-964-0080 (Cellular)

Drew Bagby - Traffic Control Supervisor (TCS) 1-208-819-9214 (Cellular)

Bill Olsen - Alternate TCS 1-208-964-0080 (Cellular)

**WSDOT Project Office**

Project Office	(509) 324-6250
Chad Simonson – Project Engineer	(509) 844-6485 (Cellular) (509) 324-6252 (Office) (509) 327-6878 (Home)
John Morris – Asst. Project Engineer	(509) 958-4560 (Cellular) (509) 324-6251 (Office) (509) 928-7514 (Home)
Dan McKernan – Project Manager 1 <sup>st</sup> Contact	(509) 481-7703 (Cellular) (509) 324-6266 (Office) (509) 921-0841 (Home)
Dave Ekenberg – Project Inspector	(509) 953-4561 (Cellular) (509) 324-6258 (Office) (509) 465-3131 (Home)
Traffic Management Center	(509) 343-6396 (24hr)

CFS:ddm

cc: Inland Asphalt Company	Al Gilson
Eclipse Traffic Control & Flagging, Inc.	Mike Dubee
Chad Simonson	Harold White
John Morris	Emergency Response
Robert Blegen	Traffic Management Center
Ernie Sims	Washington State Patrol
Dan McKernan	Spokane County Sheriff
Dave Ekenberg	Spokane Police Department
File	

# Appendix E

## Pre Activity Safety Plan

# Pre Activity Safety Plan

## US 395 Spokane City Limits to Stevens County Line Paving & Safety Contract #7904

This project is a HMA grind and inlay with basic safety upgrade between the MP 164.50 and MP 183.69 on US 395 between the Spokane City Limits and the Stevens County Line. The work includes grind and inlay with HMA, guardrail upgrades, new signing, relocation of some luminaires and sidewalk ramps.

Identified Hazards	Avoidance/Mitigation
Traffic	Safe driving habits Use flashing beacon light when entering & exiting workzone Watch out for errant vehicles Wear safety vest when out of vehicle
Uneven terrain Tripping hazards Steep slopes	Wear safety footwear Be aware of surroundings Think and look where you walk
Night Work	Wear high visibility pants with safety vest Apply reflective tape to hard hat Be aware of reduced visibility (yourself and motoring public) Work lights to illuminate workzone for HMA density testing Be aware of impaired/strange/wandering pedestrians
Backing trucks & moving equipment in work zone	Backup alarms required Be aware of activities Wear safety vest Avoid being behind backing equipment
Loud noise from construction activities/equipment	Maintain distance from noise source Wear hearing protection
Flying debris and dust from construction activities/equipment	Maintain distance from activity Wear eye protection Use breathing protection as needed.
Overhead equipment, cranes etc.	Be aware Stand back Wear hard hat
Weather extremes	Stay hydrated and take breaks from the heat Wear rain gear when necessary Use sun screen as needed Dress appropriately for the weather
Heavy objects	Use proper lifting techniques Get help when needed
Paving Machine	Do not stand in front of paving machine Do not stand in front of screed extensions
Rollers	Stand in one place out of roller's path while the roller passes

<b>Identified Hazards</b>	<b>Avoidance/Mitigation</b>
Taking Tickets	Do not take tickets from moving trucks Move to a safe place away from the work to process tickets If truck drivers are operating in an unsafe manner, report it to Project Inspector and/or Prime Contractor Foreman
Nuke Gage/Operator	Operator to ensure that gage is always in sight or appropriately locked down in accordance with triple lock procedure Do not allow unqualified personnel in proximity of gage when in operation mode
Plant Operation	Watch out for overhead hazards, wear hard hat Wear hearing protection Be alert to burn potentials, wear gloves Use proper lifting techniques, get help when necessary Communicate with plant operator for additional hazards and procedures

<b>IMPORTANT PHONE NUMBERS</b>		
Fire, Police, or Medical Emergency	911	
Non Emergency Police (Crime Check 24-hours, City & County)	456-2233	
Traffic Management Center	343-6396	
Incident Response	324-6566 or 6585	
<b>WSDOT</b>		
Chad Simonson, Project Engineer	844-6485	cell
John Morris, Assistant Project Engineer	953-4560	cell
Dan McKernan, Project Manager	481-7703	cell
David Ekenberg, Project Inspector	953-4561	cell
Dean Smith, Hazardous Material Contact	324-6136	cell
Mike Dubee, Safety Office	324-6070	cell
Al Gilson, Public Information Officer	324-6015	office
<b>Contractor</b>		
Inland Asphalt Company, Prime Contractor	534-2657	office
Steve Maier, Project Coordinator	979-7666	cell
Keith Gradin, Project Superintendent	951-4262	cell
Drew Bagby, TCS (Eclipse Traffic Control & Flagging, Inc.)	(208) 964-0080	cell