



Washington State
Department of Transportation

SR 520 Bridge Replacement and HOV Program

Pontoon Construction Project



Pontoon Construction Project Project Management Plan

August 2010

Part 2: Design-Build Construction Project



Submitted by:

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APPENDIX 1: CONTACT LIST

APPENDIX 2: RESPONSIBILITY MATRICES AND TASK FORCE ASSIGNMENTS

APPENDIX 3: RISK MATRIX FORM

APPENDIX 4: PROCESS DOCUMENTS

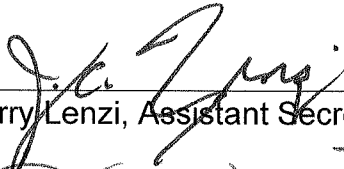
APPENDIX 5: SR 520 PROGRAM CHARTER

PROJECT ENDORSEMENT


The Pontoon Construction Project Team created the Project Management Plan and reviewed the attached SR 520 Bridge Replacement and HOV Program charter. The charter (*Appendix 5*) describes the following:

- The program's mission statement
- The vision
- Key goals and objectives
- Operating principles and shared values


Members of the project team demonstrated their commitment to achieving the program objectives by signing the charter, and have officially initiated the procedures and requirements as described in the Project Management Plan. By endorsing this Project Management Plan, we agree to undertake the duties, responsibilities and directives per Executive Order E 1042.00, dated July 1, 2008.¹



Jerry Lenzi, Assistant Secretary for Engineering and Regional Operations



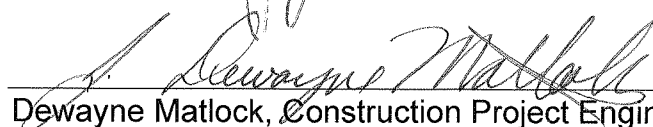
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Mike Cotten, SR 520 Design Build Director



Dave Ziegler, Principal Engineer



Dewayne Matlock, Construction Project Engineer



Brenden Clarke, Design Project Engineer

¹ See www.wsdot.wa.gov/NR/rdonlyres/1947248A-2F32-47D7-B2A4-8823FBF25B2D/0/1042.pdf

1. PROJECT DESCRIPTION

1.1 Introduction

The SR 520 Pontoon Construction Design-Build Project has several unique features that make it different from the way WSDOT traditionally manages construction projects. These unique features present both challenges and opportunities for successful implementation of the project.

At the time of bid opening, the project was the largest bid opening in WSDOT history. Design-Build is an alternative project delivery method for WSDOT and has been used on several WSDOT projects to date. It is also the first project in the United States that has been awarded prior to the completion of NEPA Environmental Impact Statement and Record of Decision. Additionally, the WSDOT project team will blend teams from different WSDOT regions.

A Project Management Plan (PMP) was prepared in July 2009 for the pre-award phase of the pontoon construction facility and pontoons. Subsequently, the schedule for procurement was accelerated. A request for proposal was issued on August 24, 2009 and the contract was executed on February 12, 2010. This Design-Build Project Management Plan will be implemented for the design-build contract phase of the project and serves as Part 2 of the overall updated PMP.

This Project Management Plan (PMP) will describe the general responsibilities of the Project Team. In addition to the PMP several plans will be developed and implemented to ensure compliance with this PMP as well as State and Federal policy. The specific plans will include processes, flow diagrams, responsibility matrices, organizational charts, and other pertinent information to guide the project staff.

1.2 Project Scope

The SR 520 Pontoon Construction Project is a Design-Build (DB) project under the oversight of the SR 520 Bridge Replacement and HOV Program. Kiewit-General (K-G) was selected as the Design-Builder through a competitive design-build procurement process.

The purpose of the Pontoon Construction Design-Build Project is to deliver pontoons needed to replace the existing traffic capacity of the SR 520 Evergreen Point Bridge. The pontoons will be stored in case they are needed for catastrophic failure response, or until they can be incorporated into the proposed Evergreen Point Bridge replacement.

To achieve this purpose, this project will build a new casting basin facility that can accommodate simultaneous construction of multiple pontoons and construct the pontoons needed for the first phase of the proposed bridge replacement. WSDOT intends to maintain the availability of the proposed facility for

construction of additional pontoons needed to accommodate foreseeable improvements to the Evergreen Point Bridge.

When the facility is no longer needed to build SR 520 bridge pontoons, WSDOT would maintain the facility while adhering to environmental regulations applicable to the site and facility until decisions are made about the facility's future. Options for the facility include 1) reopen the facility for future unforeseen WSDOT pontoons or other types of construction projects, 2) sell the property with the improvements, or 3) decommission the facility and restore the site to its previous condition before development before selling it. Any future uses of the facility, including decommissioning, will require a new and separate environmental and permitting process with public input.

1.3 Mission Statement of the Pontoon Construction Project:

Deliver high quality pontoons for timely replacement of the SR 520 Floating Bridge employing the highest standards for stewardship of public resources and the environment.

1.4 Major Milestones

- Contract Award January 2010
- Contract Execution February 2010
- Record of Decision January 2011
- Casting Facility Construction January 2011
Update, December 2010: Construction will begin after all permits are received, which is expected to be within two to four months after ROD signature.
- Operationally Complete October 2011
- Cast Pontoons November 2011
- Final Contract Completion March 2014
Update, December 2010: Contract and project closeout to be completed by the end of 2014.

2. TEAM ALIGNMENT

2.1 Team Vision

Set the WSDOT standard for managing design-build projects.

2.2 Values

We value leading the Project with a commitment that allows for nothing but success. By embracing new ideas, working well with our partners, meeting challenges with enthusiasm, and serving as positive advocates for the project, we will provide the **leadership** required for exceptional delivery.

We value managing the Project well by clarifying our priorities, defining expectations and directing all efforts toward addressing the most critical issues first. Working hard to determine what must be done to guide potential toward opportunity will provide the **focus** we need to succeed.

We value the resources entrusted to us. By developing and recognizing our staff, practicing fiscal responsibility, measuring and reporting on performance, delivering what we promise, keeping to a schedule, and communicating with honesty and transparency, we will demonstrate our **integrity**.

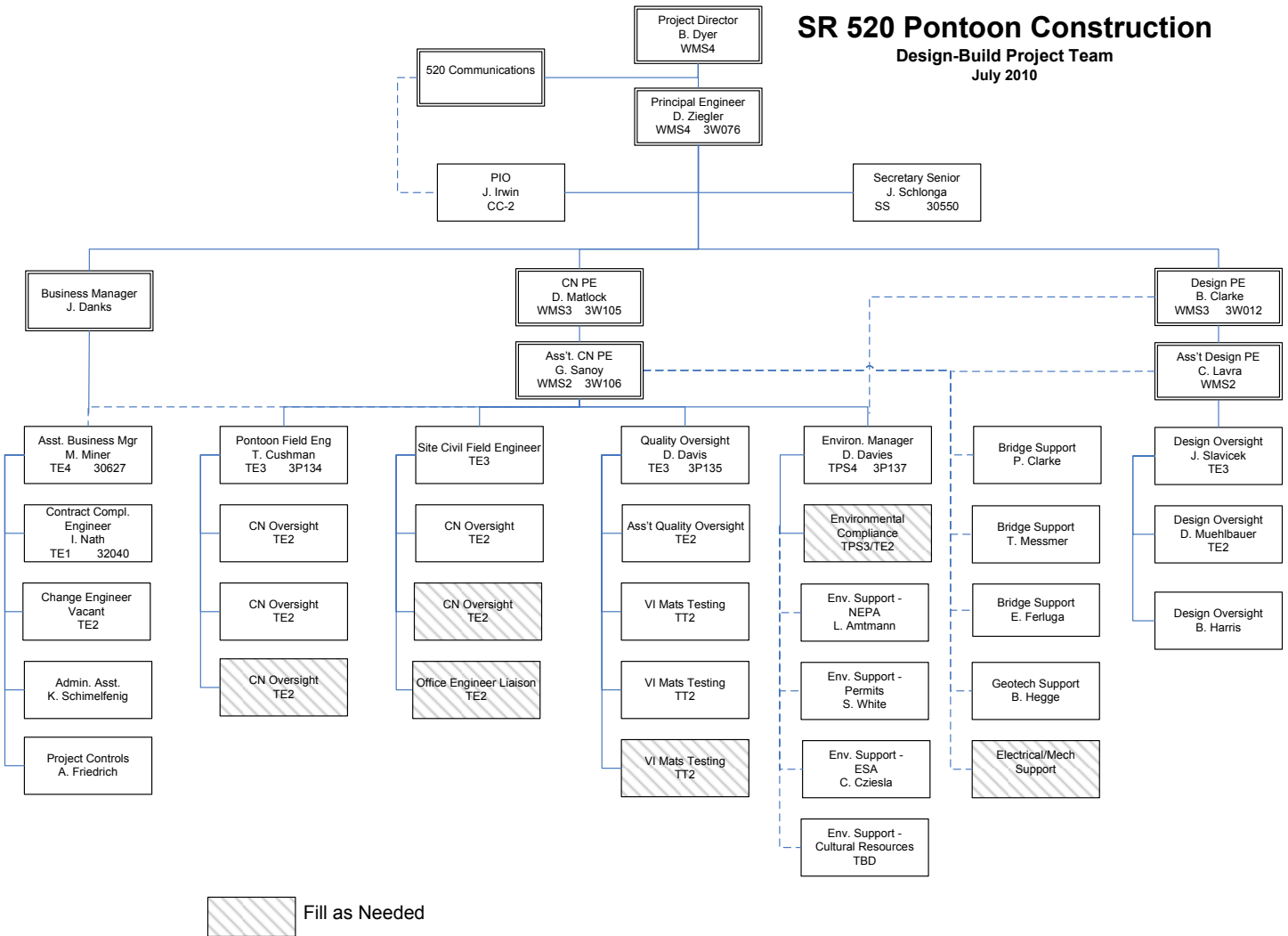
2.3 Measures of Success

- **Safety:** No Recordable or lost time injuries and reportable injuries lower than the industry average
- **Schedule:** Meet or beat established project milestones
- **Budget:** Manage risks to contain costs within budget
- **Quality:** Conform to project requirements without adverse effects on milestones or budget
- **Environmental Compliance:** Complete project without permit violations
- **Public Perception:** Strong community support through effective communication

2.4 Team Identification

Delivery of the PCP is accomplished by a team assembled specifically for this project. The Team consists of members from the SR520 Program, Olympic Region, and Headquarters.

2.5 Organization Chart



2.6 Roles and Responsibilities

A project leadership team has been formed consisting of the Design-Build Director, Principal Engineer, Business Manager, Project Engineers and Assistant Project Engineers to provide project team leadership operating under the following guidelines:

1. Create an intention of becoming the best functioning team in the organization.
2. Remain positive, be supportive, strive for high performance
3. Recognize each other's successes.
4. Individual success on this team depends on the whole team's success; so think of the team's needs first to guarantee your own success.
5. Improve coordination, communication & productivity by measuring team processes and evaluating the way in which each manager is performing their job.
6. See what is necessary and begin doing it.
7. Ask yourself whether everything you do or assign to others is meaningful action or pointless activity.
8. Have the courage to take risks to continue on your path to self-improvement.
9. Ensure everyone receives clear expectations, guidance and coaching.
10. Be concerned about the impact your decisions have on others.
11. Hold effective team meetings where information is shared, decisions are made and action is taken to make progress or priorities.

Each member of the leadership team is given responsibility for leadership and management of the functional groups within the project team.

Senior Leadership

Bob Dyer, Design-Build Director

Dave Ziegler, Principal Engineer

Responsible for the following:

- Overall leadership for Business/Construction/Design
- Personnel issues and recruitment
- Coordination among teams
- Mentoring and coaching of team members
- Liaison with Design-Build leadership
- External Communications
- Communication with WSDOT executive-level management
- Dispute resolution and communication within project leadership team
- Forecasting issues before they become issues

Business Group

Jon Danks, Business Manager

Responsible for the following:

- Project Management Plan
- Budget reporting and payments
- Schedule analysis and reporting
- Project status reporting

- Risk identification and analysis
- Primary contact with D-B for compliance and payments
- Process and negotiate change orders
- Ensure compliance with State and federal laws and regulations
- Change management
- Project documentation
- Project closeout

Design Oversight

Brenden Clarke, Design Project Engineer

Christine Lavra, Design Assistant Project Engineer

Responsible for the following:

- Design oversight through participation on task force teams
- Design-side quality audits
- Liaison with construction and business groups
- Coordinate environmental support through NEPA and until permits granted
- Coordination with WSDOT support groups, including Bridge & Structures
- Management of design and environmental consultant task orders
- Use PE model for division of responsibilities
- PE focused on liaison/communications, environmental, & pontoons
- Assistant focused on casting facility and site development, consultant contracts

Construction Oversight

Dewayne Matlock, Construction Project Engineer

Gaius Sanoy, Construction Assistant Project Engineer

Responsible for the following:

- Verification, manage construction quality group
- Providing WSDOT constructability perspective during design phase
- Ensure Design-Builder meets specifications and work activities are compliant with safety requirements
- Align with Design-Builder whether it's at task force level or point of contact
- Verify schedule progress in support of contractor payments
- Field solutions to problems
- Liaise with WSDOT support groups during construction phase
- Traditional construction office—work as a team but focus:
 - PE—pontoon construction
 - APE—casting facility
- Environmental compliance
- Safety

3. BUSINESS ADMINISTRATION AND PROJECT CONTROLS

The Business Group (BG) was established to lead and manage all business aspects of the project including budget and cost, risk analysis, schedule tracking and analysis, contractor payment, change management, contract compliance, reporting, and all office administration and document control. The BG will develop performance measures in conjunction with the other managers on the team and report on all job performance on a monthly basis.

Goals within the Business Group include:

- Developing and implementing effective business processes
- Providing resources and tools to assist the entire team
- Completing change management in a thorough and timely manner
- Meeting established BG performance measures
- Communicating well within and outside the group and project
- Ensuring compliance and being accountable for all business responsibilities

Much of what the BG manages and is responsible for is typically considered Office Engineering and/or Project Controls, however, to better describe these functions the following subcategories are used, which for the most part, aligns with staff assignments.

3.1 Business Group Staff Responsibilities

The list below is the anticipated staffing level needed at the peak of the project. Until that workload is reached, duties listed for some of the positions may be combined into fewer positions.

Business Manager

Overall responsibility for all Business functions. Work closely with SR 520 DB Director, Principal Engineer, Design-Builder, 520 Team, Region and HQ to ensure plans and data are managed properly to achieve goals.

Assistant Business Manager

Responsible for the Office Engineering and Management team including contract compliance, office management, documentation, cost, change management, and performance measures.

Change Engineer

Responsible for overall change management process including developing estimates, analyzing DB proposals and creating change documents.

Contract Compliance Engineer

Ensure compliance with Project, State, and Federal requirements. Responsible for document control including final records oversight.

Project Controls Engineer

Responsible for scheduling analysis and assist in reporting.

Administrative Assistant/Reporting Engineer

Responsible for developing, preparing and distributing reports and assisting in all administrative matters.

Secretary(s) and Office Assistant(s)

Support entire project team and ensure office and staff follow established procedures including employee orientation and training, accounts payable, office supplies, payroll, mail distribution, vehicle coordination and all other office functions.

3.2 Contract Compliance

The Business Group will establish processes to ensure contract compliance. This includes requirements for the Design-Builder as well as compliance by WSDOT in State and FHWA matters. WSDOT project staff will track required documentation in areas including:

- Equal Employment Opportunity (EEO)
- Disadvantaged Business Enterprise (DBE)
- Certified Payroll / Minimum Wages
- Subcontractor Compliance including Sublet Documents
- Foreign Steel Allotments Review and track American made materials

3.3 Change Management

The change management (CM) process will document all changes to the Contract in accordance with project and all standard WSDOT policies and procedures. Changes will include change orders and claims resulting from either the design or construction phases of the Contract.

Information systems used to administer and track changes to the Contract, will include CCIS and project detailed documentation and tracking. Centric Project, an on-line collaboration tool will be used by WSDOT and the Contractor.

The Business Group, in conjunction with the Construction and Design teams, will evaluate change proposals in a collaborative effort with the DB. A final process will be developed that includes: 1) Issue Initiation, 2) Change Management, and 3) Change Order Execution. During Issue Initiation, potential changes are identified, a technical review is completed, change approval is granted, and approval is issued to the Contractor to proceed with the change. The primary methods within change management may include: Request for Information (RFI) Process, Request for Change (RFC) Process, Request for Proposal (RFP) Process, and other processes as defined specifically for design-build projects. Depending on the type of change, Value Engineering Change Proposals (VECP) will be used.

Once change approval has been received Change Management is initiated to document, track, and allow further evaluation prior to assigning a change order number within CCIS. This interim phase is used by the Business Group to detail the development of cost information and negotiations on the value of the change. Once all change approvals have been documented and the value of the change negotiated, the Change Order Phase is used to complete the change order documentation based on the following process: Set up New Change Order in CCIS, Add CO document in project system, Develop CO Checklist, Draft CO Body, Draft Memo to Olympia, Review, Approval, and Execution. Potential and realized changes will be communicated to Program to ensure budget impacts are monitored and addressed.

As the project processes are further developed the "WSDOT DB Project Delivery Guidance Statement for Change Orders" will be used. A few key differences from typical Design-Bid-Build projects are:

- Change must be written; oral orders will not be used
- Equal or Better proposed changes are at the sole discretion of WSDOT and are not subject to partnering, consideration by the DRB, or appeal
- **Category A Changes** can only be changed through Value Engineering Change Proposals or WSDOT directed changes. This type of change applies to the General Provisions, Mandatory Standards, Basic Configuration, and Proposal documents. Change Order form shall be

used. Basic Configuration Changes can be either "Necessary" or "D-B Proposed"

- **Category B Changes** can only be changed through a Design-Builder Proposed Change or a WSDOT directed change. This type of change is for Technical Requirements, Standard Specifications, Special Provisions, and Amendments to the Special Provisions.
- Approval and Execution Authority
 - Project Engineer approval is required for all Contract changes. Execution may be delegated if checklist items 1-7 are not included.
 - The Principal Engineer will provide Region approval when required for Contract changes. Execution may not exceed \$500,000 or 30 days.
 - State Construction Engineer approval/execution is per the checklist and delegation to Assistants may be done.
 - FHWA shall be involved per 1-2.4C(3)(I)[1] of the Construction Manual.
- Change Order forms - use CO Form and DB Minor Change Form

For issues that cannot be resolved by the change process, Sections 1-09.11 through 1-09.13 of the General Provisions addressing Disputes and Claims will be followed.

3.4 Scheduling Analysis

The scheduling processes and requirements provide several uses and benefits and enable WSDOT to 1) understand KG's plan to deliver the project within the time allowed, 2) plan WSDOT work force and other resource requirements, 3) advise the public and executive staff of major milestones, and 4) enable the Project Team to actively manage impacts to the Contract. To accomplish these objectives, each month KG submits an update to the Critical Path Method (CPM) schedule, which shows the manner by which KG intends to prosecute the work through physical completion within the specified contract time.

To supplement the "big picture" CPM schedule, KG produces site-specific, 5-week and 120-day schedules. The 5-week schedules provide "as-built" dates for the construction activities performed the previous week and a 4- or 5-week look-ahead for activities to be performed. The 120-day schedule gives a detailed four-month look-ahead for construction activities.

To actively manage potential impacts to the highly critical schedule, WSDOT office and field staff will closely track and document actual progress and deviations from intended progress. Specifically, field engineers and inspectors will need to document—in the Inspector's Daily Report (IDR)—issues or events

that delay progress toward completion. Office staff will collect and incorporate these deviations in schedule analysis tools to determine the scope of immediate and potential impacts.

3.5 Finance and Budget

A project budget has been developed through a "bottoms-up" estimate and includes the primary ingredients of the DB contract amount, construction engineering, and sales tax. The Pontoon Construction Project budget does not include work outside of actual DB-related scope of work. Those costs not included are related to right of way, preliminary engineering, environmental/permitting leading up to the record of decision (ROD), sales tax other than for the casting basin, finance costs, risk, and other miscellaneous items.

Costs will be compared to budget on a monthly basis and cost projections will be provided to the program office. Analysis and reports will discuss current and projected costs and monthly cash requirements to assist in bond sales planning.

3.6 Risk Management

The Business Group, in conjunction with other team members, will continuously evaluate project risk. A process for evaluation, tracking, and reporting potential risk will be developed and will include tools to assist in analysis of short term and long term impacts.

Providing current information to program staff is critical to ensure risk issues take into account the follow-on phases of construction and not just those events that affect this project.

3.7 Performance Measures

The Project Team has identified performance measures to assist in evaluating the effectiveness and timeliness of processes, highlighting potential schedule and cost impacts, and documenting Team success. Early awareness of issues will allow the Team to adapt resources and their approach to keep the project on track or take advantage of opportunities for cost and/or schedule savings.

- Each set of measures is based on a project goal and has been designed to provide specific information that is easily captured, provide a measure of project health, and allow for corrective action to get the task back on track. The entire performance measure process will help in the Team's ability to provide accountability to all members of the team. Performance measurement will address the measures of success described in Section 2.

3.8 Contractor Payments

The process is intended to provide sufficient accountability to support monthly payments to the contractor. Progress payments are made monthly based on the contractor's cost loaded schedule. The cutoff date for progress will be 20th of each month.

In order to validate and substantiate the Pay Estimate, WSDOT reviews design progress reports, inspector's reports, the CPM Schedule Update, and materials documentation. The data is sampled to meet at least the minimums set by the Construction Manual and reviewed by Project team specialists with special attention paid to high cost items. Numerous reports provide cost versus budget information to the project staff, program, region, headquarters, FHWA, and others.

3.9 Reporting

Timely and accurate communications of progress, risks, and significant changes and/or events is critical to the success of the project both in terms of efficiency of delivery and in how the public and other stakeholders perceive WSDOT's ability to steward public funds.

Several reports will be developed to provide various levels of detail to different audiences. The primary reports generated by the BG will be the Monthly Progress Report and the Quarterly Executive Report. Other reports will be produced for the project team on a regular basis and special reports will be developed for the purpose of Program and Agency information. Information will be provided to the program to allow for inclusion in overall Program annual and other reports.

3.10 Office Management

The project team will set up the main office in the Puyallup area initially and subsequently in Aberdeen. This will be a co-location with the Design-Builder. Due to the large staff and nature of the contract, an office manual will be developed. This manual will include policies, procedures, and other information that provides direction and guidance to the entire team.

Processes will be developed for items such as Payables, Office Equipment and Supplies, Office Support, Vehicle Use, and other typical office functions.

3.11 Documentation

The project team will develop a filing system that divides the project into logical categories/disciplines. Each folder will be defined by restrictions that are determined by user classification and project characterization. The following are

general categories that will be further expanded once project systems are put in place:

1. **Business / Office Administration:** All documents within this area are non-contract related topics such as safety, subject files, and personnel files.
2. **Environmental:** All documents within this area are related to environmental issues and permitting.
3. **Design:** All documents within this area are related to post-RFP design.
4. **Construction:** All documents within this area are related to construction activities.

Filing systems will include:

- Paper copies
- ProjectWise
- Centric Project (provided by K-G)
- E-mail (personal mailboxes)
- Computer Home (H:\) drives.

3.12 ProjectWise

This will be the primary file system used by WSDOT with a folder system index created for the storage and organization of files. This index is used for the retention of files and archiving purposes. The basic filing structure will provide documentation in accordance with close out procedures.

3.13 Centric Project

The program is used by the Project for the purpose of documentation for those items that are shared. As WSDOT and KG begin collaborating a better understanding of this system will exist and instruction will be provided to the Team as to its use. All Contract documents will be processed and retained in this system.

3.14 Project Closeout

Closeout will begin early in the life of the project and continue through final payment to the Contractor and end when all State records are completed and in storage. When planning any project it is important to consider what steps are necessary to be taken in the final hours of the project, many years later. The more thought that goes into how files and processes are set-up with closeout in mind the more efficient the team will be in knowing what needs to be done later. Two primary parts to project closeout are closing out the Contract and closing out the Project.

The Contract with Kiewit-General includes specific requirements that assure WSDOT receives a complete project as specified. A closeout checklist will be developed referencing Contract requirements to ensure all needs are met. This includes documentation of many types such as certifications of materials, payments, and many other compliance issues.

Documentation and closeout will be performed in accordance with WSDOT procedures as described in the WSDOT Design Manual M 22-01, Construction Manual M 41-01, and Chapter 1 of the Request for Proposals (RFP).

3.15 Final Records

While working with the Contractor on closing out the entire Contract matters, there is also work on those items that may not include the Contractor. This is especially important when the project staff is separate from a standard PEO office, which will lose most of those knowledgeable in the project documentation prior to the project being closed out.

Final Records are defined in the Construction Manual; however, there are likely items on each project that are slightly different than initially considered at the time the manual was updated. An ever-changing issue is regarding media. For the purposes of record storage, upon completion of a project, records will be grouped into three categories: Archive Records, Permanent Final Records, and Temporary Final Records.

3.16 Design Documentation

The Design Quality Assurance Manager and staff will provide design documentation in accordance with Sections 2.31.2.1 and 2.31.3 of the RFP and the Design-Builder's approved QMP. The WSDOT Design and Construction Oversight teams will document their reviews in the formats and within the organization of Centric, K-G's document control system.

3.17 Construction Records

Construction Records are those records deemed to have historical significance and kept by WSDOT Headquarters (Engineering Records) and are maintained for an indefinite period of time.

- As-Built Plans and Shop Drawings
 - Contract Plans & Specs – (*electronic copies*)
 - Requests for Information – (*paper copies*)
 - Requests for Change – (*paper copies*)
 - As Built Notices (ABNs) – (*paper copies*)
 - As-built Steel Components Shop Plans – (*electronic copies*)

- O&M Manuals – *(paper copies)*
- Public Affairs/Information
 - Press releases
 - Newsletters (electronic & paper)
 - Reports/Fact Sheets/Folios/Post Cards
 - Public Surveys
 - Photos and Videos

3.18 Permanent Final Records

Permanent Final Records are kept by WSDOT Headquarters (Engineering Records) for reference and maintained for an indefinite period of time. Permanent Final Records are stored in a series of “Books” (soft binder covers) as follows:

- Final Record Book No. 1 *(paper copies)*
 - Title sheet (Form 422 009 EF)
 - Index for Final Record Book No. 1
 - Index of all records kept for the project (Permanent, Temporary, and Archive)
 - WSDOT personnel list (Form 422-001 EF)
 - Comparison of quantities (CAPS report prepared from the Final Estimate)
 - Final estimate sheets (final contract voucher certification)
 - Contract estimate payment totals
 - Affidavit of Wages Paid (contractor and subcontractors)
 - Change order listing
 - Record of construction materials (summary from ROM database)
- Final Record Book No. 2 - Project Engineer’s Diary *(paper copies)*
 - Construction Manager’s weekly report
- Final Record Book No. 3 - Inspector’s Daily Reports (Form 422-004 EF) - *(paper copies)*
- Final Record Book No. 4 - Contractor’s Daily Report of Traffic Control (Forms 421-040A EF and 421-040B EF) – *(paper copies)*
- Final Record Book No. 5 - Pile Driving Records (Form 450-004) – *(paper copies)*
- Final Record Book No. 6 - Post Tensioning Records – *(paper copies)*

- Final Record Book No. 7 – Contaminated Material Disposal Bills – (*paper copies*)
- Final Record Book No. 8 – Miscellaneous Records – (*paper & CD copies*)
 - Plans and procedures
 - Project Management Plan (PMP)
 - Post Construction Report
 - Photo record of project

3.19 Temporary Final Records

Project records that are not included in Archive or Permanent Final Records are considered Temporary Final Records. Most of these records are kept at the Records Center for a period of three years following the date the FHWA accepts the final payment voucher after which time they may be destroyed. Examples of project records that are considered Temporary Final Records include correspondence, submittals (other than as-builts noted above), owner’s meeting minutes, change order supporting documentation, performance reports, finance reports, internal communications, materials documentation, etc.

3.20 Administrative Records

Exceptions to the three year retention schedule include employee timesheets which must be maintained for six years. These will be kept separate from other records.

3.21 Final Records Preparation

Although the majority of the work to prepare the project records for final storage occur during the final months of the project, there are several steps that can be accomplished prior to project completion that help expedite the process. As part of the project documentation and final records planning, project staff will be reviewing its draft plan with program staff to ensure consistency across all SR520 projects. Once the project plan is approved by program the project will communicate final WSDOT records needs with the Design-Builder to allow them to finalize their documentation process in order to provide consistent maintenance and delivery of their required documents.

Some of the specific steps consist of periodically cleaning out email; ensuring that all paper copies are filed in the project records files; identifying and setting aside all records (electronic and paper) associated with any pending litigation (these records must be kept separate from the other project records until litigation is concluded); and storing all final documents in ProjectWise or Centric (not in personal directories).

3.22 Final Records Storage

The last steps in the final records process are boxing, labeling, and transporting the records to the Records Center.

3.23 Office Closeout

Most of what is typically considered “closeout” by WSDOT are those items contained in “Final Records,” but on a mega-project the list goes beyond the paperwork. It is also the project office’s responsibility to dispose of surplus materials, cleanout offices, discontinue services, return rented equipment and vehicles, and look for new opportunities for staff.

Closing out a major project will be easiest if procedures are set up early and include inventories and other documentation plans. Those things that you think about when first starting a project must also be thought about at the end. Keep track from day-one and your efforts will be reduced at closeout.

4. COMMUNICATIONS PLAN

4.1 Program

Communication with the general public, elected officials, and key community stakeholders is an essential element to successful delivery of the SR 520 Pontoon Construction Project. The goal of WSDOT communications is to provide accurate, timely, complete, and transparent communication on issues for which it is responsible. Since the SR 520 Program includes many different moving elements, WSDOT strives to provide the public with accurate and consistent information.

WSDOT is the first and best source of information about the agency whether the news is good or bad. WSDOT speaks directly to customers whenever possible. Communications are tailored to individuals and their questions. Communications is a team effort that requires WSDOT and the Design-Builder to effectively deliver messages to the public in order to be successful. Each interaction with the public is treated as an opportunity to enhance our credibility. WSDOT and the Design-Builder staff are ambassadors to the communities in which they live and work. Each has a responsibility to effectively communicate WSDOT programs, projects, and policies to the public.

WSDOT engages in early and ongoing public involvement in order to understand community values so that the program's negative effects can be avoided, minimized, and mitigated. In addition, outreach efforts provide information to help the public understand and provide comments on the program. Effective communications integrated into the SR 520 Program allows WSDOT to better incorporate the public's input into the design of the program.

4.2 Design-Builder

The Design-Builder and WSDOT will work together to develop and maintain a consistent level of public communication, while encouraging broad public awareness and understanding of the Pontoon Construction Project. WSDOT and the Design-Builder are committed to sharing accurate, open, consistent, clear, concise, and timely information the public. The Design-Builder will work with WSDOT to maintain strong relationships with external stakeholders and government entities.

Developing and disseminating public information for the project requires the integration of resources and labor between WSDOT and the Design-Builder. Joint communications will educate and inform the public, establish expectations, and play a significant role in delivering a successful project.

The Design Builder's public information role includes preparing for and participating in public meetings and open houses; responding to public inquiries and complaints; assisting with media coordination; preparing regular construction

updates, press releases, Web updates, and photo and video documentation; and coordinating with the public and regulatory agencies. All external communication will be coordinated with WSDOT.

The Design-Builder will develop and implement a strong communication and outreach strategy. The Design-Builder's Construction Communication Plan defines the Design-Builder's outreach strategy for the project and describes the critical role of communications to the overall success of the project. It describes the Design-Builder's approach to community involvement, public outreach, and environmental justice, including communications goals and objectives, significant communications risks and opportunities, key dates, outreach activities and desired outcomes. This communication plan will be approved by WSDOT and detailed roles and responsibilities between communications staff will be discussed.

The Construction Communication Plan describes the Design-Builder's strategy for communicating and disseminating information, and responding to public inquiries. It includes targeted communications strategies for all external stakeholders that will be affected by the project, and outlines a plan to coordinate with these external stakeholders. The Plan also describes the roles and responsibilities of the Design-Builder's Project Manager and public information staff, and how they interact with WSDOT's project personnel and communications staff.

4.3 Internal

The Design-Builder will work with WSDOT to develop and maintain clear and open internal communications, consistent with WSDOT's "No Surprises" philosophy. Program management and communications team members need to be kept in the loop of all external issues, especially those that may garner jurisdictional or media attention. WSDOT communications staff will make sure that the appropriate executives, elected officials, and Governor Gregoire's office are made aware of these situations as appropriate.

Communications internal to WSDOT at the executive, regional, SR 520 managerial, and project-level will continue. Task Force meetings will be the primary mode of coordination and cooperation between WSDOT and Design-Builder technical staff. WSDOT and Design-Builder staff will participate in these Task Force meetings to maintain clear and consistent communication. Additional meetings may be needed to maintain regular coordination on all public information goals and activities.

The Design-Builder will provide regular construction updates to WSDOT for use in public information activities; including weekly construction activity reports; weekly schedule updates; monthly progress reports; monthly schedule updates; and quarterly employment goal updates for apprenticeships, training, outreach and coordination with local Indian Nations, and Disadvantaged Business

Enterprise (DBE) usage. Updates may be needed more frequently if plans and schedules change.

WSDOT will host a “No Surprises” construction kick-off workshop for key staff before the start of construction. This meeting will discuss WSDOT’s “No Surprises” philosophy, communication standards and expectations, long-range communications planning, internal and external communications, emergency protocols and contacts, media protocols, regular construction updates, public outreach events, project access and other issues.

Project information will be shared with employees. All new Design-Builder staff will be made aware of media protocols and public information contacts. This training may be provided jointly with other training for new staff.

4.4 External

The Grays Harbor community has expressed strong support for the Pontoon Construction Project. The Design-Builder will work with WSDOT to develop and maintain strong relationships with external stakeholders and government entities. Project communication between the Design-Builder and external stakeholders and government entities will be as established in the Design-Builder’s Construction Communications Plan. The Design-Builder will work with WSDOT to implement this plan with the understanding that all external communications shall be coordinated by WSDOT.

In addition to project information, WSDOT looks for opportunities to communicate policy, budget, or other big-picture information about the agency. WSDOT communications staff should ensure consistent agency-wide messages are incorporated into project communications. Consistent and clear messages will be combined with widespread outreach to ensure WSDOT and the Design-Builder keep the public informed about each project component as it develops.

4.5 Key Audiences

WSDOT and the Design-Builder will engage a variety of audiences through multiple communications strategies. The Design-Builder’s communications strategies for external stakeholders are detailed in the Construction Communications Plan.

WSDOT is responsible for communications with media, tribes, and elected officials. Elected officials include state legislators, county commissioners, city mayors and council members, and port commissioners. The Design-Builder may assist with these activities.

State / Federal Government

- Governor Gregoire
- U.S. Representative Norm Dicks, 6th Congressional District
- House and Senate Transportation Committee members:
 - Senator Mary Margaret Haugen, Chair
 - Representative Judy Clibborn, Chair
- State legislators from Grays Harbor (Coastal Caucus):
 - Senator James Hargrove, 24th District
 - Representative Lynn Kessler, 24th District
 - Representative Kevin Van de Wege, 24th District
 - Senator Brian Hatfield, 19th District
 - Representative Brian Blake, 19th District
 - Representative Dean Takko, 19th District
 - Senator Tim Sheldon, 35th District
 - Representative Kathy Haigh, 35th District
 - Representative Fred Finn, 35th District
- State legislators from SR 520 corridor
- State legislators from Tacoma and Pierce County
- Washington State Transportation Commission

Local Government

- City of Aberdeen
- City of Cosmopolis
- City of Hoquiam
- Grays Harbor County
- Port of Grays Harbor
- Grays Harbor Council of Governments

Tribal Authorities

- Quinault Indian Nation
- Confederated Tribes of the Chehalis Reservation

<ul style="list-style-type: none"> ▪ Hoh Tribe ▪ Shoalwater Bay Tribe ▪ Skokomish Tribal Nation ▪ Puyallup Tribe
<p>Co-lead Agencies</p>
<ul style="list-style-type: none"> ▪ Federal Highway Administration
<p>Pontoon Construction Project Agency Coordination Team</p>
<ul style="list-style-type: none"> ▪ See Section 3.1.2.1 of this PMP
<p>Media</p>
<ul style="list-style-type: none"> ▪ Online resources (Web site) ▪ Print (The Daily World, The Vidette) ▪ Radio (Jodesha Broadcasting, Grays Harbor Radio) ▪ Television
<p>Community Groups</p>
<ul style="list-style-type: none"> ▪ Individual businesses and business associations (Grays Harbor Chamber of Commerce, Grays Harbor Economic Development Council, Jobs Team Grays Harbor, Hoquiam Business Association, Satsop Development Park) ▪ Contracting groups, labor unions, and trade associations (Washington State Building and Construction Trades Council, Washington State Labor Council, Olympic Master Builder’s Association – Twin Harbors Chapter, Northwest Laborers Union, Twin Harbors Labor Council – AFL-CIO, Pacific Mountain Workforce Development Council, Carpenters Local #131, Carpenters Local #317, Certified Electrical Workers of Washington, International Longshore and Warehouse Union #24, Ironworkers Local #86, Joint Council of Teamsters #28, Laborers Local #252) ▪ Employment and training programs (WorkSource Grays Harbor, Grays Harbor College, Quinault TERO and TANF offices, Union apprenticeship programs) ▪ Environmental interest groups (Grays Harbor Audubon Society, Friends of Grays Harbor, Surfrider Foundation, Grays Harbor Alliance, Chehalis Basin River Land Trust, Grays Harbor Marine Resources)

Council)

- Commercial and recreational fishers and shellfish harvesters (WSU extension office – marine resources, Westport Marina Users Groups, Washington Crab Fishermen’s Association, Coalition of Coastal Fisheries, Grays Harbor Gillnetters, Westport Charterboat Association, oyster growers, whale watch operators)
- Freight interest groups, truckers, and shippers
- Local utilities (Grays Harbor PUD)
- Emergency services (local fire and police)
- Social service agencies
- Transit agencies, employee transportation coordinators, and commuters

General Public

- Taxpayers
- Residents and property owners of Hoquiam and Aberdeen and neighboring Grays Harbor communities
- Environmental justice populations, including Limited English Proficient populations

4.6 Key Issues

Project communications will focus on the following key questions and concerns:

- Jobs and potential economic benefits.
- Traffic and haul routes.
- Effects on the natural environment from pontoon construction and storage.
- Noise and construction effects.
- Cultural resources.
- Hazardous materials.
- Long-term use of the casting facility.
- Continued evaluation of two sites even though WSDOT has identified Aberdeen as the preferred alternative.
- Project delivery and schedule milestones.
- Project costs and funding.

4.7 Public Perception

Positive public perception is vital for the overall success of the project and shall be addressed by the Construction Communications Plan. Effective communications will be implemented as a cooperative effort by both the Design-Builder and WSDOT teams.

The Grays Harbor community supports moving forward with the project. To maintain this support, WSDOT and the Design-Builder will work collaboratively with elected officials and community leaders to fully inform them about the project, manage expectations, and respond to questions and concerns. The public will have opportunities to learn about the progress made on the project, provide comments, and have their questions answered.

WSDOT will ensure consistent messaging between the project and the SR 520 Program.

5. ENVIRONMENTAL DOCUMENTATION AND PERMITTING

During the pre-construction phase a consultant team led the major effort to complete environmental discipline studies and documentation including Section 106 and ESA concurrence, leading to the FEIS and a Record of Decision pursuant to NEPA. The consultant team also led development and application for the environmental permits which WSDOT is responsible for obtaining. The consultant staff includes:

- Environmental Manager
- Deputy Environmental Lead
- ESA Lead
- Section 106 Lead
- Environmental Permit Lead
- Other miscellaneous environmental discipline specialists and support staff.

See Section 3.3.1.8 of Part 1 of this PMP for the roles and responsibilities of the Environmental team during planning and preconstruction phases of the project.

Section 8.1.1 of Part 1 also describes the environmental documentation and permitting efforts that began with the preconstruction phase of the project and continued through the design (NTP1) phase of the design-build project.

The SR 520 Environmental Consultant Team (520 Environmental Team) continues to lead the EIS development including ESA and Section 106 documentation, and environmental permitting process for project construction at the Grays Harbor site. The 520 Environmental Team coordinates with K-G's design and environmental permitting sub-consultants throughout the preliminary and final design phase. K-G's role is to provide information and necessary design to support WSDOT's ESA, Section 106, and EIS development, and permit application (JARPA) processes.

Interaction with the Design-Builder continues in the forum of the Environmental Task Force (ETF) meetings and over-the-shoulder (OSR) reviews. Close coordination is needed to ensure that the Environmental team is aware of the most current designs to facilitate their ongoing coordination with federal, State, and local agencies, and tribal governments. The DB Design and Environmental teams support this effort by providing plans and quantities and information on a timely basis to support this coordination.

The DB Design team must also be cognizant of the NEPA, ESA, Section 106, and permitting implications of their design at the earliest possible date. Specific data needs are communicated at the ETF and OSR meetings.

During the EIS development and permitting process, the Pontoon Construction Project's Environmental Compliance Manager coordinates closely with the 520 Environmental Team, K-G's environmental subconsultants, and K-G's Environmental Compliance Manager (ECM). WSDOT's Environmental Compliance Manager assists and helps facilitate discussion between K-G and the 520 Environmental Team during ETF meetings.

6. QUALITY MANAGEMENT APPROACH

The Project Team Quality goal is for the Work to conform to project requirements without adverse effect on schedule milestones or budget. The Design-Builder will assume the primary responsibility for the overall quality of the Work under the oversight of WSDOT. The Design-Builder will perform the Quality Assurance (QA)/Quality Control (QC) functions on the project and WSDOT will perform Quality Verification (QV). The Design-Builder will develop and submit a Quality Management Plan (QMP) that will describe how the Design-Builder will provide QA and QC for design and construction of the Project. See Appendix 4 for the design-build Quality Management Plan.

The QMP provides the overall policies, organizational responsibilities, procedures, and the means of ensuring that all items of work are in conformance with the contract. It also describes the review and checks that will be performed on the design for the project components, and the inspection and tests that will be performed on construction materials and workmanship to ensure the overall quality of the constructed project. The QMP describes and defines participant roles; quality review responsibilities and activities; quality requirements for design/construction integration; the specific quality measures and application instructions; and necessary quality control (QC) documentation and verifications to which technical reports, project documents, design drawings, and construction documentation must comply.

WSDOT's oversight role assures the Work, materials and progress comply with the contract requirements. WSDOT oversight will include design document reviews, verification testing and audits of construction activities.

7. DESIGN OVERSIGHT PLAN

7.1 Design-Build Alignment

The SR 520 Pontoon Construction Design Oversight team will align with the Design-Builder's team by cooperatively setting up organizations, lines of communication, and agreed-upon procedures.

The first order of business is to organize task forces and assign personnel so that meetings and coordination can begin as soon as possible. WSDOT task force assignments are included in Appendix 2.

Co-location at the earliest opportunity will expedite design team alignment and organization. K-G has elected to co-locate with the State design team in Puyallup for the design phase (NTP 1). The Team will coordinate with the K-G to set up the office as provided in Section 2.1.2.4 of the RFP.

Design quality processes and procedures will be as detailed in Section 2.31.3 of the RFP and K-G's approved Quality Management Plan.

As the project progresses to construction under NTP2, K-G plans to move the co-located office to the Grays Harbor casting facility area. A likely smaller Design Oversight team will continue to support the project. Whether that team will be co-located with the Construction office has not been decided at this time.

7.2 Design Reviews

The WSDOT Design Oversight team will coordinate and collaborate with K-G's design team to provide review and comment as detailed in Section 2.31.3 of the RFP and the Design-Builder's approved QMP. During the NTP1 phase the WSDOT Construction Oversight team will provide schedule, constructability, and other reviews as needed in coordination with the Design Oversight team. The Design Oversight team will continue their role as the lead for review and comment on design documents through final design during the construction (NTP2) phase of the project.

7.3 Quality Oversight

The Design-Builder's Design Quality Assurance Manager will have overall responsibility for the design portion of the QMP, design audits, and design documentation.

Design quality oversight by the WSDOT Design Oversight team will be exercised within the context of task force coordination, over-the-shoulder reviews, and design quality verification as detailed in Section 2.31.3 of the RFP and KG's approved QMP. Design quality verification will be performed by the WSDOT Design Oversight team in cooperation with the WSDOT Quality Manger.

8. CONSTRUCTION OVERSIGHT

WSDOT's construction oversight role assures the work, materials, and progress comply with contract requirements. The Construction Oversight team is responsible for oversight of the Design Builder's performance during construction of the project. The WSDOT Construction Oversight functions will include:

- Partnering with the Design-Builder to coordinate the Design-Builder's responsibility for Quality Control and Quality Assurance and WSDOT's Quality Verification oversight role.
- Construction Oversight and audit process to review construction work for compliance with the Design-Builder's Quality Management Plan and contract requirements.
- Independent Quality verification process to validate and verify the Design-Builder's sampling and testing Quality assurance program

The Table of Organization shows the WSDOT Construction Team organization and the Responsibility Matrix assign roles and responsibilities to team members.

8.1 Construction Quality Partnering Process

The WSDOT construction team (CN) will align with Design-Builder personnel, through partnering, task force participation, attending weekly status meetings and jointly forming the Quality Assurance Team. The CN team will align with the Design Builder counterparts to facilitate timely and clear communications at all levels. The CN team will also participate in task force teams to comment on constructability and/or construction quality related issues. As discussed in the Quality Management Approach section, the CN team will jointly form the Quality Assurance Team with the DB that will address and rectify quality issues. The WSDOT Construction Oversight team will also help develop the Design-Builder's Quality Management Plan through timely reviews and comments.

WSDOT and the Design-Builder will jointly form a Quality Assurance Team. The team meetings will address and rectify issues relating to inspection, substandard material quality, inadequate QA and QC processes that need to be adjusted, test results that are out of tolerance, disparity between QA and QV test data, future quality concerns, and any issues that WSDOT and the Design-Builder may have regarding quality of the project.

8.2 Construction Oversight and Audit Process

The Construction Oversight Team will develop and implement a construction oversight program to ensure that the DB's Quality Management Plan is effective in ensuring the Work meets contract requirements. Activities of construction oversight will include:

- Independent inspection audits to verify that work has been performed in accordance with the plans, specifications, contract documents, WSDOT guidelines, federal requirements as applicable and regulatory permits.
- On a regular basis meet with the Design-Builder to review work status, schedule request for information, safety and pre-activity planning.
- Evaluate the work for acceptability at established Hold and Witness points
- Oversight of casting facility, casting basin, launch channel, and pontoon construction activities.
- Review Design Submittals from a Quality perspective
- On-site Evaluation & Approval of QA testing Laboratory
- Review DB testing plan
- Materials Documentation Review
- Observe and Examine Hold/Witness Points
- Review DB Inspection Plans, Guidelines & Checklists
- Review DB Inspections Daily Reports
- Review Non-Conformance Reports and Remediation
- Audit performance of DB QA Staff
- Audit testing frequencies
- Audit acceptance testing results
- Audit Materials Approval & Acceptance Process
- Issue Stop Work if QMP procedures are not adequate
- Fabrication Plant Approval
- Fabrication Inspection
- Inspection and Testing of WSDOT items identified in RFP
- Perform scheduled and non scheduled audits of the following miscellaneous construction activities and track performance in CATS:
 - Working drawings
 - Daily manpower and equipment reports
 - Daily superintendent and foreman reports

- Certified payrolls
 - RFI's
 - Submittals
 - Schedules
 - Hazardous materials tracking reports
 - Change requests and change orders
 - Safety records
 - Meeting minutes with WSDOT, sub-contractors, sub-consultants, suppliers, the public, etc.
 - Warranties
 - Other work products as defined in the QMP
- The construction oversight team will support the Disputes Review Board (DRB). The support will include issue identification, technical and cost analysis and recommended resolutions.
 - Non-scheduled quality assessments including random sampling, testing, inspection and documentation reviews for the benefit of WSDOT.
 - The construction oversight team will review and ensure compliance of "Release For Construction" and "Early Release For Construction" drawings with as-built construction. Non-Conformance Reports will be completed for any project construction element that is inconsistent with the drawings.
 - Notice of defective work which does not meet design-build standards of performance will be submitted in a timely fashion to the Principal Engineer and DB Project Manager.
 - Support change management activities through change proposal/change order reviews.
 - Support project closure activities

Construction Oversight staff will record non conforming findings as NCI's and coordinate remediation with the Design-Builder. WSDOT shall be satisfied that all the Work is being done in accordance with the requirements of the Contract. The Contract and specifications give WSDOT authority over the Work.

8.3 Independent Quality Verification Process

The Construction Oversight Team will perform an independent Quality Verification to validate the Design-builder's sampling and testing Quality Assurance program. All verification sampling and testing will be performed by a statistically valid random sampling method using testing methods defined in the WSDOT Construction Manual, the WSDOT Materials Manual, and the contract.

Statistical acceptance using SAM will be used to validate the QA tests. The Design-Builder will be permitted access to SAM for logging in and tracking test results. SAM will produce a statistical analysis of the QA test results and this analysis will be compared against the WSDOT QV test results. The DB Construction QA Manager has the responsibility to implement the QA testing and inspection program and resolves any testing/quality discrepancies. The DB Construction QA Manager also has the authority to stop any and all Work that does not meet the standards, specifications or criteria established for the project.

Statistical Acceptance will be used to collectively evaluate and accept all samples tested within a certain lot for conformance within specifications limits. Statistical Acceptance will allow for materials that have properties that are slightly out of specification to be used with a minor credit without processing a change order or stopping production to resolve the discrepancy. Statistical Acceptance will be used to evaluate hot mix asphalt, aggregate and Portland cement concrete structures.

In addition to QV, WSDOT will perform Independent Assurance that includes an observation of sampling and testing procedures, a review of the qualifications of the tester, and a verification of the testing equipment used to perform acceptance testing activities. The IA will validate both the Design-Builder's QA processes and WSDOT's QV processes. The IA may include auditing of acceptance testing records, observing the tests being performed by the DB's technicians, or taking split samples with the DB on a random basis for verifying the DB's testing equipment. WSDOT will enter findings of all IA observations into the Construction Audit Tracking Systems (CATS). Any deficiency will result in a Non-Conformance Incident. The DB will take corrective action immediately for any noted deficiencies.

9. ENVIRONMENTAL COMPLIANCE OVERSIGHT

The Design-Builder is responsible and required by the contract to ensure that the SR 520 Pontoon Construction Project design and construction activities are compliant with all environmental documentation, permits/ approvals, and commitments. The WSDOT Environmental Compliance Oversight Team's role is to help ensure that these project environmental obligations are met. The Environmental Compliance Oversight Team is responsible for oversight and verification of the Design-Builder's performance in fulfilling their contractual obligations during project design and construction.

9.1 Goals

WSDOT Environmental Compliance Oversight goals include fulfilling WSDOT's commitment to be a good environmental steward, minimizing negative effects on the built and natural environment, and completing the project with zero non-compliance with environmental permit requirements. Specific goals are to:

- Help create and implement tools that clearly communicate WSDOT's and the project's environmental compliance responsibilities.
- Anticipate situations that could result in non-compliance events and implement preventative solutions.
- Eliminate non-compliance situations that can be avoided.
- Minimize impacts caused by unavoidable non-compliance situations.
- Have no non-compliance incidents that result in "violations" (e.g., warning letters, penalties, or administrative/ corrective action orders) from natural resource and permitting agencies.
- Learn from mistakes, and update project plans/ procedures to reflect our new understanding.
- Provide support, training, and assistance to further the environmental success of the project.

9.2 Team Identification

- The WSDOT Environmental Compliance Oversight Team consists of staff involved in both the Pre-Construction and Construction phases of the project.

In the construction phase the WSDOT Environmental Compliance Oversight staff includes:

- Environmental Compliance Manager

- Environmental Compliance Verification Inspector (Auditor)
- Other environmental staff/ resources (if needed) from WSDOT HQ, Environmental Services Office staff, and Olympic Region Environmental & Hydraulic Services Office staff.

9.3 Roles and Responsibilities

The WSDOT Environmental Compliance Oversight Team functions include:

- Close coordination and assistance with completion of environmental documentation and permitting necessary to proceed with construction.
- Partnering with the Design-Builder regarding the Design-Builder's responsibility for environmental inspection, monitoring, and quality control/ quality assurance of environmental elements of the project.
- Construction oversight and audit process to review construction work for compliance with the Design-Builder's Environmental Compliance Plan (ECP), and all project environmental commitments and contract requirements.
- Independent quality verification process to validate and verify the Design-Builder's environmental inspection, documentation, sampling and testing quality assurance program.

The WSOT Environmental Compliance Manager reports to the WSDOT Assistant Construction PE and coordinates with the Design-Builder's Environmental Compliance Manager (ECM) and Environmental Team. During the pre-construction phase, this position coordinates closely with the WSDOT Assistant Design and Design PE regarding environmental documentation and permitting. Consultants and other organizations or agencies as needed in the development of the project.

The Table of Organization shows the WSDOT Environmental Oversight Team organization and the Responsibility Matrix assign roles and responsibilities for the team's activities.

9.4 Environmental Compliance Oversight Partnering Process

The WSDOT Environmental Compliance Oversight Team will align with Design-Builder personnel, through partnering, Environmental Task Force Meeting participation, and attending periodic environmental status and pre-construction meetings. The Environmental Compliance Oversight Team will align with the Design-Builder counterparts to facilitate timely and clear communications at all levels. The team will also participate in other project task forces to comment on design/construction environmental issues. The WSDOT Environmental Compliance Oversight Team will also help foster effective implementation of the

Design-Builder's Environmental Compliance Plan (ECP) through timely reviews and comments.

9.5 Environmental Oversight Audit Process

The Environmental Compliance Oversight Team will implement an oversight program to ensure that the Design-Builder's Environmental Compliance Plan is effective and implemented to meet contract requirements. Activities of the program include:

- Independent inspection audits to verify work has been performed in accordance with the contract documents, including all environmental documentation, permits, and approval requirements identified in the Commitments List.
- On a regular basis meet with the Design-Builder to review work status, scheduled tasks, pre-activity planning, implementation of effective BMPs in the field, and environmental permits and compliance obligations.
- Evaluate the work for acceptability at established environmental approval, Hold and Witness points.
- Oversight of environmental elements of the casting facility, casting basin, launch channel, and pontoon construction activities.
 - Review of the following submittals from the Design-Builder:
 - Interim Environmental Compliance Plan (IECP)
 - Draft Environmental Compliance Plan (DECP)
 - Final Environmental Compliance Plan (FECP)
 - Collection, Containment, and Disposal Plan (CCDP)
 - Health and Safety Plan
 - Soil Management Plan
 - Notice of Construction (NOC) to ORCAA
 - Quality Control Plan for Dredging and Disposal
 - Monitoring Plan for Underwater Sound from Pile Driving
 - Dredge Material Management and Disposal Plan
 - Dissolved Oxygen Monitoring and Contingency Plan (if applicable)
 - Concrete Batch Plant Operations and Maintenance Manual
 - TESC Plan
 - SPCC Plan
 - Fugitive Dust Control Plan

- Monitoring Plan (others)
- Materials for Complete JARPA
- Request for Chemical Treatment (if applicable)
- Water Quality Monitoring and Protection Plan(s)
- Site Log Book
- Receiving Water Flow Reports
- Discharge Monitoring Reports (DMR)
- Non-compliance, violations, and corrective action reports to resource and permit agencies
- Environmental Commitment Close-Out Report
- As-Built Report, Shoreline Restoration Report
- Signed Statements – Design-Builder and WQ Certifications
- Perform scheduled and non scheduled audits of specified environmental construction activities (e.g., erosion control BMPs, inspection logs) and environmental commitments, and track performance in the “Construction Audit Tracking System” (CATS).
- Support project close-out and environmental commitment tracking activities.

9.6 Environmental Oversight Tools and Strategies

The WSDOT Environmental Compliance Oversight Team will employ some or all of the following tools and strategies:

- Attend and participate in internal WSDOT/ Design-Builder weekly “Environmental Task Force” meetings.
- Attend quarterly or periodic external PCPACT meetings with natural resource and permitting agencies.
- Over the shoulder and formal reviews of design documents to ensure incorporation of environmental requirements in Released for Construction documents
- Participate in meetings with the resource agencies during project design and construction, in order to ensure effective communication regarding environmental issues and requirements.
- Use an “Environmental Performance Matrix” as a communication tool between WSDOT and the Design-Builder’s Environmental Team.

- Cooperate and participate in “Environmental Walks” with the Design-Builder to observe conditions in the field, status of BMPs and measures to ensure compliance.
- Attend and participate in Pre-Construction meetings.
- Cooperate and participate in Environmental Training provided by the Design-Builder.
- Maintain an updated “Environmental Permit Handbook.”
- Track compliance with the baseline environmental “Commitments List” (Appendix C1 of RFP), and updated Commitments List maintained by the Design-Builder.
- Use the CATS to communicate Non-conformance Issues (NCI’s) to the Design-Builder for response and resolution.
- Review of construction practices and implementation of BMPs in the field.
- Oversight/ review of design changes to ensure consistency with environmental requirements.
- Help to clearly communicate roles and responsibilities among key environmental staff, project engineers, and construction leads as staff changes occur, and the project evolves and progresses.
- Continue to foster partnerships, respect, and good working relationships with natural resource and permit agencies, environmental groups, the Tribes, and public.
- Timely and accurate reporting of environmental progress, accomplishments, and non-compliance incidents and corrective actions.
- Conduct Independent Assurance site inspections and verification testing for WSDOT’s purposes.
- Coordinate work schedules of environmental monitoring staff to ensure coverage of key Design-Builder construction activities that may affect the environment.
- Anticipate and consider permit modifications which may be necessary for new design or construction activities, including strategies for guarding against schedule delays and additional costs, while still acting as a good steward to the environment.
- Develop/ review Design-Builder’s “pre-construction checklists” to facilitate discussion of key environmental issues during meetings and site reviews.
- Participate at pre-construction meetings to summarize environmental goals and requirements related to the project, including specific permit conditions and environmental commitments of the contract.

- Participate in pre-construction meeting in the field, with the Design-Builder's Inspectors and resource agencies to discuss potential areas of concern.
- Work with the Construction Inspectors to evaluate environmental compliance in the field.
- Review Design-Builder's "Environmental Inspection Reports" (EIR) and Quality Assurance (QA) reviews of the reports.
- Conduct follow-up reviews to verify reports match field conditions. Discuss and facilitate resolution of deficiencies with the Design-Builder's ECM, including timeline for item to be corrected.
- Develop and discuss an agreed upon "Environmental Issue and Escalation" process. This strategy involves working with the Design-Builder's ECM to "resolve issues at the lowest level." The basic process is to follow the sequence of:
 - Observe
 - Advise
 - Discuss
 - Escalate (if necessary) to higher Management level for resolution and endorsement.
- Consider post-construction environmental performance for wetlands, storm-water and groundwater treatment, vegetation, wildlife, endangered species, etc.

9.7 Internal Communications

- WSDOT is lead on implementing the Environmental Compliance Assurance Procedure (ECAP). While the RFP describes K-G's role for identification of ECAP Triggers and notification to the SR520 PCP PE, WSDOT has role of reporting to Region Environmental Manager (REM) or if appropriate to Director of Environmental Services (Megan White), and the WSDOT Region Administrator. Primary responsibility for formal reporting will lie with Olympic Region; however the SR 520 Project and Program staff should also be notified.
- In situations where the Environmental Compliance Manager concludes that continuation of an activity has or will likely result in severe environmental damage or permit violation (e.g., fish kill, endangering a listed species, damage to an archaeological or historic resource), the Environmental Compliance Manager will attempt to resolve the issue with the Design-Builder's ECM. If a satisfactory outcome is not achieved, the issue is elevated the issue through proper communication protocols. In extreme cases the Environmental Permit/ Compliance Manager may recommend to WSDOT Construction Managers or Principal Engineer that

work be stopped to avoid potential or continuing violation or environmental damage.

9.8 External Communications

- WSDOT is lead contact and point of communication on environmental permit and compliance issues with natural resource and permitting agencies during construction.
- Develop and implement an effective communication, notification and reporting protocol between WSDOT and the regulatory agencies in the event that a permit non-compliance or violation occurs.

10. SAFETY

The Project Team safety goals are to have no recordable or lost time injuries and to sustain a lower than industry average amount of Reportable injuries. The WSDOT SR520 Pontoon project team will participate in the development of the Design-Builder's safety plan to include our roles and responsibilities for overall site safety. WSDOT will participate in the Design-Builder's safety program including attendance at safety meetings. Safety will be a topic discussed at all meetings. The project team is committed to knowing all OSHA safety requirements associated with work activities on the project site and verifying that the requirements are implemented.

10.1 Safety Process

WSDOT's highest risks for recordable accidents are due to hearing losses, sprains and strains. The safety group, safety Inspector, and the inspection teams will define the risks and establish protocol and procedures to minimize or eliminate the risks of these and all potential accidents and incidents. The project team will track and record all reportable and recordable accidents, as well as track all near miss incidents. Reportable accidents include all work-related accidents that result in deaths; injuries; illnesses; incidents or near-misses (see the following definition for OSHA Recordable Accident); and accidents involving a State/third party motor vehicle/vessel, property or equipment. OSHA Recordable Accidents include all work-related deaths and illnesses which result in loss of consciousness, or occupational injuries resulting in restriction of work or motion, transfer to another job, lost workdays, or medical treatment beyond first-aid. The project team will draft job hazard assessment plans that will identify the safety risks and OSHA requirements associated with each work activity. These plans will be implemented and a copy of each plan will be kept on site. (*Note: ALL accidents are reportable. OSHA recordable accidents are a subset of reportable accidents.*)

10.2 Office Safety

After our team co-locates to the new office location with the Design-Build Team, we will establish an office safety group which will include our Site Safety Inspector. The group will develop the Office Emergency and Evacuation Plans and Procedures. The group will also present the monthly safety topics, communicate the emergency and evacuation plans and procedures, and monitor and report on general office safety. The Site Safety Inspector will draft the Site Access Hazard Assessment Plan and be the single point of contact for all site access for the office staff as well as all visitors to the site. The safety manager will make sure that all office staff and visitors to the construction site are briefed with the up-to-date site safety protocol and Site Access Hazard Assessment Plans.

10.3 On-Site Safety

The SR520 Project Team Safety Inspector will participate in weekly site safety walks with the Design-Builders safety manager and will also participate in a monthly safety walk with the Olympic Region Safety Manager and the Design-Builders Safety Manager. The Project Safety Inspector will give a weekly safety briefing to all WSDOT on site staff as part of the weekly crew meetings. The Project Safety Inspector will also be responsible to track and assist in arranging for staff safety training. Site safety training will include: Confined Space, Site Access, Fall Protection, First Aid, CPR, Hearing Protection, Hazardous materials and storage, and WSDOT monthly safety subjects. A Site Evacuation and Emergency Management plans will be developed as a joint effort between WSDOT Safety Inspector and Design-Builders safety Manager.

10.4 Traffic Management

As part of the Contract, the Design-Builder is required to develop the following plans related to traffic: a Traffic Management Plan (TMP), a Traffic Incident Management Plan (TIMP) and a Traffic Analysis Report.

All of the proposed improvements to accommodate this project (traffic to and from the site) are contained within the City of Aberdeen right-of-way. Therefore, the City will approve any proposed improvements.

The WSDOT role is to review and comment on the preliminary and final plans. The Design-Builder is also coordinating with WSDOT on the proposed work during weekly Task Force meetings during the design phase. The preliminary design involves improvements to an existing railroad crossing; minor widening at the railroad crossing; and striping and signing revisions on local streets near the site.

Content, submittal and approval requirements for the traffic management plans are detailed in section 2.25 of the RFP. A few points are summarized below, but refer to the RFP for complete specifications regarding maintenance of traffic.

- The Design-Builder must submit the draft TMP and TIMP within 60 calendar days of contract execution.
- The plans will be reviewed by WSDOT and the applicable local agencies.
- The Final TMP and TIMP shall carry a Washington State Professional Engineer's seal.
- The final plans must be submitted to WSDOT and approved by the local agency prior to commencement of any construction activity that has the potential to impact traffic.

11. TRANSITION PLAN AND PROJECT CLOSURE

Effective project management includes planning and managing the transition of project staff from one major phase of the project to the next, and ultimately, to other projects. Some project staff may stay with the project from start of planning to finish of construction. Other staff may be part of the project team for specific phases only. Project schedule and budget can be affected if too few or too many staff work on the project at any given time, or if the right skill sets are not available at the right time. Additionally, project team members need reasonable advance notice of changes and transitions that affect them as individuals.

For these reasons, the Pontoon Construction Project Management Team will develop a Transition Plan that will include the following elements:

11.1 Phasing Out of Consultant Resources

Planning is necessary to efficiently phase out consultant resources as work force needs diminish. This will be a gradual process that will occur between now and some point (to be determined) before the end of the project. The objective is to phase out our consultant staff in a manner that enables the project to meet current milestones, and provides co-located consultant employees with sufficient opportunities for obtaining employment elsewhere, to the extent possible.

11.2 Transition of SR 520 Project Staff

Staff from the SR 520 Pontoon Construction Project Office will transition to the Design-Builder's co-location offices to support the project's preliminary design, final design and construction activities. As the project enters the construction phase, the role of the SR 520 staff will start to diminish until the design is basically complete. Once their role is complete, employees will be transitioned to other offices within the SR 520 Program.

11.3 Transition of Olympic Region Staff

The Olympic Region component of the PCP Team will take the project through Final Completion. As work diminishes towards the end of the project employees will be transitioned to other offices within the Region. Once the project is complete and final records are done the remaining staff will be transitioned back into other Region offices or possibly take on a portion of subsequent SR 520 Pontoon work in the Grays Harbor Casting Facility.

11.4 Project Phases

Staff from the Olympic Region and the SR 520 Pontoon Construction Office will join to form a Team to deliver the Pontoon Construction Design-Build Project. The first Phase of the project will be Phase 1 – Preliminary Engineering. This Phase will include the work necessary to support the EIS, ESA and Permitting

activities for the project and will begin after Phase 1 Notice to Proceed is given. WSDOT will issue the Phase 1 NTP to begin the Phase 1 scope of Work which consists of the following activities:

- Preliminary Design which generally consists of those activities necessary for the analysis of project alternatives, including environmental impacts, as necessary to complete the NEPA process;
- Design supporting environmental regulatory compliance and early permit coordination; and
- Design supporting the development of environmental mitigation plans.

Phase 2 will start once upon issuance of the Record of Decision (ROD), if a build alternative is selected as the preferred alternative. Phase 2 consists of all remaining Work not addressed in Phase 1 including final design and construction of the casting facility and pontoons.

11.5 Employee Transition Plan

When the time comes for staff to transition off the team they will be given sufficient notice (3-6 months) to allow enough time to prepare for their new position and to allow management sufficient time to determine a satisfactory and suitable location for each employee.

As part of the PCP Transition Plan, the respective managers will schedule Employee Interest Interviews to make sure that we have accurate information regarding several things including employee interest in future position type and location. The interview also allows an opportunity to discuss transition timing with each employee.

These interest interviews would be held a minimum of 6 months ahead of the expected employee transition date. Information gathered from these interviews will be compiled and used to coordinate with Region Management (OR, NW, SR 520, etc.) to identify opportunities for PCP staff after completing their service on the project.

The Employee Interest Interview information provides an important, but general, overview for each employee. To help communicate more in-depth information regarding each person's knowledge, skills and abilities to prospective managers in a consistent format, employees will be asked to complete a WSDOT Employment Application ***with the following exceptions:***

- Recruitment No.
- Job Title for which you are applying
- How did you learn of this employment opportunity?
- Current Employment

- Background

The Supplemental Information Area can be used to provide additional information about employee interests that they would want a manager to consider.

11.6 Employee Development

The PCP Team managers realize our employees are the most valuable resources we have and we are committed to following through with our promise to provide employees with the best opportunities we can. We want to help employees fulfill their short and long-term training and career development plans.

As part of the Project Closure Plan, a process will be developed that will address the things most important to employees as they explore options for their future. During this process, the management team promises to:

- Be open and honest about decisions that affect an employee's position on the team
- Work directly with employees to allow opportunities inside and outside the project to develop new skills and refine existing ones
- Promptly communicate to employees project changes that might affect them

We want to keep employees engaged in the current project and ensure that they are ready for new challenges. Employees can share immediate and long-term plans by completing the Employee Interest Survey described above.

The employee's manager will schedule an informal meeting to discuss the employee's responses in the Interest Survey. The outcome of this meeting will be to turn those short and long-term goals into an action plan.

Pontoon Construction Project Project Management Plan

Part 2: Design-Build Construction Project

Appendices

APPENDIX 1: CONTACT LIST

APPENDIX 2: RESPONSIBILITY MATRICES AND TASK FORCE ASSIGNMENTS

APPENDIX 3: RISK MATRIX FORM

APPENDIX 4: PROCESS DOCUMENTS

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APPENDICES

Appendix 1: Contact list

First	MI	Last	Other	Project Position	Phone	Cell	Email
Brenden		Clarke	P.E.	Design Project Engineer	253-200-3548	253-200-7251	ClarkeB@wsdot.wa.gov
Tom		Cushman		Pontoon Field Engineer	253-200-3552	360-480-4312	CushmaT@wsdot.wa.gov
Jon	W.	Danks		Business Manager	253-200-3549	206-359-5912	DanksJ@wsdot.wa.gov
David	B.	Davies		Environmental Compliance Manager	253-200-3543	360-970-2816	DavieDa@wsdot.wa.gov
David		Davis	P.E.	Quality Verification Lead	253-200-3551		DavisDa@wsdot.wa.gov
Bob		Dyer	P.E.	Design Build Assistant Director	253-200-3561	360-480-8301	DyerB@wsdot.wa.gov
Andy		Friedrich		Project Controls Engineer	253-200-3555	425-647-6482	FriedAn@consultant.wsdot.wa.gov
Brian		Harris	P.E.	Design Engineer - Structural	253-200-3558	206-293-6098	HarrisB@consultant@wsdot.wa.gov
Joe		Irwin		Public Information Officer	360-357-2703	360-507-6521	IrwinJ@wsdot.wa.gov
Christine		Lavra	P.E.	Assistant Project Engineer - Design	253-200-3547	253-278-3747	LavraC@wsdot.wa.gov
Dewayne		Matlock	P.E.	Construction Project Engineer	253-200-3541	360-584-2170	MatlocD@wsdot.wa.gov
Mike		Miner		Assistant Business Manager	253-200-3554		MinerM@wsdot.wa.gov
Darcy		Muehlbauer	P.E.	Design Engineer - Civil	253-200-3556		MuehlbD@wsdot.wa.gov
Iryna		Nath		Contract Compliance Engineer	253-200-3553		NathI@wsdot.wa.gov
Gaius		Sanoy	P.E.	Assistant Project Engineer - Construction	253-200-3542	360-507-3922	SanoyG@wsdot.wa.gov
Kelly		Schimelfenig		Administrative Assistant	253-200-3560	360-556-5489	SchimeK@consultant.wsdot.wa.gov
Joan		Schlonga		Secretary Senior	253-200-3540		SchlonJ@wsdot.wa.gov
Jim		Slavicek	P.E.	Design Engineer - Civil	253-200-3557		SlavicJ@wsdot.wa.gov
Dave		Ziegler	P.E.	Principal Engineer	253-200-3562	360-250-1226	Ziegled@wsdot.wa.gov

Office Information:

Pontoon Construction Project
SR 520 Bridge Replacement and HOV Program
 Washington State Department of Transportation
 5620 - 112th St. East | Suite 226 | Puyallup, WA 98373
 MS - NP40

Main Phone: 253-200-3540
 Fax: 253-200-3499

Misc Other Phone Information

Cube 1
 Cube 2
 Cube 3
 Extra
 WSDOT Conf Line
 Admin Extra
 Admin Extra
 Conf Room 1
 Conf Room 2
 Joan's Fax

Appendix 2: Responsibility Matrices and Task Force assignments

Pontoon Construction Project Team Design Group Responsibility Matrix

DESIGN OVERSIGHT AND PROGRAM COORDINATION

Group / Division / Position	Position Type	Group Administration					Off-Site Improvement					Structures (Casting Basin & Ancillary Structures)					Site / Utilities / Paving					Forward Compatibility					Change Management					Pontoons / Moorage									
		Personnel Management	Budget Management	Project Coordination	Project Schedule Management	Preliminary Engineering Close-Out	Task Force Meetings	Over the Shoulder Review	Submittal Review	Environmental Support	Quality Management	Task Force Meetings	Over the Shoulder Review	Submittal Review	Environmental Support	Quality Management	Task Force Meetings	Over the Shoulder Review	Submittal Review	Environmental Support	Quality Management	Task Force Meetings	Over the Shoulder Review	Submittal Review	Environmental Support	Quality Management	RFIs	Deviations	Value Engineering Change Proposals (VECP's)	Category B Change Proposals (CBCPs)	Change Orders	Task Force Meetings	Over the Shoulder Review	Submittal Review	Environmental Support	Quality Management					
Design Team																																									
Design Management																																									
Project Engineer	WSDOT	O	P	P	P	P																																			
Assistant Project Engineer	WSDOT	P	S	S	S	S	O	O	O	O	O																														
Design Oversight																																									
Structural Engineer	GEC			S	S	S						P	P	P	P	P				S							S	S	S	S	S						P	S	S	S	
Civil Engineer	WSDOT			S	S	S	S	S	S	S	S		S	S			P	P	P	P	S						P	P	P	P	S	S	S	S	S	S					
Civil Design Lead	WSDOT			S	S	S	P	P	P	P	P		S	S			P	P	P	P	P						S	S	S	S	S										
Design Support Groups																																									
520 Program Staff																																									
Electrical	GEC						S	S	S			S	P	P			S	S	P																						
Mechanical	GEC						S	S	S			S	P	P			S	S	P																						
Coastal	GEC											S	P	P	P		S	S	P	P		S	S	S	S															P	
Traffic	GEC						S	P	P	S																															
Geotechnical	GEC											S	S	S															S												
HQ																																									
Bridge and Structures	WSDOT						S	S	S	S		S	S	S	S	S						S	P	S	S	P	S	S	S	S	S	S	S	S	S	S	P	P	P	P	P
Geotechnical	WSDOT						S	S	S	S		P	P	P	P	P	P	P	P	P	S	S	S	S	S		S	S	S	S	S	S	S	S	S	S	S	S	S		
Real Estate Services	WSDOT								S										S															S							

Legend
O = Oversight Responsibility: Approval authority, technical resource, receives status updates, responsible for overall quality.
P = Primary Responsibility: Responsible for making sure the work is completed appropriately, within budget and schedule, assigning resources as needed, reports to oversight if applicable.
S = Secondary Responsibility: Available to assist with the task as directed and as time allows, but not a primary job responsibility.

Draft Construction Group Responsibility Matrix

SR520 Pontoon Construction Project

9/14/2010 11:15

Main responsibility matrix table with columns for Group/Division/Position, Position Type, Team Management, Planning, Delivery, Change Management, and Project Closure. Rows include various roles like Construction Project Engineer, Quality Manager, Site Civil, Pontoon, Environmental, and Construction Engineering Support.

Legend
O = Oversight Responsibility
P = Primary Resource
S = Secondary Resource

Comments:
Empty box for providing additional notes or remarks regarding the responsibilities.

Appendix 3: Risk Matrix form

520 Pontoon Construction Risk Analysis

Data Updated:

Risk No.	CO No.	Area of Risk	Code	Risk Category	Issue	Contract Doc	WSDOT Position	Risk Ownership	Potential Risk to other Projects	Plan Completion	Potential Completion	Schedule Impact (Cal Days)	Successor Impacts	Prob. of Event Occurring	Potential Max. Cost Impact - \$\$ R.O.M.	% of Max. Cost Risk to WSDOT	Initial Risk Estimate	Committed by Change Order	Imminent by Change Order	Probable by Change Order	Eliminated Risk	Risk Estimate Balance	Feb. 2010 Total Risk Remaining	Mar. 2010 Total Risk Remaining	Apr. 2010 Total Risk Remaining	Estimated Impact Start Date	Estimated Impact End Date	Month	Monthly	6/10	7/10	8/10	9/10	10/10	11/10	12/10	\$ Low Cost Impact	\$ High Cost Impact	\$ Most Likely Impact			
1	<i>Example</i>	Casting Basin	CB	Permitting	Permitting for the Casting Basin may be delayed due to the design changes needed to accommodate KG's proposal.	TR - 2.8.4.2.1	The RFP provides anticipated completion dates for the EIS and ROD. KG's schedule is based on these dates. Any delay beyond 10/1/10 will impact the delivery schedule.	K-G	Y	10/1/2010	3/15/2011	165	Phase 2 NTP	High	\$ 1,000,000	75%	\$ 750,000					\$ 750,000				10/1/2010	3/15/2011	6	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	
2								WSDOT						Low																												
3														Med																												
4																																										
5																																										
6																																										
7																																										
8																																										
9																																										
10																																										

INSERT ABOVE THIS LINE

Notes:																																																											
Low: is the best possible scenario if the risk materializes—e.g. bad subgrade is encountered but it is minimal.																																																											
High: is the worst scenario—e.g. what can go wrong will go wrong																																																											
Medium / Most Likely Cost: is probably something in between high and low unless it's an all-or-nothing situation.																																																											
														Total		\$ 750,000																																											

Appendix 4: Process Documents

This PMP adopts the following project specific plans and manuals by reference. These are living documents that will be updated as needed during the project.

SR 520 Pontoon Construction Design-Build Project, Design Quality Management Plan.
Puyallup: Kiewit-General, A Joint Venture, 2010. [18.02 Approved QMP](#)

SR 520 Pontoon Construction Project, Office Handbook, Puyallup: WSDOT, 2010.

Appendix : 65 3URJDP & KDUMU



PROJECT CHARTER

MISSION STATEMENT

“To deliver the SR-520 Bridge Replacement and HOV Program, to improve corridor safety and regional mobility, while incorporating community values and enhancing the environment - all within adopted schedule and budget.”

VISION STATEMENT

“To be recognized by the public for delivering an innovative and environmentally sensitive transportation corridor, considering the needs and desires of the communities and the region which it serves.”

KEY GOALS

- ~ Improve Safety and Reliability ~
- ~ Increase Mobility for People and Goods ~
- ~ Avoid, Minimize, and/or Mitigate the Project Effects on Neighborhoods and the Environment ~
- ~ Employ Efficient and Cost Effective Delivery Practices ~
- ~ Capitalize on Funding Opportunities ~
- ~ Deliver a Quality Program within the Agreed Schedule and Budget ~
- ~ Be Ready to Implement Actions Necessary Following a Catastrophic Seismic or Weather-Related Failure ~



PROJECT CHARTER

OPERATING PRINCIPLES

We understand and respect the trust given to us to always act in the public's best interest

We take strategic risks to add value and achieve our goals and objectives

We inform leadership sufficiently regarding the risks we take

We strive to meet or exceed our client's expectations

We make, and keep, commitments to the public and our team

We demonstrate leadership at all levels

We are accountable, take ownership, communicate and deliver

We succeed by working with a common vision and understanding of roles & responsibilities

We consider mistakes as lessons-learned on the path to improvement

We proactively consider creative options and identify solutions

We resolve issues at the lowest appropriate levels

We communicate in a fair, open, professional and honest manner to build trust

We promote positive public relations, external & internal communications

We create opportunities for mutual benefit and team development

We take pride in the program's accomplishments and the team's successes

We seize opportunities to develop individuals

We strive to create a positive and enjoyable work environment - have fun!