

# Project Management Plan

For the

## Duwamish/Site 1 (North Wind's Weir) Habitat Restoration Project

A Cooperative Project by:



**King County**

Department of Natural Resources and Parks  
**Water and Land Resources Division**

May 2, 2006

**Project Management Plan**  
**Duwamish/Site 1 (North Wind's Weir)**  
**Habitat Restoration Project**

May 2, 2006

**1. Purpose**

The Project Management Plan (PMP) is a roadmap for quality project delivery. The PMP helps the Project Delivery Team (PDT) maintain a constant focus toward project delivery and King County's, needs, wants and expectations. The PMP is an agreement between CORPS and King County (the County), that defines the project partners' roles and desired outcomes. The Corps Project Manager, in cooperation with the County, has developed this PMP and will maintain it. The signatures at the end of this document show that the project partners endorse the contents of the PMP.

To be an effective management and communication tool, the plan must be a living document that is updated as conditions change; however, the basic structure of the partnership must be fixed as agreed. In order to accomplish this, the PMP, except for the attachments, is intended to be a static document. The attachments present the latest information on scope changes, staff assignments, schedule, and budget. The attachments will be updated as needed. At least quarterly, and as major milestones are achieved, the Corps and County Program Managers will review and compare the status of the project scope, schedule, and budget with the PMP. Major milestones include, but are not limited to, signing the PCA, certification of lands, notice to proceed, etc. The schedule is dependent on the dates of these milestones. The PMs will use these reviews to assess the need for and potential impacts of any changes in scope, schedule, or budget. Changes to the plan will be made following the process described in section 3 - Decision Making Process of this plan.

**2. Definitions**

PCA: Project Cooperation Agreement. The PCA is the formal agreement between the Corps and the County for construction of the project. The PCA defines roles and responsibilities of the two agencies. The PCA identifies the County and the Washington State Department of Natural Resources (DNR) as the sole local sponsors. The vast majority of roles and responsibilities of local sponsorship will be the responsibility of King County, with DNR's role limited to land owner of a portion of the lands provided for the project.

Program: The King County Duwamish/Green Ecosystem Restoration Program is a partnership between the Corps of Engineers and King County (County) for implementation of 27 of 45 sites authorized in the Duwamish/Green River Ecosystem Restoration Project by Congress in October 2000. These governmental entities are funding the program, and each will realize benefits from the implementation of the program.

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Project. The North Wind's Weir project is described in the Green/Duwamish Ecosystem Restoration Study as Duwamish/Site 1.

Project Partners. The North Wind's Weir (NWW) project is a partnership among the Corps of Engineers, King County, and DNR. The County and Corps are funding the project, The County and DNR are providing lands for the project.

PgM: Program Manager: A PgM is appointed by each of the partner agencies. Each PgM is that agency's representative and point of contact for the entire Duwamish / Green River restoration program.

PM: Project Manager. A PM is appointed by each of the partner agencies. Each PM is that agency's representative and point of contact for the project.

PDT: Project Delivery Team. The project delivery team is the team that is empowered to complete the project, and includes whatever personnel are required to accomplish this. The PDT includes staff from the Corps and the County.

ITR: Independent Technical Review Team: Independent Technical Review Team: An independent review team composed of senior level personnel, specialists in each discipline, from within the Corps, the County or their contractors will perform an independent technical review of the designer's assumptions, analyses and calculations throughout the design process.

PCT: Project Coordination Team. The PCT is defined by language in the PCA, and discussed in Article V of the PCA. The PCT will generally oversee the implementation of the project, and will serve as a forum to coordinate the needs and desires of the partner agencies. This PMP provides further clarification intended to reinforce and add detail where needed, and does not modify the PCA.

### 3. Project Description and Scope

The project description and background material has been presented in detail in the "Green/Duwamish River Basin Ecosystem Restoration Study dated October 2000. The approved plan includes the following elements:

<b>Element:</b>	<b>Description:</b>	<b>Lead Agency:</b>
Tidal March Construction	Removal of Material from Left bank to construct approximately 2 acres of tidal march Planting of intertidal and upland area to promote fish and wildlife habitat.	Corps
Recreation Features	Construct a hand launch boat access on downstream end of trail that will connect to maintenance trail.	Corps

DRAFT

Any feature not included in the approved plan is not in the scope. Changes to the approved plan are not anticipated.

The Project Coordination Team will determine scope changes. Scope changes must fit within the description of the approved plan, and relate to how the plan will be achieved. (See 5. Decision-making Process) Scope changes, their impacts to the project and their lead agencies will be recorded in Attachment A.

#### **4. Project Management**

Daily management of the project will be by consensus agreement between the project partner PMs. The PMs represent the partner agencies and may make decisions within the authority each agency gives its PM. When the authority of the PMs is insufficient, or when the PMs do not have consensus, decision making is elevated to the Project Coordination Team (PCT), which is described in more detail below.

The sponsor and the government shall appoint senior representatives to the PCT. The team will meet regularly as scheduled beginning after signing of the PCA until the end of construction. The Corps' and County's project managers will co-chair the PCT. The PCT will consist of each agency's PM and two additional members representing each agency, including the PgMs. Each of the parties will have discretion to appoint their representatives or to revise those appointments, and will advise the other parties when such appointments are made.

The PCT has additional project management authority beyond that of the PMs. However, to the maximum extent possible, it is anticipated that the PMs will manage the project. The PCT is intended to exercise authority beyond that of the PMs, and to function as a means to resolve issues on which there is not consensus between the PMs.

The project managers shall keep the PCT informed of construction progress and of significant pending issues and actions, and shall seek the views of the PCT on matters that the PCT generally oversees. Paragraph C of Article V states that the PCT generally oversees the project and lists many different types of issues that could come up in the course of the project. The PCT will address such items as unexpected site conditions, change orders, or cost overruns that may require a deviation from the construction contract. See Section 9 Change Management. The PCT will not manage the construction contract; this is the job of the Corps Construction Branch, represented on-site by the Quality Assurance Representative (QAR). However, the PCT role is to oversee the entire construction process. To the extent that the PCT acts to guide construction, that guidance will be given through the QAR rather than directly to the contractor.

The PCT will set its own meeting schedule. In addition to regularly-scheduled meetings, the PCT may occasionally need to meet on short notice. The intent of the PCT is not to multiply unnecessary meetings but to make certain that the interests of the Corps and County are fully considered throughout the duration of the project. As such, quick informal meetings or even telephone calls with Corps reps, such as the construction manager or Corps and County, PMs

DRAFT

and/or PgMs to discuss matters of concern, are encouraged. The PCT can conduct business whenever a quorum exists and, for this purpose, a quorum exists whenever each of the two parties is represented by the PM and at least one other PCT member. The costs of participation in the PCT shall be included in total project costs and cost shared in accordance with the provisions of the PCA. At present, the Corps estimates that participation in the PCT will be approximately \$10,000, of which \$6,700 will go to the sponsor.

#### **5. On-Site Contractor Coordination**

All coordination with the contractor will be through the Corps on-site Quality Assurance Representative (QAR). The project partners anticipate that the PMs will be on-site as needed, and will participate in construction decisions on-site. The PMs recognize that communications with the contractor involving changes or instructions must be through the QAR, or at a minimum, the QAR should be present for such discussions with the contractor. However, any member of the PDT who notices a significant safety issue is encouraged to seek an immediate halt to the unsafe practice and then report this unsafe condition to the Corps QAR.

The site will be open to visitors from the Corps and County. In addition, some personnel from other agencies may have business on site. Because of safety concerns, all visitors must sign in at the construction trailer, contact the QAR for admission to the site, and wear proper safety gear. All visitors will be subject to the safety requirements as determined by the QAR.

#### **6. Decision Making Process**

In general, the decision making process follows this path:

1. Project PMs decide by consensus, or
2. PCT decides by consensus, or
3. DE and County Director of Water and Land Resources Division

The PCT may make recommendations that it deems warranted to the District Engineer and to the County Director of Water and Land Resources Division., including suggestions to avoid potential disputes. The District Engineer and the County Director will evaluate the recommendations of the PCT and every effort will be made to implement the recommendations of the PCT. If the representatives of the Corps and County cannot fully implement the PCT recommendation, then as soon as possible a clear statement from them will be given to the PCT providing an explanation as to why the PCT recommendation cannot be met.

In the event that one or more of the project partners feels that the process described in this plan does not address their concerns, or that the project is not proceeding in a timely and efficient manner, and the PCT is unable to resolve the problem, then the dispute shall be elevated to a higher level for negotiation. The project team anticipates that disputes of this nature will be elevated directly to the District Engineer, the County Director of Water and Land Resources Division.

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## 7. Change Management

The construction contractor, Construction Branch, or the other project partners are the usual initiators of changes during construction. Any team member or stakeholder may suggest a change for consideration, as well. The PMs and QAR will assess the proposed change.

If in the judgment of the PMs and QAR the proposed change does not affect design, scope, schedule, or budget, the PMs and QAR will decide whether or not to implement the change. The PMs will inform the PCT of their decision and document the proposed change.

For issues such as unexpected site conditions and change orders, if in the judgment of the PMs and QAR the proposed change affects the project design, the QAR and / or PM will discuss the proposed change with the Engineer of Record (EOR). Changes affecting design will include changes to materials, bank protection or stabilization measures, the size or finish elevations of pipes or other structures, width of soil prism or finish elevation along the site perimeter, and phasing. If the EOR accepts the proposed change, the PM will inform the QAR. If the EOR does not accept the proposed change, the PMs will work with the PDT to develop an acceptable alternative.

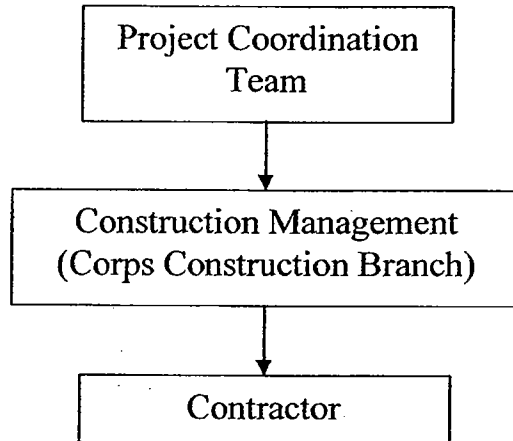
If the change does not affect scope, schedule, or budget, the PMs will forward the formal design change to the QAR, inform the PCT, and document the change.

For issues that affect scope, schedule, or budget:

1. The PMs will immediately inform the PCT.
2. PMs gather sufficient info to analyze change and present to PCT
3. The PCT will discuss by phone or meet as soon as possible to discuss the matter and formulate a recommendation.
4. PCT makes its recommendation, or seeks input from other decision makers
5. The PCT consults with appropriate decision makers if the recommendation requires approval by others,
6. Increases in the project budget must receive individual approval from each of the funding partners.
7. Decision is made
8. If decision differs from PCT recommendation, return to step 2
9. The PMs communicate decision and impacts to appropriate team members
10. The change is documented in PMP attachments, if it affects project scope, schedule, or budget

The Corps PM and County PM will coordinate implementation of any approved changes that are to be cost-shared, or that involve the Corps construction contractor. The PCT will document the change and forward the recommendation to the PM and QAR.

The chain of command for the construction contract is:



If these avenues prove unsatisfactory to the PCT, then the recommendation should go to the Corps District Engineer and County Director of the Water and Land Resources Division.

**8. Agency Coordination**

The partners wish to quickly resolve any questions or concerns that the various permit agencies may pose during construction. In addition, the partners wish to assure compliance with conditions imposed by these agencies, and to have interactions occur appropriately with in the context of the overall project and program context. In order to accomplish this, the partners will appoint a single point of contact to deal with each agency. If it should happen that agencies contact other representative of the parties, the contacted representative shall notify the appointed representative, the PMs, and the PCT as soon as possible. Any correspondence with any outside agency is to be copied to the PMs.

The following table identifies various agencies expected to be involved in the project and the corresponding partner that is responsible for interactions with that agency. To the extent practical, all agency communication will be routed through that point of contact. When that does not occur, any communication will be promptly reported to the point of contact. In turn, the point of contact shall provide thorough reports to the PMs and PCT on project interactions with each agency.

Responsible Partner	Outside Agencies
U.S. Army Corps of Engineers	<ul style="list-style-type: none"> <li>➤ Muckleshoot Tribe</li> <li>➤ National Marine Fisheries Service</li> <li>➤ United States Fish and Wildlife Service</li> </ul>
King County	<ul style="list-style-type: none"> <li>➤ Washington State Department of Ecology</li> <li>➤ Washington State Department of Fish and Wildlife</li> <li>➤ City of Tukwila</li> </ul>

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## **9. Communication Plan**

Communication during the construction phase will include regular meetings and regular written updates. At a minimum:

1. Construction Branch will schedule weekly construction meetings with the contractor. Project team members are invited so that the team has the most current information on daily construction activities such as fish windows and hydraulic issues.
2. In addition to the weekly construction meetings, additional meetings will be scheduled as needed to prepare for and coordinate upcoming construction work.
3. The Corps PM in coordination with the County PM will weekly distribute via email to the PDT and PCT a copy of the Memo for Record (MFR) for the weekly on-site construction meeting. The email will include information on current construction activities and recent accomplishments.
4. The Project Coordination Team will meet regularly as decided by the PCT. Monthly meetings are anticipated in the early phases of construction, but subsequent meetings may be more or less frequent as the situation requires. The County will provide a staff member to prepare and distribute draft meeting notes for comments, followed by final notes.
5. The County or the Corps may issue press releases that involve the project. Before release, any such materials will be circulated to the PCT and to the Public Affairs contact people for all parties, giving a reasonable time for review and comment.

## **10. O&M manual**

The Corps PM will oversee preparation of the O&M manual for the project. The O&M manual will include requirements for maintaining the restoration function of the project and also as-built from the construction contractor. The PCT will review and approve the manual. In general, the Corps considers the project construction to be complete on approval of the O&M manual by the PCT, and will perform interim final accounting of the project at that time. Final accounting will be performed upon completion of all monitoring and adaptive management.

## **11. Independent Technical Review.**

This task involves technical review of the 95% design drawings by the Independent Technical Review (ITR) Team. The Independent Technical Review Team, which is independent of the technical production of the design team efforts that produce the 95% design drawings will perform technical review of the design drawings and specifications. The review will verify that the recommended design (1) satisfies engineering, biological, and functional criteria; (2) meets the County's needs consistent with law and existing public policy, (3) has correct design assumptions and calculations; and (4) has a sufficient level and quality of engineering to allow the project to go forward to construction. Review comments will be submitted by reviewers utilizing Dr. Checks, a computer aided review system. Response by reviewers will be collected by the ITR coordinator and distributed to the PDT and PMs. A review meeting will take place between the ITR and the PDT and the PMs to



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address all comments. The ITR coordinator will back check the revised plans submitted by the PDT to ensure all comments have been either incorporated or resolved.

**11. Monitoring and Adaptive Management.**

The Corps and County PDT will cooperatively develop a 5 year monitoring a plan designed to assess how well the project is meeting the project objectives over a 5 year period. The PCT will review and endorse the plan. During the monitoring period either the Corps or the County may propose actions to improve project effectiveness in meeting project objectives. The PCT will consider, if approving, and endorse proposed modifications. PgMs will obtain necessary Corps and County agency approvals and funding commitments prior to implementing project modifications.

**12. Budget Tracking.**

The budget will be tracked to the level of detail shown Attachment E and budget status updates will show this same level of detail. The basic budget MCR estimates will be added to Attachment E upon completion of 95% designs and established / set when the work order cost negotiations are complete. The budget will be tracked against that basic budget to show growth. Changes that do not increase the budget can be approved by the PCT. Changes that increase the budget must have the approval of each of the funding agencies. The contingency funding is intended to provide PCT leeway in decision-making.

**13. Good Faith Commitment.**

The terms of this Project Management Plan represent a good-faith commitment that all of the Parties shall abide by to the extent that they are able. Further, by signing this PMP, the representatives of each of the parties represent that all project staff shall follow not only the letter of this PMP but also the cooperative spirit in which it is adopted.

Signatures:

Noel Gilbrough, Corps of Engineers	Jon Hansen, King County
Linda Smith	Kathy Wright, King County
Les Soule, Corps of Engineers	Sandy Kilroy, King County

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**EXHIBIT A**  
**Scope Changes**  
Updated Wednesday, May 17, 2006

**Any changes to the scope will be noted here.**

**EXHIBIT B**  
**Project Delivery Team.**  
Updated May 17, 2006

<b>Position</b>	<b>Name</b>	<b>Phone</b>
<b><i>County Project Management:</i></b>		
PM, PCT member, Ecologist	Jon Hansen	(206) 296-1966
PgM, PCT member	Kathy Wright	(206) 296-8388
PCT member	Sandy Kilroy	(206) 296-8047
Fiscal Manager	Steve Oien	(206) 296-8371
<b><i>County Technical Staff</i></b>		
Real Estate	Linda Holecek	(206) 296-7814
Attorney	Joe Rochelle	(206) 296-0430
Engineer of Record	Don Althausen	(206) 296-8385
Media Relations	Logan Harris	(206) 263-6550
<b><i>County Management</i></b>		
Executive	Ron Sims	(206) 296-4040
Department of Natural Resources and Parks	Pam Bissonnette	(206) 296-6500
Water and Land Resources Director	Mark Isaacson	(206) 296-6587
<b><i>Agency Stakeholders</i></b>		
US Fish and Wildlife Service	Gwill Ging	360-753-6041
NMFS	Tom Sibley	206-526-4446
WDE	Jeannie Summerhays	425-649-7096
WDE	Alice Kelly	425-649-7145
WDF&W	Doug Hennick	425-379-2303
DNR	Sharon Holley	360-802-7070 ext 2606
<b><i>Muckleshoot Tribe</i></b>		
	Ian Kanair	425-333-6551
	Matt Matson	425-222-6900
<b><i>Corps Project Management:</i></b>		
PgM, PM, PCT member	Noel Gilbrough	(206) 764-3622
PCT member	Les Soule	(206) 764-3699
PCT member	TBD	

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<b><u>Position</u></b>	<b><u>Name</u></b>	<b><u>Phone</u></b>
Budget Analyst	Li-Shine Lin	(206) 764-3786
<b><i>Corps Technical Staff:</i></b>		
H&H	Zack Corum	(206) 764-6562
Civil	Monte Kaiser	(206) 764-6194
Geology	Suzanne Hess	(206) 764-3208
Environmental Coordinator	Mike Scuderi	(206) 764-7205
Real Estate Specialist	Wanda Gentry	(206) 764-3669
Real Estate attorney	Bruce Rohde	(206) 764-3797
Cost Estimating	Richard Pierce	(206) 764-3672
Office of Counsel	Ann Gerner	(206) 764-3733
Public Affairs	Ashlee Richie	(206) 764-3751
<b><i>Corps Contracting:</i></b>		
Contracting Supervisor	Sharon Gonzalez	(206) 764-6696
Contract Specialist	TBD	
Contracting Officer (CO)	Cheryl Anderson	(206) 764-6575
<b><i>Corps Construction:</i></b>		
Resident Engineer, COR	George Henry	(206) 764-3671
Project Engineer	Doug Parker	(253) 966-4387
Quality Assurance (QAR)	Doug Parker	(253) 966-4387
<b><i>Corps Management</i></b>		
Program Manager	Les Soule	(206) 764-3699
District Engineer	COL Debra Lewis	(206) 764-3690

**EXHIBIT C**  
**INDEPENDENT TECHNICAL REVIEW (ITR) TEAM**  
Updated May 17, 2006

TABLE 3

<b><u>Discipline</u></b>	<b><u>Reviewer</u></b>	<b><u>Office/Agency</u></b>
Review Team Leader	Christopher Pollock	Corps of Engineers
Hydraulic Design	Karl Erickson	Corps of Engineers
Soils – Geotechnical Engineer	Greg Seagle	Corps of Engineers
Cost Engineering	Steve Pierce	Corps of Engineers
Real Estate	Karen Brooks	Corps of Engineers
Cultural Resources	Lahr Salo	Corps of Engineers
Ecologist	Tom Nelson	King County
Geotechnical Engineer	TBD	King County

**EXHIBIT D  
Schedule.**

Updated May 17, 2006

<b>Task</b>	<b>Start</b>	<b>Finish</b>	<b>Original Schedule</b>	<b>Status/Notes</b>
<b>Plans and Specifications:</b>				
◆ Geotechnical report received			5/1/06	
◆ 95% Plans to Corps from County			5/19/06	
◆ County Receives Corps comments			5/30/06	
◆ Meeting of ITR Team and County			6/1/06	
◆ 100% Plans to Corps from Corps			6/14/06	
<b>Project Cooperation Agreement:</b>				
◆ FONSI signed by DE			4/18/06	Complete
◆ PCA Package Sent to Corps Division				
◆ PCA Package Sent to Corps Headquarters			5/9/06	Complete
◆ KC Executive Transmittal to Council			5/18/06	
◆ KC Council Authorizing Ordinance Approved			6/12/06	
◆ HQ Redline Accepted by County & Corps			6/23/06	
◆ Final PCA signed by County & Corps			6/29/06	
<b>Real Estate:</b>				
◆ Corps Accepts County Certification			6/30/06	
<b>Permits:</b>				
◆ ESA Consultation Complete			8/4/07	Required for Phase 2
<b>Construction:</b>				
◆ Phase 1 – Notice to Proceed			7/14/06	
◆ Phase 1 – Construction Complete			9/15/06	
◆ Phase 2 – Notice to Proceed			8/5/07	
◆ Phase 2 – Construction Complete			11/5/07	

ATTACHMENT B

**EXHIBIT E**  
Budget

Wednesday, May 17, 2006

Task	Total; Budget	FY06	FY07	FY08	FY09	FY10	FY11	FY12	Balance	Funded Work Item	Ordering Work Item	Work Category Code	Work Category Element
Plans & Specs													
P&S sub- totals													
Construction													
Federal Expenses:													
- Construction Contracts													WL000
- S&A													WK000
- Project Coordination Team													WK000
- PM													Z0000
-													
Environmental Coordination													WD000
- Real Estate													WC000
- Monitoring													WD000
- Offsite mitigation													WL000
- Contingency													

Task	Total; Budget	FY06	FY07	FY08	FY09	FY10	FY11	FY12	Balance	Funded Work Item	Ordering Work Item	Work Category Code	Work Category Element
Plans & Specs													
<b>P&amp;S sub- totals</b>													
<b>Construction</b>													
<u>Federal Expenses:</u>													
- Construction Contracts													WL000
- S&A													WK000
- Project Coordination Team													WK000
<u>Creditable local expenses:</u>													
- PCT													
- Downstream Mitigation Fund													
- Utility relocations													
- LERRD cost													
<b>Construction sub-totals:</b>													
<u>Total Project Cost</u>													



Task	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	Balance	Funded Work Item	Ordering Work Item	Work Category Code	Work Category Element
Plans & Specs												
P&S sub-totals												
Construction												
Federal Expenses:												
- Construction Contracts												WL000
- S&A												WK000
- Project Coordination Team												WK000
Local Cash Due to Corps												
Fed Cash Requirement												