INTERSTATE 94
NORTH-SOUTH CORRIDOR
PROJECT MANAGEMENT PLAN (PMP)

PART A: DESIGN MANAGEMENT PLAN

OCTOBER 2008

Acceptance and Adoption of the Plan

The Interstate 94 North-South Corridor Project Management Plan was developed jointly by the Wisconsin Department of Transportation (WisDOT) and the Federal Highway Administration (FHWA).

It represents an overall plan that both entities agree to adopt and accept as a general description of internal management procedures for the final design and construction phases of the I-94 North-South Corridor reconstruction project.

Federal Highway Administration Accepts the Project Management Plan

_____ Date_____

David Scott, FHWA – Wisconsin Division Oversight Program Manager

Wisconsin Department of Transportation Approves the Project Management Plan

_____ Date_____

Dewayne Johnson, WisDOT Regional Director

Wisconsin Department of Transportation Recommends Approval of the Project Management Plan

_____ Date _____

Roberto Gutierrez, WisDOT Southeast Region Manager

Content

Acceptance and Adoption of the Plan II
Project Management Plan (PMP) V
Background V
Purpose V
Acronyms and Abbreviations VI
1. Project Goals and Objectives 7
Overall Goals and Objectives 7
Measurable Transportation Goals 7
2. Project Description and Scope of Work 9
Background 9
Project Description 9
Purpose and Need 10
Proposed Construction Phasing 11
Major Project Implications 14
3. Project Team Organization 15
WisDOT 15
MTP'S Management Structure and Process 18
FHWA Project Management Structure and Process 20
Decision-making Process 24
Partnering Sessions 24
Conflict Resolution 25
4. Baseline Cost, Budget, and Schedule 26
Baseline Schedule with Major Milestones 26
Construction Schedule 26
Total Program Cost Estimate 27
Program Construction Cost Estimate 27
Cost Estimating Procedure 28
Financial Plan 29
5. Project Reporting and Tracking 30
Project Reporting Procedures 30
Project Tracking Procedures 30
6. Risk Management and Value Engineering 31
Risk Management Process 31
Value Engineering 31
7. Project Controls 33
Schedule Control 33
Cost Control 33
Document Control System 33
Contract Amendment Controls 34
8. Design Quality Assurance / Quality Control Program 35
WisDOT 35
FHWA 35
Quality Control Program 36
"Built-In" Quality 36
Quality Control Procedures 36
MTP Quality Audit 37

9. Right-of-Way 38
Base Mapping 38
Transportation Project Plat 38
10. Real Estate 40
Preliminary Work 40
Appraisal and Acquisition 40
11. Utilities 41
Overview 41
TRANS 220 Process 41
Utility Work Plans 41
12. Traffic Management 42
Purpose 42
Scope 42
Responsibilities 42
Coordination and Notification 43
13. Media and Public Information 44
WisDOT Office of Public Affairs 44
Public Involvement / Information 44
14. Civil Rights Program 45
DBE and Minority Involvement 45
15. Project Record Keeping 46
WisDOT 46
Exhibit A – Location Map 47
Exhibit B – Roadways by Construction Year 48
Exhibit C – Oversight Committee 49
Exhibit D – Central Office Organization 50
Exhibit E – WisDOT North-South Corridor Team 51
Exhibit F – MTP Organization 52
Exhibit G – FHWA Organization 53
Exhibit H – Accountability Matrix 54
Exhibit I – Cost Estimate Summary 55
Exhibit J – Sample Monthly Report 56
Appendix 57

Project Management Plan (PMP)

Background

On August 10, 2005, the President signed into law the new surface transportation act, the "Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users" (SAFETEA-LU) (Pub.L. 109-59, 119 Stat. 1144). The requirement for the Project Management Plan and an Annual Financial Plan are contained in section 1904(a) of SAFETEA-LU. This provision amends 23 U.S.C. 106(h), as follows:
"(h) MAJOR PROJECTS. -
"(1) IN GENERAL. -Notwithstanding any other provision of this section, a recipient of Federal financial assistance for a project under this title with an estimated total cost of $500,000,000 or more, and recipients for such other projects as may be identified by the Secretary, shall submit to the Secretary for each project-
"(A) a project management plan; and
"(B) an annual financial plan.
"(2) PROJECT MANAGEMENT PLAN.-A project management plan shall document-
"(A) the procedures and processes that are in effect to provide timely information to the project decision makers to effectively manage the scope, costs, schedules, and quality of, and the Federal requirements applicable to, the project; and
"(B) the role of the agency leadership and management team in the delivery of the project.
"(3) FINANCIAL PLAN.-A financial plan shall-
"(A) be based on detailed estimates of the cost to complete the project; and
"(B) provide for the annual submission of updates to the Secretary that are based on reasonable assumptions, as determined by the Secretary, of future increases in the cost to complete the project...."

Purpose

The Project Management Plan (Part A: Design Management Plan) is the guide for implementing the major project and documents assumptions and decisions regarding communication, management processes, execution and overall project control. The ultimate purpose of the Project Management Plan is to clearly define the roles, responsibilities, procedures and processes that will result in the major project being managed such that it is completed:

- On time.
- Within budget.
- With the highest degree of quality.
- In a safe manner for both the individuals working on the project and for the traveling public.
- In a manner in which the public trust, support, and confidence in the project are maintained.

The Project Management Plan addresses all phases of the major project life cycle, and ensures that the project is managed holistically and as a continuum and not incrementally as the project progresses. It is essential that the Project Management Plan establish the metrics by which the success of the project is defined. It is expected that all sponsoring agencies will endorse the Project Management Plan.

Acronyms and Abbreviations

ACTT	Accelerated Construction Technology Transfer
BPD	Bureau of Project Development
BEE	Bureau of Equity & Environmental Services
BTS	Bureau of Technical Services
BOS	Bureau of Structures
BHO	Bureau of Highway Operations
BITS	Bureau of Information Technology Services
BHRS	Bureau of Human Resource Services
BBS	Bureau of Business Services
CPM	Critical Path Method
DBE	Disadvantaged Business Enterprise
DBM	Division of Business Management
DEIS	Draft Environmental Impact Statement
DTSD	Division of Transportation System Development
DTIM	Division of Transportation Investment Management
EVA	Earned Value Analysis
FEIS	Final Environmental Impact Statement
FHWA	Federal Highway Administration
FIIPS	Financial Integrated Improvement Programming System
ITS/FTMS	Intelligent Transportation Systems/Facilities Transportation Management Systems
LPA	Locally Preferred Alternative
MIS	Major Investment Study
MTP	Milwaukee Transportation Partners
MUTCD	Manual on Uniform Traffic Control Devices
NCG	National Constructors Group
NEPA	National Environmental Policy Act
OC	Oversight Committee
OGC	Office of General Counsel
OPA	Office of Public Affairs
OPBF	Office of Policy, Budget and Finance
PCMC	Project Controls Management Consultant
PQP	Project Quality Plan
PS&E	Plans, Specifications & Estimates
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SEWRPC	Southeastern Wisconsin Regional Planning Commission
TEA-21	Transportation Equity Act for the 21st Century
TIP	Transportation Improvement Program
VE	Value Engineering
WisDOT	Wisconsin Department of Transportation

1. Project Goals and Objectives

The Wisconsin Department of Transportation (WisDOT) has identified both measurable and qualitative objectives for the Interstate 94 North-South Corridor (I-94 N-S Corridor) project. These objectives helped WisDOT and the public, identify those alternatives described in the project purpose and need as well as the goals and objectives identified by the community.

Overall Goals and Objectives

- Deliver project on time with the final scheduled completion date of 2016.
- Deliver the project within budget, with the total program cost of $1.911 billion.
- Meet user expectations.
- Modernize the freeway system to increase safety and improve operations by moving on and off ramps from the left to right sides, increasing the capacity by adding an additional travel lane in each direction and by increasing the vertical clearance at structures.
- Utilize a 75-year design life for the structures.
- Minimize impact on the community and the environment.
- Maintain existing or equivalent access to business and residential properties during and after construction.
- Provide consistent, high quality applications of methods, standards, and techniques where practical.
- Deliver the project using a diverse workforce and meet, or exceed, all DBE goals as defined by the Department in collaboration with business and labor groups.
- Protect the safety of traveling public and workers during data gathering activities and construction.

Quality measurements, with appropriate targets and tolerances, are in use to monitor schedule, budget (including cost containment), quality, safety, scope control, public trust and confidence, and federal requirements. As initially implemented on the Marquette Interchange Project, a series of “controls” are implemented to ensure conformity and ultimate success. Tracking and reporting controls include use of a monthly report, an oversight committee, a risk and issues committee in addition to having staff experienced in working on Major-Projects.

Measurable Transportation Goals

The following objectives were identified during the scoping phase of the project as measurements of improving transportation needs and addressing the project purpose as identified in Chapter 1 of the FEIS. These objectives were used in identifying the Preferred Alternative.

The ability of the Preferred Alternative to meet these transportation objectives is discussed in Chapter 2 of the FEIS.

- Improve safety and traffic operations.
- Accommodate future traffic volumes at an acceptable level of service.
- Maintain a key link within the state and regional transportation network.
- Replace deteriorating pavement.

The objectives are consistent with local and regional transportation and land use-planning objectives. The proposed action would provide a safe and efficient transportation system in the I-94 N-S Corridor to serve existing and future traffic demand while minimizing disturbances to both the natural and built environments.