

An aerial photograph of the Port of Tacoma, showing industrial facilities, shipping docks, and surrounding urban and green areas. The image is partially covered by a blue and white curved graphic on the right side.

PLAN

Carol Rhodes

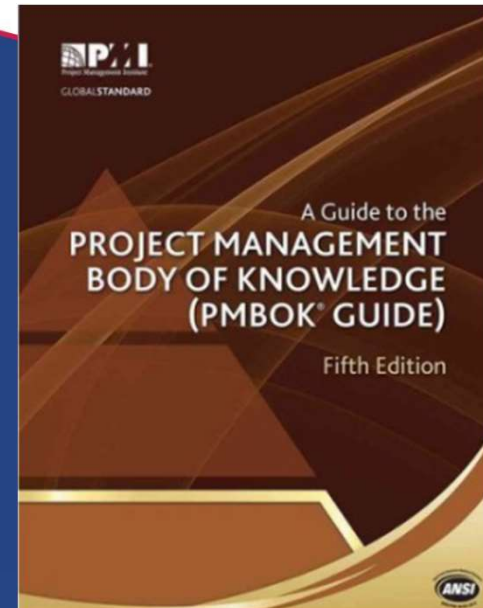


- Project Management Plan
 - Schedule
 - Costs
 - Human Resources
 - Scope
 - Procurement
 - Quality Control
 - Communications
 - Risk
 - Stakeholders

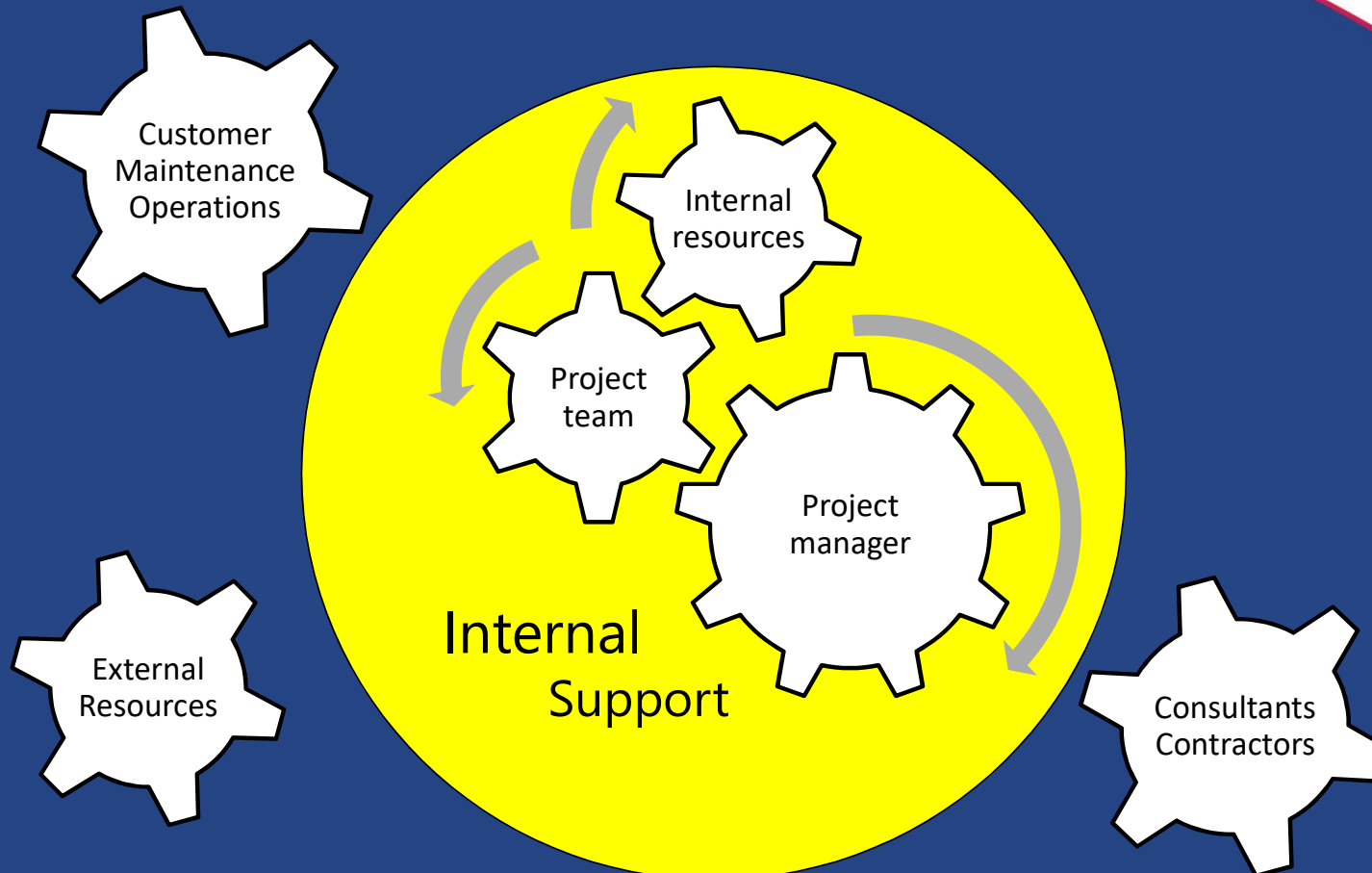
INTEGRATION



- Project Charter
- Project Management Plan
 - Scope plan
 - Schedule plan
 - Cost plan
 - Quality plan
 - Human Resources plan
 - Communications plan
 - Risk plan
 - Procurement plan
 - Stakeholders plan



Stakeholders list



Project Team



Core Team			
Name	Organization	Position	Role
Carol Rhodes	Port	Project Manager	Project Manager
Mickey Mouse	Port	Executive	Executive Sponsor
Boo-boo Bear	Port	Commercial	Sponsor
Lucy van Pelt	Port	Contracts	Core Team
Betty Boop	Port	Purchasing	Core Team
Barney Rubble	Port	Environmental PM	Core Team
Dexter	Port	Env. Remediation PM	Core Team
Bart Simpson	Port	Inspection	Core Team
Top Cat	Port	Gov't Affairs	Core Team
Velma Dinkley	Port	Stormwater	Core Team
Charlie Brown	Port	Remediation; buildings	Core Team
Spike Bulldog	Port	Operations	Core Team
Eeyore	Port	Project Controls	Core Team

Internal Resources



Name	Organization	Position	Role
Laura G.	Port	Budget	Resource
David M.	Port	Finance	Resource
Scott F.	Port	Real estate	Resource
Deirdre W.	Port	Planning	Resource
Christine W.	Port	Planning – Traffic	Resource
Sara C.	Port	Sustainability	Resource
Brian A.	Port	CAD/GIS	Resource
Ralph K.	Port	Legal	Resource
Nick D.	Port	Communications	Resource
Mike R.	Port	Intermodal	Resource
Paul A.	Port	IT: fiber	Resource

External Resources



Name	Organization	Position	Role
Marv C.	Ecology	Remediation	Regulator
Carol S.	Ecology	Stormwater	Regulator
Joe G.	City of Tacoma	Permits	Regulator
Kyle K.	Tacoma Rail	Offsite Rail	Utility
Tim F.	Tacoma Rail	Operator	Utility
Dale K.	Tacoma Rail	CEO	Utility
Joe R.	City of Tacoma	Power service/ permit	Utility
Ryan C.	City of Tacoma	Water /permit	Utility
Alan A.	City of Tacoma	Sewer / permit	Utility
Robert T.	PSE	Gas	Utility

External Consultant/Contractors



Name	Organization	Position	Role
Steve K.	KPFF	Engineering Consultant	Team
Chelsey B.	KPFF	Engineering Consultant	Team
John M.	Transdevelopment	Prime Final Design Consultant	Team
Kevin M.	Transdevelopment	Final Design	Team
Marcel B.	Tetra Tech	Architect	Team
Gary H.	Hart Crowser	Geotechnical Consultant	
Dan B.	Anchor	Env. Permitting Consultant	Team
Josh J.	Anchor	Env. Permitting Consultant	Team
Sean D.	DEA	Survey	Team
Frank S.	Dh Environment	Hazardous Waste Survey	Team
Tbd	tbd	Track material supplier	Team
Tbd	tbd	SW Treatment supplier	Team
Tbd	tbd	Lighting supplier	Team
tbd	tbd	Site Development Contractor	Team
tbd	tbd	Rail Construction Contractor	Team

Internal Support



Name	Organization	Position	Role
Dakota C.	Port	Facilities	Functional Manager
Jane V.	Port	Engineering	Functional Manager
Jason J.	Port	Environmental	Functional Manager
Erin G.	Port	Finance	Functional Manager
Mark L.	Port	Contracts	Functional Manager
Dustin S.	Port	Operations	Functional Manager

Customer/Operations/Maintenance



Name	Organization	Position	Role
John Doe	Customer	Owner	Owner
John H.	Port	Maintenance - Rail	Resource
Jason G.	Port	Maintenance - Electrical	Resource
Agnes T.	Port	Security	Resource
Zach T.	Port	Operations	Core Team

Share the Charter

- The business case
- Alternatives or consequences if the project was foregone
- The purpose of the project

Project Charter



Purpose: Economic development and job creation

Scope: Auto processing and intermodal facilities including paving, stormwater, track, and security elements.

Objectives and success criteria:

- Target Budget: \$35,000,000
- Schedule: Operating Terminal (Phase I) by 12/31/2018; Phase II 6/30/19
- Other:
 - Quality constructed project – 20-year life
 - Satisfied Customer WWL
 - Implemented consistent with all project requirements
 - Develop additional organizational assets (not project related but concurrent development) *
 - Improve Enterprise Factors* (not project related but concurrent development) *

Requirements: Consistent with all Port policies/process, permits, public works requirements.

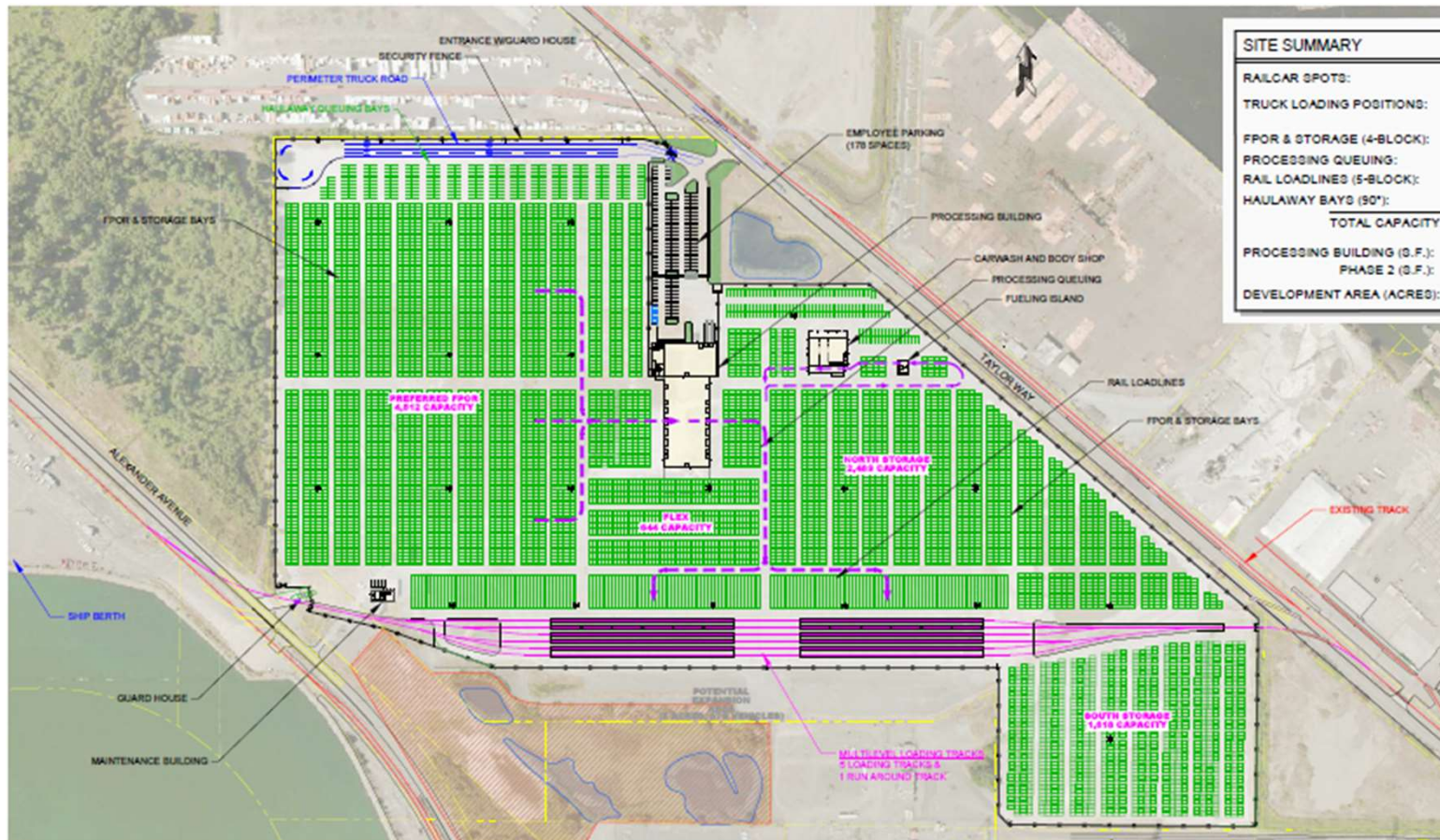
Project Management Plan



- Scope statement
 - Requirements
- Schedule
- Budget
- Procurement plan
- Quality management
- Risk analysis



Scope



Scope Statement



High level requirements	Scope of work is defined by terminal and intermodal facility per KPFF plans, basis of design and estimated dated 07.31.17. (Appendix)
Specific inclusions	Grading, asphalt paving, stormwater conveyance and treatment, outfall and temporary pump station, 5 intermodal loading tracks, site building utilities (permanent power, water, sewer), building demolition, striping, fence, gates, lighting, relocation of EB1 customer service. Design, survey, permitting, environmental and construction for site and outfall, bidding, construction, testing and inspection, tax, closeout. Allowance for additional 2" of subbase rock and 1" asphalt to make section 3"/6"
Specific exclusions	All offsite rail facilities, 6 th yard track All work associated with buildings
Deliverables	Operating facility per WWL layout and program. Survey, geotechnical report, issue for plans and specifications, permits, and as-built plans
Constraints	Project must be delivered within \$35 million. 1 st phase of project to be complete 12/31/17.

Requirements



APPROVALS:

- Commission Authorizations 2/7/17.
- Department of Ecology – former remediation site

PERMITS:

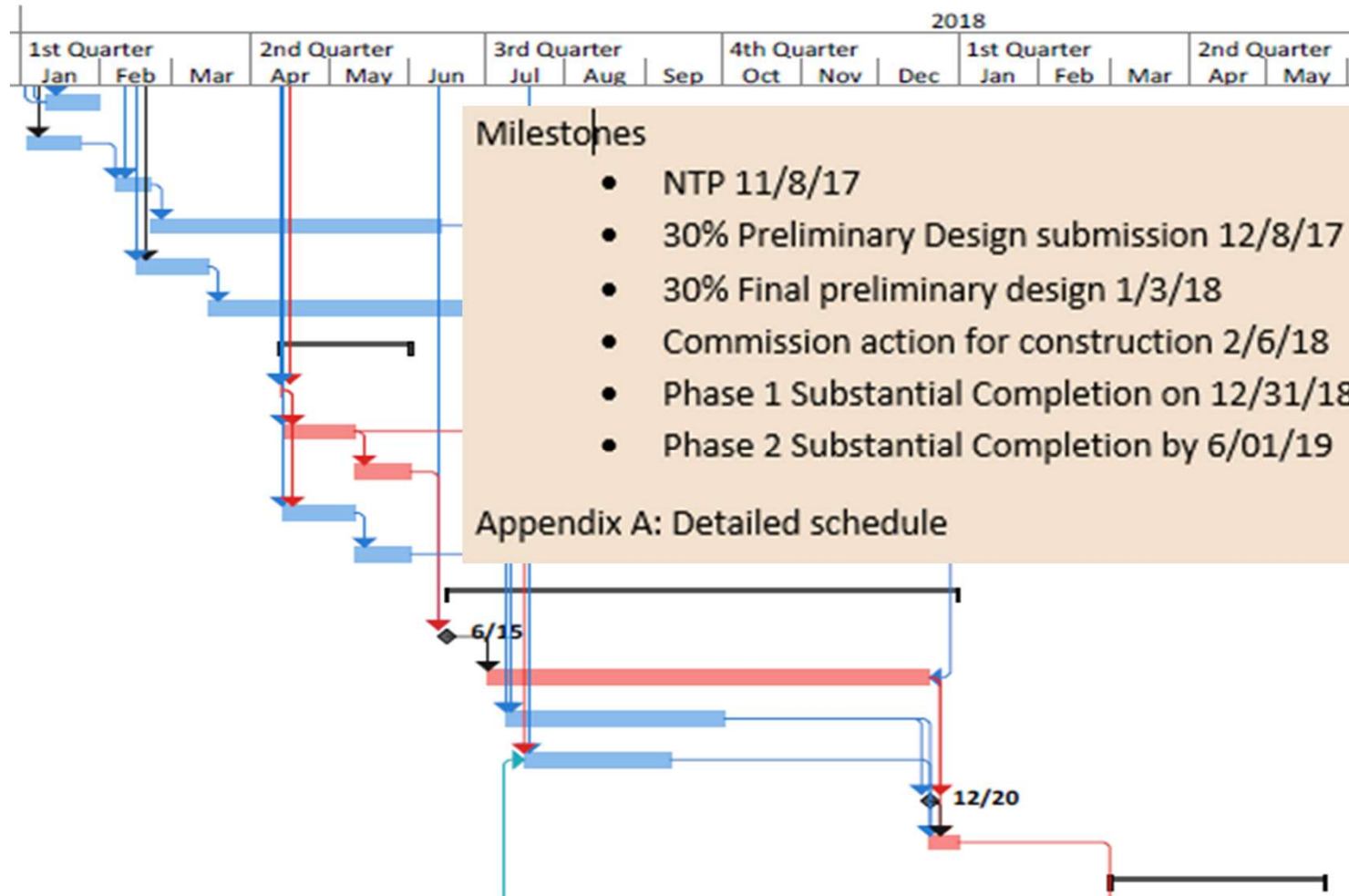
ENVIRONMENTAL PERMITS

- SEPA determination
- Conditional Use Permit
- Site development – Shoreline & Critical Areas
- USA Corps of Engineers/Ecology/WDFW permit for the outfall
- NPDES Storm water permit

ENGINEERING/BUILDING PERMITS:

- Site development permit
- Work order permits
- Demolition permits
- Right of way occupancy permits
- Demolition permit

Schedule



Budget



- Current project budget (11/11/17): \$42,601,794
- Target project budget by 1st quarter 2018: \$35,000,000
- Delta: \$ 7,601,794
- Current authorization

DESIGN STAGE
Consultant(s)
TPU Design
Port Staff
Permitting
Miscellaneous
DESIGN STAGE TOTAL

CONSTRUCTION STAGE
Construction Contract
WSST (construction/Pos)
Purchase orders
Consultant(s)
Port Staff
Permitting
Testing & Inspection
Contingency
Relocation of field offices
TPU-Power/Water/Sewer
PSE service

Quality Management Plan



- Design Phase
 - Value engineering during preliminary design
 - Constructability review at 30% plans and estimate
 - QC review at permit set and 100% plans and estimate
 - comments will be tracked on response sheet and addressed
- Construction Phase
 - Port inspector will inspect construction
 - Construction submittals | review for consistency with design.
 - Port provide material testing
 - Special testing will be specified in construction bid documents

Procurement Plan



Consultant Contracts

- Final design
- Environmental permitting
- Survey & Geotechnical
- Hazardous Waste Survey

Purchase Contracts

- Rail materials
- Stormwater treatment vaults
- High Mast Lighting

Construction Contracts

- Site development contractor
- Rail constructor
- Third party utility contractors

Risk management



The high-level risks identified in the charter include:

- WWL Lease agreement
- Commission authorization of the lease and project
- Cost can be reduced to be within Port proforma
- Aggressive schedule;
- Obtaining permits in the time required
- Construction delayed into winter weather
- Understaffing

See risk register in appendix C for additional information.

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INTEGRATION

Planning is a time for realistic optimism.

You want people excited about the opportunities, but believing they are achievable.

