


About the PMG

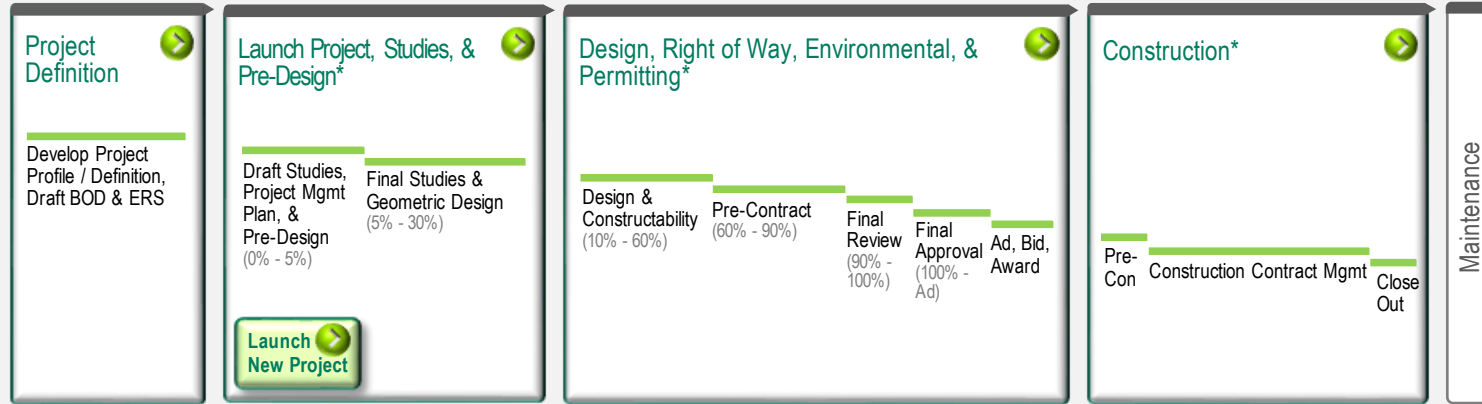
The Project Management Guide (PMG) offers resources for project management best practices from project initiation to close out.

This guide is focused on traditional design-bid-build project management; alternative delivery can follow similar guidance*.

Find examples and templates to support project managers in each step in the process.

Adjust the process and content to fit your project.

Click on any of the  symbols or icons to discover templates, tools, materials, training, examples, resources, and contacts. A quick learning guide can be found [here](#).




[New Project Management Guide Website Overview](#) 


Project Management Knowledge Areas

 Launch & Manage


 Quality


 Procurement

 Scope

 Resources & Team

 Stakeholders

 Schedule

 Communications

 Cost / Budget

 Risk & Uncertainty

Project Performance Domains


 Stakeholders

 Project Work

 Resources & Team

 Delivery

 Project Approach

 Measurement

 Planning

 Risk & Uncertainty

 Disciplines and SMEs 

 Project Management Principles 



Identify, define, combine, unify, and coordinate the various processes and project management activities as well as effective integration of the processes required to accomplish project objectives

→ Launch & Manage

- Home
- Launch & Manage
- Scope
- Schedule
- Cost/Budget
- Quality
- Resources & Team
- Risk & Uncertainty
- Communications
- Procurement
- Stakeholders
- Project Approach
- Planning
- Project Work
- Delivery
- Measurement
- Gantt Chart
- Disciplines & SMEs
- Project Mgmt Principles

| Templates | Tools & Materials | Training & Mini-Videos | Examples | Resources & Contacts |
|---|--|--|--|--|
| <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ PMP Template Options ▶ Team Charter Template (DOCX 54KB) ▶ Contact List Template (XLSX 35KB) ▶ Org Chart Template – Design (PPTX 66KB) ▶ Org Chart w/ Consultant (PPTX 67KB) ▶ RACI Matrix Template (XLSX 78KB) ▶ Kick-off Meeting Template Options ▶ Meeting Template (DOCX 117KB) <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ Lessons Learned Template (XLSX 22KB) ▶ Change Management Log (XLSX 23KB) ▶ Shelf Project Report Template (DOCX 200KB) | <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ File Directory Structure (PDF 312KB) ▶ Survey/CADD/InRoads File Naming Conventions (PDF 200KB) ▶ Document Naming Convention (PDF 255KB) ▶ Create Google Earth KMZ File (URL) ▶ Enterprise Project Structure (EPS) Guidelines (PDF 145KB) ▶ Design Guidance (URL) <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ Lessons Learned (DOCX 44KB) | <p>▶ Project Management Training (URL)</p> <p>▶ Project Mgmt Learning Path (PDF 365KB)</p> <p>User may need to create a subscription to access the following Skillsoft trainings</p> <ul style="list-style-type: none"> ▶ Project Management (Skillsoft) ▶ Project Management Plan (Skillsoft) ▶ Initiation & Planning (Skillsoft) ▶ Integrate Activities & Changes (Skillsoft) <p>▶ Computer Aided Engineering (CAE) Tech Support & Guidance (URL)</p> <p>▶ CAE Quick Reference Guide (PDF 52KB)</p> <p>▶ Elec Engr'g Data Standards EEDS (PDF 57KB)</p> <p>▶ CAE Glossary of Terms (PDF 123KB)</p> <p>▶ ProjectWise Tech Support & Guide (URL)</p> <p>▶ Design Documentation Training (PDF 6MB)</p> <p>▶ Design Training Overview (PDF 1.1MB)</p> <p>▶ Learn Project Mgmt (YouTube)</p> <p>▶ Unifier Training & Support (URL)</p> <p>▶ Change Management (YouTube)</p> | <p>▶ PMP Example - SR 542 UNTs to High Mitchell-Nooksack Fish Passage (PDF 1.5MB)</p> <p>▶ PMP Example - I-5 UNT to Milltown Creek Fish Passage (PDF 400KB)</p> <p>▶ PMP Example - I-90 Medical Lk to Geiger Field Reconstruction (PDF 635KB)</p> <p>▶ PMP Example - US 2 Coles Corner Paver (DOCX 56KB)</p> <p>▶ PMP Example - SR 162 Card & Rauch Creek Fish Passage (XLSX 3MB)</p> <p>▶ PMP Example - SR 3 Freight Corridor New Alignment (XLSX 5.3MB)</p> <p>▶ Document File Structure Example (XLSX 20KB)</p> | <p>GENERAL</p> <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ CPDM (URL) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) <p>TOPIC SPECIFIC</p> <ul style="list-style-type: none"> ▶ Team Meeting Template (DOCX 185KB) ▶ Agency Policy 1032.02 – Project Management (PDF 287KB) ▶ Organizational Conflict of Interest (PDF 908KB) |

Scope

Define, control, and ensure the project includes all the work required, and only the work required, to complete the project successfully, including the Work Breakdown Structure

Templates

LAUNCH NEW PROJECT

- ▶ Internal Scope Agreement Draft (docx 43KB)

ON-GOING MANAGEMENT



Tools & Materials

LAUNCH NEW PROJECT



ON-GOING MANAGEMENT



Training & Mini-Videos

- ▶ Plans Specs & Estimate (PS&E) (PPTX 12MB)
- ▶ Design Training Courses Matrix (PDF 83KB)
- ▶ Theory of Negotiations (YouTube)
- ▶ 8 Step Approach Part A (YouTube)
- ▶ 8 Step Approach Part B (YouTube)

Examples

- ▶ Consultant Scope Example (DOCX 174KB)

Resources & Contacts

GENERAL

- ▶ SMEs & Specialty Group Contacts (PDF 475KB)
- ▶ WSDOT Manuals (URL)
- ▶ WSDOT Program Mgmt Manual (PDF 4MB)
- ▶ Deliverables Expectations Matrix (PDF 45KB)
- ▶ Master Deliverables List (MDL) (XLSX 137KB)
- ▶ WSDOT Training Contacts (PDF 94KB)
- ▶ Design Training News Listserv (URL)
- ▶ Project Mgmt Learning Path (PDF 365KB)
- ▶ Design Courses Training Matrix (PDF 202KB)
- ▶ Project Search Tool (URL)

TOPIC SPECIFIC

- ▶ Agency Policy 1090.01 – Advancing Practical Solutions (PDF 49KB)
- ▶ Agency Policy 1028 – Context Sensitive Solutions (PDF 46KB)
- ▶ Project Delivery Memos (URL)

Schedule

Develop and manage the timely completion of the project

- Launch & Manage
- ☰ Scope
- 🕒 Schedule
- 💰 Cost/Budget
- ✅ Quality
- 👤 Resources & Team
- ⚠️ Risk & Uncertainty
- 🗣️ Communications
- 🛒 Procurement
- 🤝 Stakeholders
- 🔄 Project Approach
- 🎯 Planning
- ⚙️ Project Work
- 🛠️ Delivery
- 📏 Measurement

- 📊 Gantt Chart

- ★ Disciplines & SMEs
- 📄 Project Mgmt Principles

| Templates | Tools & Materials | Training & Mini-Videos | Examples | Resources & Contacts |
|--|---|--|---|--|
| <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ | <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ Desktop Procedures for P6 Scheduler (PDF 1.44MB) ▶ Schedule Template Guidelines (PDF 102KB) ▶ Work Breakdown Structure (WBS) Guidelines (PDF 145KB) ▶ Master Deliverables List (MDL) (XLSX 198KB) ▶ MDL in Primavera Scheduler (PDF 180KB) ▶ Control Account Guidelines (PDF 156KB) <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ | <ul style="list-style-type: none"> ▶ P6 HQ Training & Support (URL) | <ul style="list-style-type: none"> ▶ | <p>GENERAL</p> <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) <p>TOPIC SPECIFIC</p> <ul style="list-style-type: none"> ▶ Agency Policy 1032.02 – Project Management (PDF 287KB) ▶ Agency Policy 1042.00 – Project Mgmt & Reporting (PDF 44KB) |

Cost / Budget

Plan, estimate, budget, finance, fund, manage, and control costs within the approved budget

- Launch & Manage
- ☰ Scope
- 🕒 Schedule
- 💰 Cost/Budget
- ✅ Quality
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- ⚠️ Risk & Uncertainty
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- 🛒 Procurement
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- 🔄 Project Approach
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- 📏 Measurement

- 📊 Gantt Chart

- ★ Disciplines & SMEs
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| <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ | <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ Estimating website (URL) ▶ EBASE website (URL) ▶ Unit Bid Analysis (URL) ▶ EBASE Fundamentals (PDF 1.8MB) ▶ EBASE User's Guide (PDF 11MB) ▶ EBASE Design Project Development (PDF 732KB) ▶ Grants (URL) <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ Cost Risk Assessment (URL) ▶ Schedule & Cost Management (PDF 88KB) ▶ Prevailing Wage Rates Website (URL) | <p>Training & Mini-Videos</p> <ul style="list-style-type: none"> ▶ Self-Study on Ebase (PDF 847KB) ▶ EBASE Tech Support & Guidance (URL) ▶ Bid Tabs Pro - Plus Tech Support & Guidance (URL) ▶ Bid Tabs Pro User's Guide (PDF 1.6MB) ▶ Bid Tabs Pro - Plus User's Guide (PDF 3MB) ▶ EBASE Training Course Student Workbook (PDF 621KB) ▶ EBASE Training Exercises (PDF 575KB) ▶ EBASE Groups Tab Setup/Entry (PDF 32KB) ▶ Basis of Estimate (XLSX 30KB) | <p>Examples</p> <ul style="list-style-type: none"> ▶ Bid Tabs Pro Starter Estimate (XLS 24KB) | <p>Resources & Contacts</p> <p>GENERAL</p> <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) <p>TOPIC SPECIFIC</p> <ul style="list-style-type: none"> ▶ Agency Policy 1042.00 – Project Mgmt & Reporting (PDF 44KB) |

Quality

Identify and incorporate the quality policy for planning, managing, and controlling project quality and assurance requirements to meet goals and expectations

Templates

LAUNCH NEW PROJECT

- ▶ [Quality Mgmt Plan Template \(XLSX 1.3MB\)](#)

ON-GOING MANAGEMENT



Tools & Materials

LAUNCH NEW PROJECT

- ▶ [Quality Mgmt Website \(URL\)](#)
- ▶ [WSDOT Quality Mgmt Team \(XLSX 25KB\)](#)
- ▶ [Quality Mgmt Guidance for Design & PS&E \(PDF 32KB\)](#)
- ▶ [Quality Mgmt DBB Design Guidance \(PDF 1MB\)](#)
- ▶ [Quality Mgmt Workbook \(XLSM 1.2MB\)](#)

ON-GOING MANAGEMENT

- ▶ [30/60/90/Ad Quality Checklist \(DOCX 44KB\)](#)
- ▶ [Bridge Design Manual Chapter 1.4 \(PDF 1MB\)](#)

Training & Mini-Videos

- ▶ [Quality Management \(YouTube\)](#)
- ▶ [Best Practices in Design QC/QA \(PDF 2.4MB\)](#)

Examples



Resources & Contacts

GENERAL

- ▶ [SMEs & Specialty Group Contacts \(PDF 475KB\)](#)
- ▶ [WSDOT Manuals \(URL\)](#)
- ▶ [WSDOT Program Mgmt Manual \(PDF 4MB\)](#)
- ▶ [Deliverables Expectations Matrix \(PDF 45KB\)](#)
- ▶ [Master Deliverables List \(MDL\) \(XLSX 137KB\)](#)
- ▶ [WSDOT Training Contacts \(PDF 94KB\)](#)
- ▶ [Design Training News Listserv \(URL\)](#)
- ▶ [Project Mgmt Learning Path \(PDF 365KB\)](#)
- ▶ [Design Courses Training Matrix \(PDF 202KB\)](#)
- ▶ [Project Search Tool \(URL\)](#)

TOPIC SPECIFIC

- ▶ [ISO 10005:2018 Int'l Standard Quality Mgmt for Design Plans \(URL\)](#)

Resources & Team

Identify, form, acquire, develop, and efficiently manage the resources (people, materials, equipment, supplies, office space, etc.) needed for the successful completion of the project

- Launch & Manage
 - ☰ Scope
 - 🕒 Schedule
 - 💰 Cost/Budget
 - 🛡️ Quality
 - 👤 Resources & Team
 - ⚠️ Risk & Uncertainty
 - 🗣️ Communications
 - 🛒 Procurement
 - 🤝 Stakeholders
 - 🔄 Project Approach
 - 📊 Planning
 - ⚙️ Project Work
 - 🛠️ Delivery
 - 📏 Measurement
-
- 📊 Gantt Chart
-
- 🌟 Disciplines & SMEs
 - 📄 Project Mgmt Principles

| Templates | Tools & Materials | Training & Mini-Videos | Examples | Resources & Contacts |
|--|---|---|---|--|
| <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ | <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ Manage Team Conflict (URL) | <ul style="list-style-type: none"> ▶ Theory of Negotiations (YouTube) ▶ Negotiations (part 1) (YouTube) ▶ Negotiations (part 2) (YouTube) ▶ 10 Types of Org Charts (URL) ▶ InRoads Support & Guidance (URL) ▶ MicroStation Support & Guidance (URL) ▶ Survey Support & Guidance (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Project Mgmt Learning Path 2023 (XLSX 405KB) ▶ Bluebeam Tech Support (URL) | <ul style="list-style-type: none"> ▶ | <p>GENERAL</p> <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) <p>TOPIC SPECIFIC</p> <ul style="list-style-type: none"> ▶ |

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Communications

Ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information, internally and externally

| Templates | Tools & Materials | Training & Mini-Videos | Examples | Resources & Contacts |
|--|---|---|--|--|
| <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ Communications Plan Template & Guidance (DOCX 36KB) <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ | <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ Website Toolkit (URL) ▶ Olympic Region Strategic Communications Plan (DOCX 63KB) ▶ Communication Essentials (DOCX 33KB) ▶ Community Engagement Plan (URL) <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ | <ul style="list-style-type: none"> ▶ | <ul style="list-style-type: none"> ▶ Notice of Entry Letter Example (DOCX 53KB) | <p>GENERAL</p> <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) <p>TOPIC SPECIFIC</p> <ul style="list-style-type: none"> ▶ Communications Manual (PDF 6.4MB) |



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Risk & Uncertainty

Conduct risk management planning, identification (threats and opportunities), qualitative and quantitative analysis, response planning, response implementation, and monitoring risks to increase the positive and decrease the negative events

| Templates | Tools & Materials | Training & Mini-Videos | Examples | Resources & Contacts |
|---|---|---|---|--|
| <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ Risk Matrix Template (XLSX 320KB) <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ CRA-CEVP Workshop Request Form (DOC 41KB) ▶ CRA-CEVP One-Page Example (DOC 175KB) | <p>LAUNCH NEW PROJECT</p> <ul style="list-style-type: none"> ▶ Risk Management website (URL) ▶ Risk Management Guide (PDF 12MB) ▶ Cost Risk Estimate & Mgmt Glossary (PDF 1.7MB) ▶ Risk Breakdown Structure (XLSX 320KB) <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ Cost Risk Assessment (URL) ▶ CRA-CEVP Training-Participation Matrix (XLS 66KB) ▶ Project Risk Analysis Model (XLSM 5.2MB) ▶ Project Risk Analysis Model Users Guide (PDF 3MB) ▶ CRA-CEVP Prep-Session Agenda Sample (DOC 56KB) ▶ CRA-CEVP Workshop Agenda Sample (DOC 85KB) ▶ CRA-CEVP Risk Workshop Report Summary-Data Reporting-Entry Form (XLSX 50KB) ▶ Value Engineering with Risk Assessment (PDF 234KB) | <ul style="list-style-type: none"> ▶ Quick Guide – Risk & Uncertainty ▶ Risk Mgmt Overview (YouTube) ▶ Risk Mgmt Planning (YouTube) ▶ Risk Identification (YouTube) ▶ Risk Qualitative Analysis (YouTube) ▶ Risk Quantitative Analysis (YouTube) ▶ Risk Response (YouTube) ▶ Risk Monitor & Control (YouTube) | <ul style="list-style-type: none"> ▶ CRA-CEVP Table of Contents of a Sample Report (DOC 211KB) | <p>GENERAL</p> <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) <p>TOPIC SPECIFIC</p> <ul style="list-style-type: none"> ▶ Agency Policy 16-06 – Enterprise Risk Management (PDF 57KB) ▶ Agency Policy 1038.09 – Risk Management (PDF 261KB) ▶ Agency Policy 1053.02 – Risk Mgmt & Risk-Based Estimating (PDF 347KB) ▶ Risk Assessment/Allocation for Highway Construction Mgmt (FHWA) (PDF 9.5MB) ▶ Guidance for Cost Estimation and Management for Highway Projects During Planning, Programming, and Preconstruction (TRB) (URL) ▶ Association for the Advancement of Cost Engineering (ACE) International (URL) ▶ Transportation Estimators Assoc. (URL) |

Procurement

Acquire products, consultant services, owner-supplied materials, and construction contractors, including contract management and change control

| Templates | Tools & Materials | Training & Mini-Videos | Examples | Resources & Contacts |
|-----------|-------------------|--|----------|---|
| <p>▶</p> | <p>▶</p> | <ul style="list-style-type: none"> ▶ Theory of Negotiations (YouTube) ▶ 8 Step Approach Part A (YouTube) ▶ 8 Step Approach Part B (YouTube) | <p>▶</p> | <p>GENERAL</p> <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) <p>TOPIC SPECIFIC</p> <p>▶</p> |

Stakeholders

Identify the people/groups that could impact or be impacted by the project, analyze their expectations and their impact on the project, and develop appropriate management strategies for effectively engaging them in the project decisions and execution

| Templates | Tools & Materials | Training & Mini-Videos | Examples | Resources & Contacts |
|-----------|-------------------|------------------------|---|---|
| <p>▶</p> | <p>▶</p> | <p>▶</p> | <p>▶ Notice of Entry Letter Example (DOCX 53KB)</p> | <p>GENERAL</p> <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) <p>TOPIC SPECIFIC</p> <p>▶</p> |

Project Approach

Identify the people/groups that could impact or be impacted by the project, analyze their expectations and their impact on the project, and develop appropriate management strategies for effectively engaging them in the project decisions and execution

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|-----------|-------------------|------------------------|----------|---|
| ▶ | ▶ | ▶ | ▶ | <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) |

Planning

Identify the people/groups that could impact or be impacted by the project, analyze their expectations and their impact on the project, and develop appropriate management strategies for effectively engaging them in the project decisions and execution

Templates



Tools & Materials

- ▶ Highway System Log [\(URL\)](#)
- ▶ Planning Guidance [\(URL\)](#)
- ▶ WA State Ferries Planning [\(URL\)](#)
- ▶ WA Aviation System Plan [\(URL\)](#)
- ▶ Passenger Rail Plan [\(URL\)](#)
- ▶ WA Transportation Policy Plan 2040 [\(URL\)](#)
- ▶ WSDOT Crash Data [\(URL\)](#)
- ▶ Congestion & Multimodal Mobility Reports [\(URL\)](#)
- ▶ Park & Ride Capacity [\(URL\)](#)
- ▶ Bicycling & Walking [\(URL\)](#)
- ▶ Public Transportation Plans [\(URL\)](#)
- ▶ Freight System Plan [\(URL\)](#)
- ▶ WA Target Zero [\(URL\)](#)

Training & Mini-Videos



Examples



Resources & Contacts

- ▶ SMEs & Specialty Group Contacts [\(PDF 475KB\)](#)
- ▶ WSDOT Manuals [\(URL\)](#)
- ▶ WSDOT Program Mgmt Manual [\(PDF 4MB\)](#)
- ▶ Deliverables Expectations Matrix [\(PDF 45KB\)](#)
- ▶ Master Deliverables List (MDL) [\(XLSX 137KB\)](#)
- ▶ WSDOT Training Contacts [\(PDF 94KB\)](#)
- ▶ Design Training News Listserv [\(URL\)](#)
- ▶ Project Mgmt Learning Path [\(PDF 365KB\)](#)
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- ▶ Project Search Tool [\(URL\)](#)

Project Work

Identify the people/groups that could impact or be impacted by the project, analyze their expectations and their impact on the project, and develop appropriate management strategies for effectively engaging them in the project decisions and execution

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Delivery

Identify the people/groups that could impact or be impacted by the project, analyze their expectations and their impact on the project, and develop appropriate management strategies for effectively engaging them in the project decisions and execution

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 - ✅ Quality
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 - ⚠️ Risk & Uncertainty
 - 🗣️ Communications
 - 🛒 Procurement
 - 👏 Stakeholders
 - 🔄 Project Approach
 - 📊 Planning
 - ⚙️ Project Work
 - 👤 Delivery
 - 📏 Measurement
-
- 📊 Gantt Chart
-
- ★ Disciplines & SMEs
 - 📄 Project Mgmt Principles

| Templates | Tools & Materials | Training & Mini-Videos | Examples | Resources & Contacts |
|-----------|-------------------|------------------------|----------|---|
| ▶ | ▶ | ▶ | ▶ | <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) |

Measurement

Identify the people/groups that could impact or be impacted by the project, analyze their expectations and their impact on the project, and develop appropriate management strategies for effectively engaging them in the project decisions and execution

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|-----------|-------------------|------------------------|----------|---|
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Disciplines/SMEs

-  Home

-  Launch & Manage
-  Scope
-  Schedule
-  Cost/Budget
-  Quality
-  Resources & Team
-  Risk & Uncertainty
-  Communications
-  Procurement
-  Stakeholders
-  Project Approach
-  Planning
-  Project Work
-  Delivery
-  Measurement

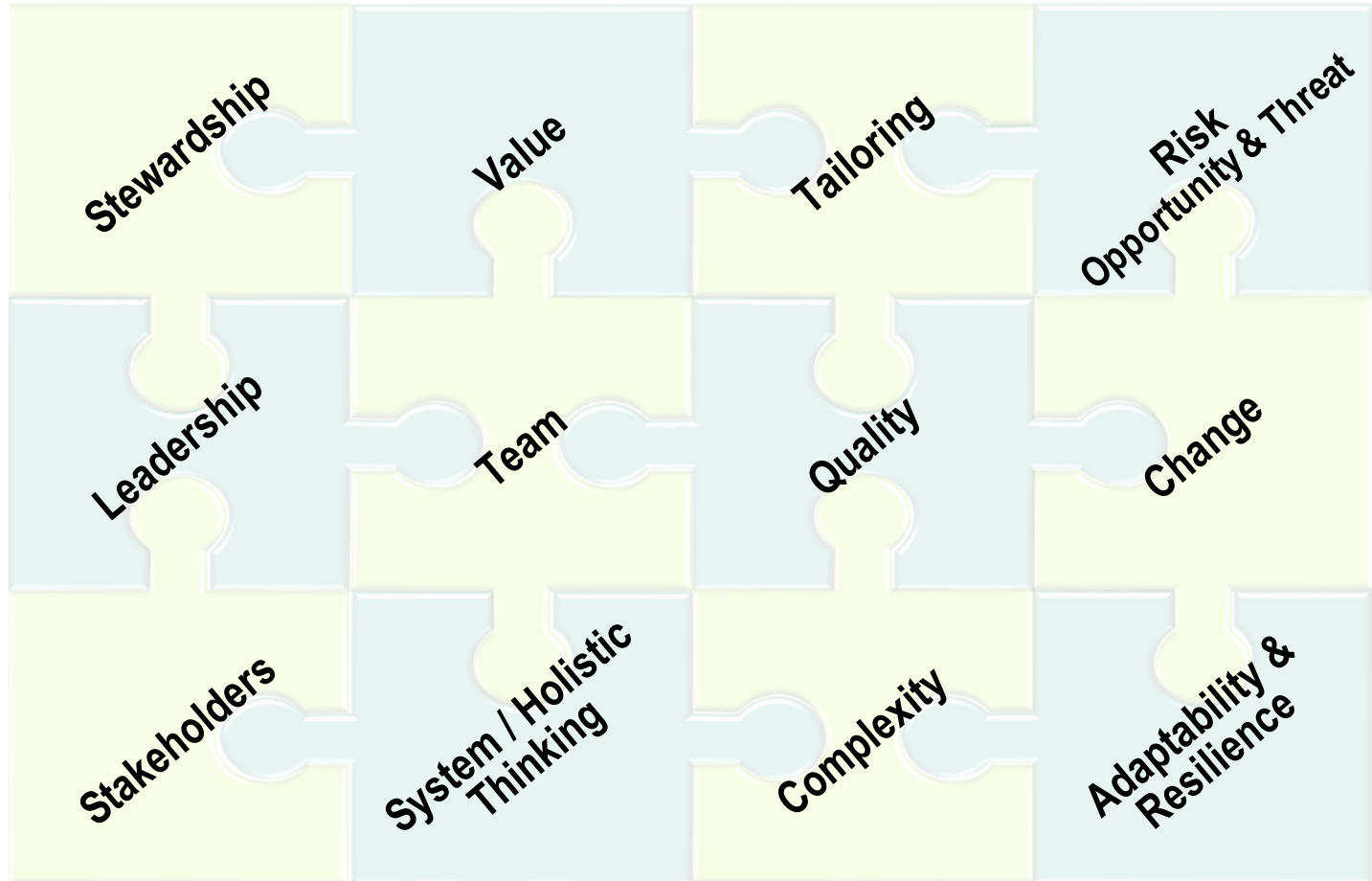
-  Gantt Chart

-  Disciplines & SMEs
-  Project Mgmt Principles

| | | | | |
|----------------------------------|----------------------------|-----------------------------------|---|---|
| Access & Hearings | Design & Plans Review | Local Programs | Research & Library Services (RLS) | Transportation Systems Management & Operations (TSMO) |
| Active Transportation | Design-Build | Maintenance | Right of Way Plans / Survey Support | Utilities, Railroads & Agreements |
| Aviation | Development Services | Materials | Roadside Development & Landscape Architecture | Value Engineering & Risk Assessment |
| Bridge & Structures | Environmental & Permitting | Multimodal Planning & Data (MPDD) | Stream Restoration | Visual Engineering Resource Group (VERG) |
| Complete Streets | External Relations | Program Management | Survey & Mapping | Washington State Ferries (WSF) |
| Computer Aided Engineering (CAE) | GeoMetrix | Public Transportation | Traffic | |
| Contract Ad & Award | Geotechnical | Rail, Freight & Ports | Traffic Management Center (TMC) | |
| Contract Services | Hydraulics | Real Estate Services (RES) | Transportation Data, GIS & Modeling | |

Project Manager Principles

Project Management Institute (PMI) project manager critical performance activities and principles



Project Definition (Initial Project Scoping)

Home

Launch & Manage

Scope

Schedule

Cost/Budget

Quality

Resources & Team

Risk & Uncertainty

Communications

Procurement

Stakeholders

Project Approach

Planning

Project Work

Delivery

Measurement

Gantt Chart

Disciplines & SMEs

Project Mgmt Principles

Templates

LAUNCH NEW PROJECT

- ▶ Basis of Design Form (DOCX 83KB)
- ▶ Basis of Design Form – Fish-Passage Only (DOCX 100KB)

ON-GOING MANAGEMENT

▶

Tools & Materials

LAUNCH NEW PROJECT

- ▶ I-4 Scoping Instructions (PDF 277KB)
- ▶ Ch 200 - Capital Project Scoping (PDF)
- ▶ Ch 300 - Enviro Scoping (PDF 280KB)
- ▶ Environmental Guidance - Scoping (URL)

ON-GOING MANAGEMENT

▶

Training & Mini-Videos

- ▶ Scoping (PPTX 3.6MB)

Examples

- ▶ Basis of Design Example (PDF 320KB)

Resources & Contacts

GENERAL

- ▶ SMEs & Specialty Group Contacts (PDF 475KB)
- ▶ WSDOT Manuals (URL)
- ▶ WSDOT Program Mgmt Manual (PDF 4MB)
- ▶ Deliverables Expectations Matrix (PDF 45KB)
- ▶ Master Deliverables List (MDL) (XLSX 137KB)
- ▶ WSDOT Training Contacts (PDF 94KB)
- ▶ Design Training News Listserv (URL)
- ▶ Project Mgmt Learning Path (PDF 365KB)
- ▶ Design Courses Training Matrix (PDF 202KB)
- ▶ Project Search Tool (URL)

TOPIC SPECIFIC

- ▶ Project Delivery Memos (URL)

Planning, Transit Analysis, & Studies

Templates

LAUNCH NEW PROJECT



ON-GOING MANAGEMENT



Tools & Materials

LAUNCH NEW PROJECT

- ▶ [Planning Study Guidance](#) (URL)
- ▶ [Planning & Environmental Linkages](#) (URL)
- ▶ [Transportation Demand Mgmt](#) (URL)
- ▶ [Tribal & Regional Planning](#) (URL)
- ▶ [Active Transportation Planning](#) (URL)
- ▶ [Enviro. Guidance: Planning Studies](#) (URL)
- ▶ [Design Guidance: Planning Studies](#) (URL)
- ▶ [Freight Guidance: Planning Studies](#) (URL)
- ▶ [Maint. Guidance: Planning Studies](#) (URL)
- ▶ [Public Transportation Guidance: Planning Studies](#) (URL)
- ▶ [Safety Guidance: Planning Studies](#) (URL)
- ▶ [Transportation Ops Guidance: Planning Studies](#) (URL)
- ▶ [Complete Streets](#) (URL)
- ▶ [Quick Guide - Launch a New Project](#) (PDF 333KB)

ON-GOING MANAGEMENT



Training & Mini-Videos

- ▶ [Planning Study Process](#) (PDF 285KB)
- ▶ [Traffic Ops & Design](#) (PDF 6MB)

Examples

- ▶ [Notice of Entry Letter Example](#) (DOCX 53KB)

Resources & Contacts

GENERAL

- ▶ [SMEs & Specialty Group Contacts](#) (PDF 475KB)
- ▶ [WSDOT Manuals](#) (URL)
- ▶ [WSDOT Program Mgmt Manual](#) (PDF 4MB)
- ▶ [Deliverables Expectations Matrix](#) (PDF 45KB)
- ▶ [Master Deliverables List \(MDL\)](#) (XLSX 137KB)
- ▶ [WSDOT Training Contacts](#) (PDF 94KB)
- ▶ [Design Training News Listserv](#) (URL)
- ▶ [Project Mgmt Learning Path](#) (PDF 365KB)
- ▶ [Design Courses Training Matrix](#) (PDF 202KB)
- ▶ [Project Search Tool](#) (URL)

TOPIC SPECIFIC

- ▶ [Agency Policy 1090.01 – Advancing Practical Solutions](#) (PDF 49KB)
- ▶ [Agency Policy 1028 – Context Sensitive Solutions](#) (PDF 46KB)
- ▶ [Project Delivery Memos](#) (URL)
- ▶ [Practical Design Procedures](#) (PDF 1.1MB)

Design, Environmental, Permitting, Right of Way, & Ad

- Home

- Launch & Manage
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- Project Mgmt Principles

| Templates | Tools & Materials | Training & Mini-Videos | Examples | Resources & Contacts |
|--|--|---|--|--|
| <p>LAUNCH NEW PHASE</p> <ul style="list-style-type: none"> ▶ <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ | <p>LAUNCH NEW PHASE</p> <ul style="list-style-type: none"> ▶ Complete Streets (URL) <p>ON-GOING MANAGEMENT</p> <ul style="list-style-type: none"> ▶ VE Website (URL) ▶ VE Study - Value Engineering (URL) ▶ VE Study Job Plan (PDF 702KB) ▶ VE Study with Risk Assessment (PDF 234KB) ▶ VE Study Checklist (DOC 91KB) ▶ VE Study Team Member Guide (PDF 143KB) ▶ VE Study Performance Measures (PDF 48KB) ▶ Constructability Review (PDF 891KB) ▶ Plans Prep Checklist (PDF 129KB) | <p>Training & Mini-Videos</p> <ul style="list-style-type: none"> ▶ Plans Specs & Estimate (PS&E) (PPTX 12MB) ▶ Design Training Courses Matrix (PDF 83KB) ▶ Traffic Ops & Design (PDF 6MB) ▶ What is Value Engineering? (PDF 270KB) ▶ Does My Project Need a VE? (PDF 13KB) ▶ Combining CRA with VE Study (PDF 164KB) ▶ VE Workshop (PDF 164KB) ▶ What is Value Engineering (YouTube) ▶ Contract Plans Review Training (URL) ▶ Contract Plans & Est Prep & Review Course (PDF 8 MB) | <p>Examples</p> <ul style="list-style-type: none"> ▶ VERG Examples (YouTube) | <p>Resources & Contacts</p> <p>GENERAL</p> <ul style="list-style-type: none"> ▶ SMEs & Specialty Group Contacts (PDF 475KB) ▶ WSDOT Manuals (URL) ▶ WSDOT Program Mgmt Manual (PDF 4MB) ▶ Deliverables Expectations Matrix (PDF 45KB) ▶ Master Deliverables List (MDL) (XLSX 137KB) ▶ WSDOT Training Contacts (PDF 94KB) ▶ Design Training News Listserv (URL) ▶ Project Mgmt Learning Path (PDF 365KB) ▶ Design Courses Training Matrix (PDF 202KB) ▶ Project Search Tool (URL) <p>TOPIC SPECIFIC</p> <ul style="list-style-type: none"> ▶ Agency Policy 1090.01 – Advancing Practical Solutions (PDF 49KB) ▶ Agency Policy 1028 – Context Sensitive Solutions (PDF 46KB) ▶ Project Delivery Memos (URL) ▶ Practical Design Procedures (PDF 1.1MB) ▶ Plans Review Resources (URL) ▶ SAVE Int'l (URL) ▶ SAVE Int'l - Cascadia Chapter (URL) ▶ FHWA Value Engineering (URL) ▶ Utah DOT Value Engineering (URL) ▶ N Carolina DOT Value Engineering (URL) ▶ Missouri DOT Value Engineering (URL) ▶ New Jersey DOT Value Engineering (URL) ▶ VE Study WSDOT Contacts (URL) |

Construction

Templates

LAUNCH NEW PROJECT



ON-GOING MANAGEMENT

- ▶ [Construction Contract Change in PMRS](#) (PDF 51KB)

Tools & Materials

LAUNCH NEW PROJECT

- ▶ [Construction Manual](#) (URL)
- ▶ [Construction](#) (URL)
- ▶ [Construction Materials](#) (URL)
- ▶ [Construction Guidance](#) (URL)
- ▶ [Construction Bulletins](#) (URL)
- ▶ [Build/Buy America Materials](#) (PDF 2MB)
- ▶ [Environmental During Construction](#) (URL)

ON-GOING MANAGEMENT



Training & Mini-Videos



Examples



Resources & Contacts

GENERAL

- ▶ [SMEs & Specialty Group Contacts](#) (PDF 475KB)
- ▶ [WSDOT Manuals](#) (URL)
- ▶ [WSDOT Program Mgmt Manual](#) (PDF 4MB)
- ▶ [Deliverables Expectations Matrix](#) (PDF 45KB)
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- ▶ [Project Mgmt Learning Path](#) (PDF 365KB)
- ▶ [Design Courses Training Matrix](#) (PDF 202KB)
- ▶ [Project Search Tool](#) (URL)

TOPIC SPECIFIC

- ▶ [Work Zone Traffic Control Guidelines for Maintenance Ops](#) (PDF 2.9MB)
- ▶ [Manual on Uniform Traffic Control Devices \(MUTCD\)](#) (URL)
- ▶ [WSDOT/Industry Partners](#) (URL)

Project Summary
Package Approved
by CPDM or Region

Project Definition Phase

Develop Project Profile / Definition, Draft BOD & ERS

-  **OFM Issues Budget Instructions**
Identify Project Needs & Legislative Requests
-  **Identify Team, Develop Project Definition, Profile, Need, & Scope**
-  **Specialty Groups & SME Consultations**
-  **Preliminary: Design, Cost Estimate, Schedule, Basis of Estimate, Basis of Design, & Technical Reports**
-  **Environmental Review Summary**
-  **Prelim Environmental Schedule, Assess Fish Barriers**
- Prioritized List to OFM** 

Approved: Pre-Design Workplan, Project Definition, PE Work Order, & Begin PE

Home

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Disciplines & SMEs

Project Mgmt Principles

Launch Project, Studies, Preliminary. Environmental, & Pre-Design Phase (Design-Bid-Build*)

Draft Studies, Project Mgmt Plan, & Pre-Design (0% - 5%)

Final Studies & Geometric Design (5% - 30%)



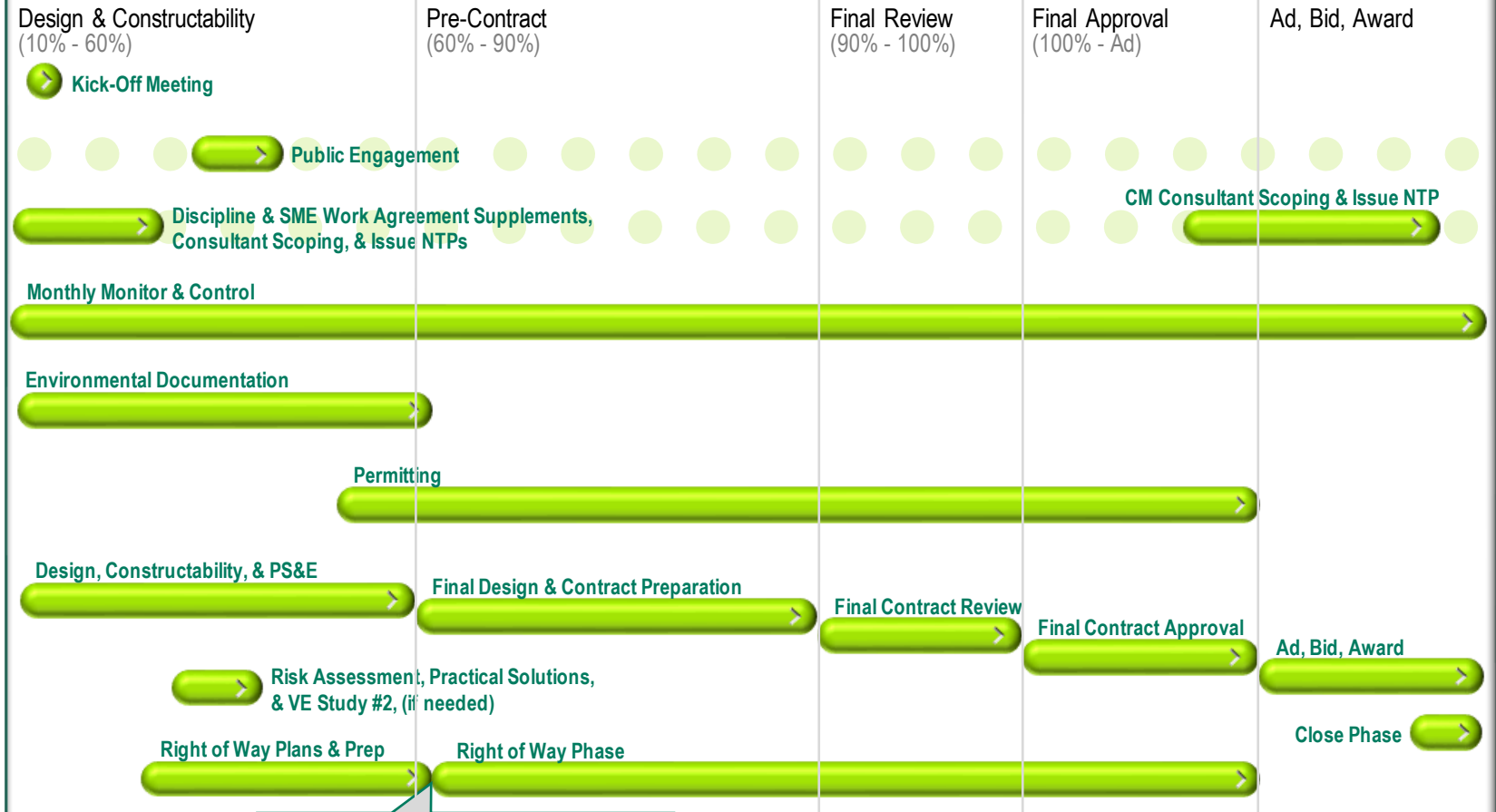
Close Phase

For the most current information please visit: <https://wsdot.wa.gov/engineering-standards/project-management-training/project-management/project-management-guide>
* For Alternative Delivery methods follow the guidance and tools here: <https://wsdot.wa.gov/business-wsdot/how-do-business-us/project-delivery-methods>

Begin Design Phase Gate

BOD Approved, 30% Signal Plans HQ Approved

Design, Right of Way, Environmental, & Permitting Phase (Design-Bid-Build*)



RW WOA, ROW Plan Appr'd, Design & Enviro Docs Appr'd, Submit PFE, RES ready to start Acquisition
Start ROW Phase Gate

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Construction Phase (Design-Bid-Build*)



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 * For Alternative Delivery methods follow the guidance and tools here: <https://wsdot.wa.gov/business-wsdot/how-do-business-us/project-delivery-methods>

PMP Template Options

- ▶ [PMP \(Large\) Template \(DOCX 146KB\)](#)
- ▶ [PMP \(OnePage\) Template #1 \(DOCX 119KB\)](#)
- ▶ [PMP \(OnePage\) Template #2 \(XLSX 98KB\)](#)

Kick-Off Meeting Template Options

- ▶ [Kick-off Meeting Template #1 \(PPTX 177KB\)](#)
- ▶ [Kick-off Meeting Template #2 \(DOCX 33KB\)](#)