



Contract No. JC0726-2022-069
Solid Waste Facility Replacement Planning Project
Task 1.4

MEMORANDUM
FINAL PROJECT WORK PLAN

March 21, 2023

Prepared By



23309 100th Avenue West
Edmonds, Washington 98020- 5075
Telephone: (206) 629 – 5935
Email: info@vikek.com



1.0 Background

1.1 Purpose

This Work Plan describes project goals and objectives, the workflow, methods, desired task outcomes, key activities and deliverables, interdependencies, forecasted timelines and the roles and responsibilities of project team members, for the execution of Jefferson County's Solid Waste Facility (SWF) Replacement Planning (SWFRP) Project.

1.2 Project Goals and Objectives

The County's project goal is to:-

- Recommend an optimal - Solid Waste Facility Alternative(s) and a corresponding funding Plan that meets the County's long-term Solid Waste Facility Needs for the next 40 years.

The Project Team's project objectives are to:-

- Achieve public acceptance of a recommended Solid Waste Facility Alternative and Funding Plan by November 2023.
- Recommend a Solid Waste Facility Alternative and Financing Plan to Jefferson County Department of Public Works, Solid Waste Division by December 2023.
- By December 2023, support the Jefferson County Department of Public Works, Solid Waste Division to present the recommended Solid Waste Facility Alternative and Funding Plan to the Board of County Commissioners and the Port Townsend City Council.

1.3 Work Sessions and Methods

Structured workshops and visual presentations will be the primary methods employed to support team deliberations for developing a preferred solid waste facility alternative(s). <XXXX> workshops are projected over the 12 to 15 months of project duration.

1.4 Key Assumption(s)

- Workshops will involve a series of debates, discussions and informal dialogue.
- Team members will work separately and collaboratively on their assignments using the methods and tools described in this Work Plan.



2.0 Planning Process Framework

The SWF planning process will include assessment of rebuild, modifications and replacement options and identify the alternative that produces the most long-term benefit relative to cost, community, and the environment. Although an assessment of all viable alternatives will be completed, a detailed assessment of an optimal facility site will also be completed, because it would take at least several years to design and build new facilities or remodel the existing ones, and a decision on our optimal solid waste facility alternative(s) is required before the state-mandated updates to the Solid Waste Management Plan and the County’s Comprehensive Land Use Plan are scheduled to begin in 2024. The first phase in replacing solid waste facilities includes a robust public involvement process, evaluation of criteria and desired capabilities that will inform the selection of an optimal facility, site, and development of a funding plan. After the facility, site, and funding plan is selected and approved, detailed facility master planning, permitting and detailed facility design can begin. A visual representation of the link between the existing Comprehensive Solid Waste Management plan (CSWMP), the current project and future County Solid Waste Management and Facility Planning processes is illustrated in Figure 1.

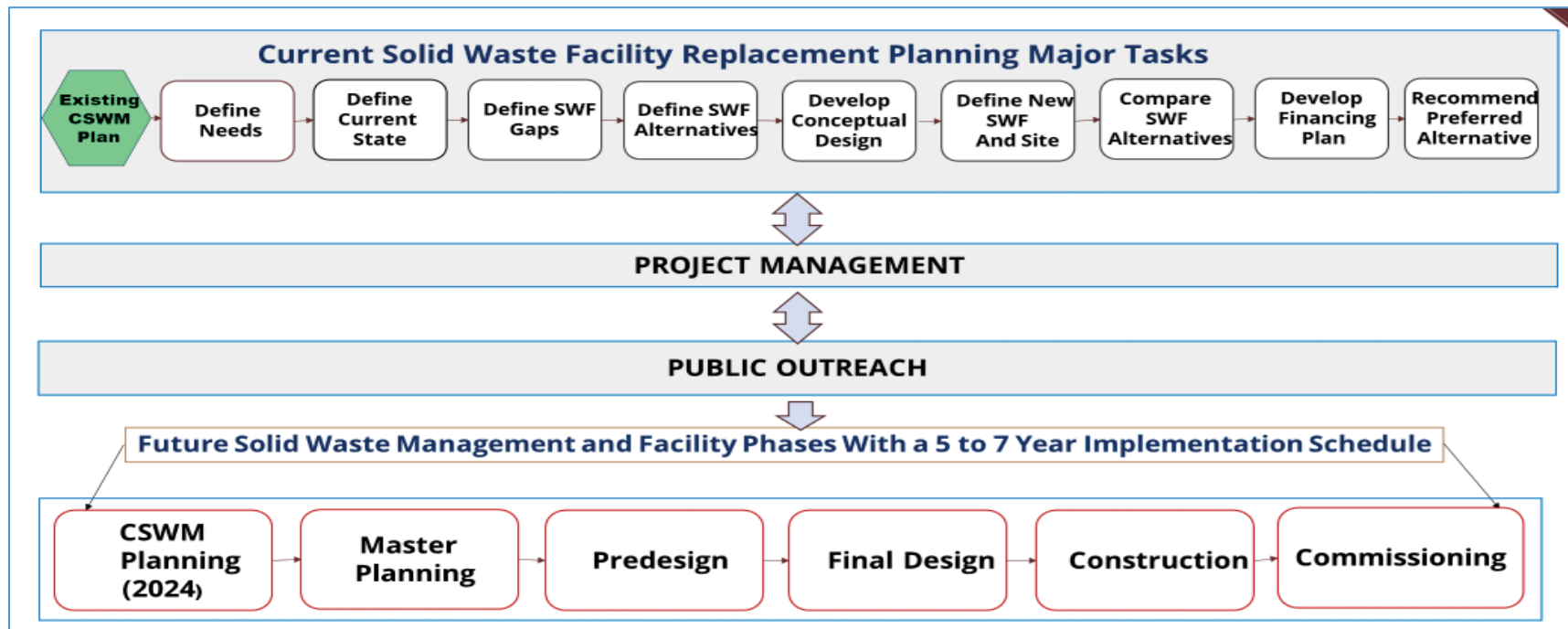


Figure 1: Proposed Framework for Jefferson County’s Solid Waste Facility Planning



3.0 Summary of Workshops and Public Meetings

Identifier	Workshop or Meeting	Workshop or Meeting Goals	Timeline	Location
Workshop #1	Kickoff Meeting and Chartering	<ul style="list-style-type: none"> Understand project’s vision, goals, scope, stakeholders, schedule, boundaries, and the form of the final work product that will be delivered to the Board and City Council. 	September 27,2022	Port Townsend
Workshop #2	Charter and Workplan Review and Adoption	<ul style="list-style-type: none"> Understand Integrated Project Team (IPT) Charter, and agree on its adoption. Understand Work Plan and agree on its adoption. 	December 15, 2022	Virtual, MS Teams
Workshop #3	Solid Waste Facility Current State, Community Needs and associated Levels of Service	<ul style="list-style-type: none"> Understand the Current State of the existing Solid Waste Facilities (SWF). Understand the community’s priority current and future SWF needs and associated levels of service (i.e., service types and scope, station refuse handling capacity, space needs, traffic needs, safety, compaction, etc.). Achieve a shared understanding of the design criteria and functional requirements (type of facility, capacity required to match demand, facility arrangement, etc.) that establish the bases for design criteria and functional requirements, necessary to achieve the optimal level of service. 	March 10, 2023	Virtual, MS Teams
Workshop #4	Solid Waste Facility Potential Alternatives Development and Screening	<ul style="list-style-type: none"> Agreement on SWF potential improvement alternatives (i.e. modification options of existing SWF, rebuild, upgrade, etc.) that meet the community’s priority SWF needs for the next 40 years. Understand the screening criteria for initial ranking of SWF alternatives to identify options for later detailed evaluations. Agreement on highest 2 to 3 ranked-SWF Alternatives 	April 2023	Virtual, MS Teams
Workshop #5	Site Selection Criteria and Screening Model	<ul style="list-style-type: none"> Agreement on site selection criteria and approach that will be used to screen potential facility sites, including the existing ones, and to develop an initial list of potential alternative locations. 	May - June 2023	Virtual, MS Teams
Public Meeting	Public Meeting #1	<ul style="list-style-type: none"> Assure a shared understanding of the physical and functional condition of the existing SWF. Assure a shared understanding of the community’s values and SWF Needs. Assure a shared understanding of desired community support and enable community buy-in to the project goals. 	May - June 2023	Port Townsend



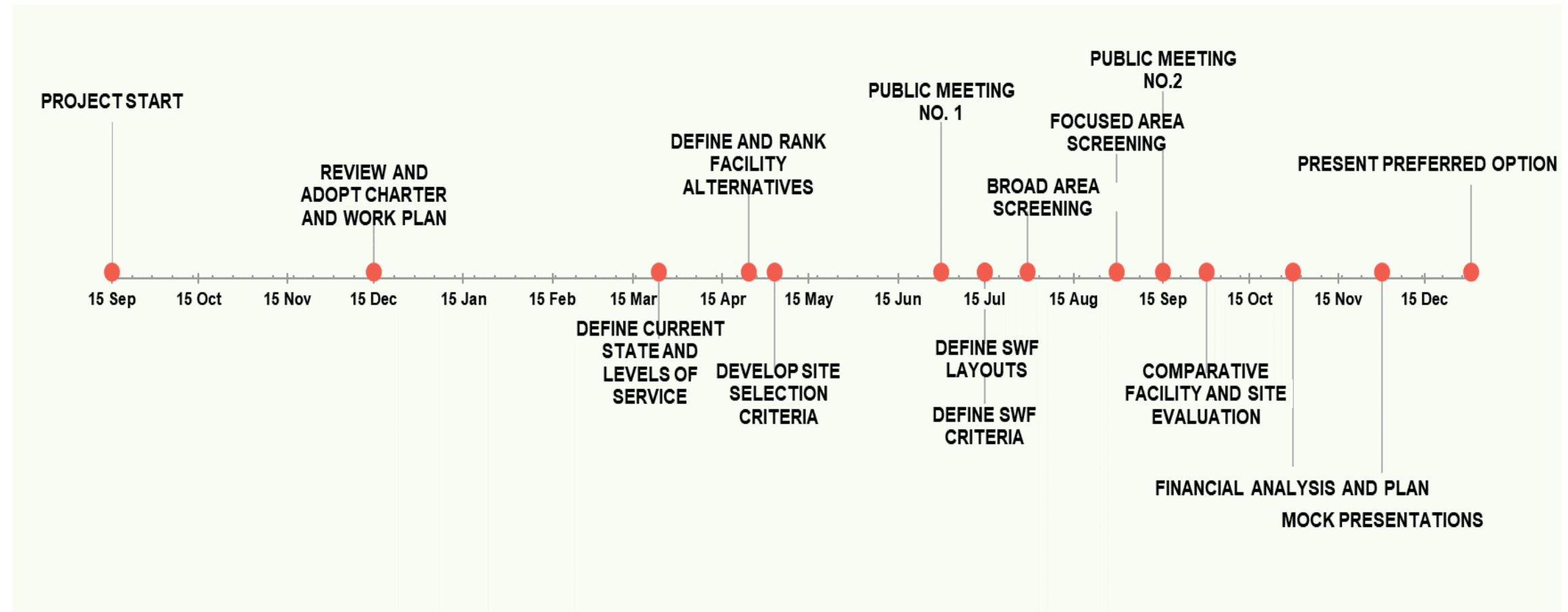
Identifier	Workshop or Meeting	Workshop or Meeting Goals	Timeline	Location
		<ul style="list-style-type: none"> Assure community input to the potential SWF improvement alternatives, potential site selection criteria, and the related decision process. Assure understanding of the project business case. 		
Workshop #6	Solid Waste Facility Conceptual Design Layouts	<ul style="list-style-type: none"> Achieve a shared understanding of the SWF alternative (up to 5) conceptual design layouts and how each meets the LOS requirements. 	June 2023	Virtual, MS Teams
Workshop #7	Broad Area Screening of potential Sites	<ul style="list-style-type: none"> Understand potential sites (preferably less than 10) that meet the minimum locational requirements. Understand potential sites that meet Siting Requirements and how some are better than others. 	June – July 2023	Virtual, MS Teams
Workshop #8	Focused Area Screening of Potential Sites	<ul style="list-style-type: none"> Understand the 2-3 potential sites that meet the requirements for the short-listed facility options. Understand the short-listed 2-3 sites, their sociopolitical, economic and environmental impacts and mitigations and Assessment Criteria. Agree on the 2-3 sites and their associated SWF alternatives that will be carried forward to a detailed comparative evaluation. 	July 2023	Virtual, MS Teams
Public Meeting	Public Meeting #2	<ul style="list-style-type: none"> Assure understanding of the short-listed potential sites, and their associated SWF alternatives and receive input. 	June - July 2023	Port Townsend
Workshop #9	Comparative SWF Alternatives Evaluation of and preferred facility and site alternative	<ul style="list-style-type: none"> Achieve a shared understanding of the assessment criteria, and SWF Improvements alternatives that will be evaluated to select a preferred Option. Achieve a majority approval of one of the SWF alternatives for recommendations as a preferred Alternative. 	July - August 2023	Virtual, MS Teams
Workshop #10	Complete Financing Analysis and Plan	<ul style="list-style-type: none"> Achieve a shared understanding of the financial analysis approach for the preferred site alternative. Achieve a shared understanding of the short and long-term financial implications of the preferred SWF alternative. Agree on a funding plan. 	September – November 2023	Virtual, MS Teams



Identifier	Workshop or Meeting	Workshop or Meeting Goals	Timeline	Location
Internal Presentation Meeting	Collaborate with Department of PW and SWFTF and complete a Mock Presentation to the project team.	<ul style="list-style-type: none"> Achieve a shared understanding of the SWF current state, business case for improvements, siting process, public involvement, SWF alternatives assessment, financial analysis and financing planning and basis for preferred SWF recommendation. Achieve a majority agreement for the SWF preferred alternative. 	November - December 2023	Port Townsend
External Presentation Meeting	Presentation of Preferred Solid Waste Facility Alternative to the City of Port Townsend Council	<ul style="list-style-type: none"> Achieve a shared understanding by the Council of the SWF current state, business case for improvements, siting process, public involvement, SWF alternatives assessment, financial analysis and financing planning and basis for preferred SWF recommendation. Achieve majority satisfaction of the planning process. Achieve majority acceptance of the preferred SWF and funding plan. 	December 2023 – January 2024	Virtual or at Port Townsend
External Presentation Meeting	Presentation of Preferred Solid Waste Facility Alternative to the Board of County Commissioners	<ul style="list-style-type: none"> Achieve a shared understanding by the Board of the SWF current state, business case for improvements, siting process, public involvement, SWF alternatives assessment, financial analysis and financing planning and basis for preferred SWF recommendation. Achieve majority satisfaction of the planning process. Achieve majority acceptance of the preferred SWF and funding plan. 	December 2023 – January 2024	Virtual or at Port Townsend
Meeting	Final Lessons Learned and Project Closeout /Meeting	<ul style="list-style-type: none"> Achieve a shared understanding of what was successful or not during project delivery, and how to improve in the future. 	January 2024	Virtual, MS Teams



4.0 High Level Schedule





Detailed Work Plan

A. PROJECT MANAGEMENT AND COORDINATION

3.1: Project Initiation, Planning and Management

- ❖ **Desired Outcome(s):** [1] Understand - project goals, team, scope, stakeholders, schedule, Integrated Project Team mandate, and Work Plan. [2] Launch Project Web Site
- ❖ **Timeline:** September 2022 -*Workshop #1* ▲ December 2022 – *Workshop #2*

Workflow	Key Activities	Key Deliverable	Interdependencies
<pre> graph TD A[Conduct Kick-Off Meeting and Chartering Workshop #1] --> B[Develop/Manage Webpage] B --> C[Develop of Integrated Project Team Charter] C --> D[Develop Project Work Plan] D --> E[Review Charter and Project Work Plan Workshop #2] </pre>	<ul style="list-style-type: none"> • Develop Workshop Participants Guides • Kickoff Meeting/Chartering Workshop #1 • Define Needs, Vision, Goals and Objectives • Define Scope, Schedule, Stakeholders • Develop, Review and Approve Charter • Complete Meeting/Workshop Notes • Develop and Launch Project Website • Review and Adopt the Integrated Project Team (IPT) Charter and Work Plan/Workshop #2 (NEW) 	<ul style="list-style-type: none"> • Participants Guide • Meeting/Chartering Workshop Notes • IPT Charter • Presentation • Project Website • Project Work Plan 	<p>Stakeholder Public Involvement and Solid Waste Facility Needs Assessment is Completed before Workshop #2</p>



B. CURRENT STATE ASSESSMENT AND ALTERNATIVES DEFINITION

3.2a: Discovery, Analysis, Data Acquisition and Solid Waste Facility Improvement Alternatives Definition

❖ **Desired Outcome(s):** [1] Understand existing SWF, Customer Demand, Levels of Service, Data Gaps. [2] Non-Replacement options/ Ranking Criteria • **Timeline:** September 2022 – March 2023

Workflow	Key Activities	Key Deliverables	Interdependencies
<pre> graph TD A[Review existing Data and Define Data Gaps] --> B[Conduct Public Outreach /SWF Needs Assessment Interviews] B --> C[Apply Criteria and Conduct SWF Current State Evaluation] C --> D[Develop SWF Current State Evaluation Criteria] D --> E[Define Target Facility Levels of Service Workshop #3] E --> F[Define SWF Condition and Performance Gaps] F --> G[Define SWF Problem Statements for Highly Ranked Gaps] G --> H[Develop SWF Gaps Ranking Criteria/Rank Gaps] H --> I[Develop Current State Assessment Report] I --> J[Develop List of SWF Improvement Options] J --> K[Develop SWF Improvements Screening and Ranking Criteria] K --> L[Define 2-3 SWF Improvement Alternatives Workshop #4] L --> M[Develop SWF Improvements Alternatives TM] </pre>	<ul style="list-style-type: none"> Analyze SWF Current State Public Outreach and Stakeholder Needs Study Develop Workshop Participant Guides Define Demand, Requirements and Target SWF LOS/ Workshop #3 (NEW) Define Gaps, Ranking Criteria for Gaps Define Problem Statements Develop Current State Report Develop List of SWF Options/Screening and ranking Criteria Define Short-List of 2-3 of Alternatives /Workshop #4 (NEW) Develop SWF Alternatives TM 	<ul style="list-style-type: none"> Needs Assessment TM Current State Assessment Report Workshop Guide Rank – Order SWF Improvement Alternatives TM Workshop and Meeting Notes 	<ul style="list-style-type: none"> Target Levels of Service requires Board of County Commissioners (BoCC) approval and adoption SWF Current State and Target Levels Service must be Defined before Alternatives can be defined



B. CURRENT STATE ASSESSMENT AND ALTERNATIVES DEFINITION (CONTD.)

3.2b Discovery, Analysis and Data Acquisition AND Initial Potential Sites Feasibility Studies

- ❖ **Desired Outcome(s):** Shared Understanding of,[1] translation of Feasibility Studies’ Results to Site Evaluation Criteria, and Site Screening Model.
- ❖ **Timeline:** September 2022 – May 2023

Work Flow	Activities	Key Deliverables	Interdependencies
<pre> graph TD A[Collect data to support Potetial Site Screening] --> B[Update GIS maps for potential sites] B --> C[Update Traffic Study for (4) County Sites] C --> D[Complete Organics Study] D --> E[Develop ESJ Study for (4) County Sites] E --> F[Update Noise Study for (4) County Sites] F --> G[Complete Cost Estimates and Rate Model Updates] G --> H[Develop Site Selection Criteria Workshop #5] H --> I[Develop Baseline Data and Site Decision Report] I --> J[Develop Public Involvement Plan] J --> K[Conduct Public Meeting #1] </pre>	<ul style="list-style-type: none"> • Research and acquire additional data necessary to support the project • Complete Organics Management Study • Update a Traffic Study for four County Sites • Update a Noise Study for four County Sites • Complete ESJ Study for four County Sites • Update SWF Cost Estimates (SWF Major Repairs, Replacement Costs, Rebuild Costs, etc. and Financial Model Study • Prepare Participants Workshop Guide • Develop Site Selection Criteria & Decision Model/Workshop #5 • Develop a Geographic Information System (GIS) and Identify Potential Sites • Develop Site Selection Criteria/Process TM • Prepare and Complete Public Meeting #1 	<ul style="list-style-type: none"> • Organic Study TM • Traffic Study TM • Noise Study TM • ESJ Study TM • Financial Study TM • Public Outreach and SWF Needs TM • GIS Maps with Potential Sites TM • Site Selection Criteria and Decision Process TM • Participants Workshops Guide • Workshop and Meeting Notes 	<ul style="list-style-type: none"> • Complete Traffic Study before Current LOS Assessment • Complete Public Outreach and SWF Needs Study as INPUT to current State Assessment



PUBLIC INVOLVEMENT SERVICES

3.3: Public Outreach

❖ **Desired Outcome(s):** Shared understanding of - Key Stakeholders, their values and SWF needs, and desired community support and enable community buy-in ▲ Assure alignment of public outreach activities with project’s technical work and the decision process.

❖ **Timeline:** September 2022 to December 2023

Key Activities

- Develop Public Involvement Plan
- Develop Materials for Public Meetings
- Prepare Participants Workshop Guide
- **Plan and Facilitate TWO Public Meetings (PM # 1 and #2)**
- Develop Public Meeting Notes
- Update Project Webpage with Public Meeting Outputs

Key Deliverables

- Participants Workshops Guide
- Public Involvement Plan
- Updated Project Website
- Completed Public Meetings Notes

Interdependencies

- Current State Assessment and Screening Criteria to be completed BEFORE PM #1
- Public Meeting #2 to be completed AFTER BROAD AREA and FOCUSED Sites Screening to present the 2-3 Short-Listed sites and non-SWF replacement Alternatives.



C. SOLID WASTE FACILITY IMPROVEMENT ALTERNATIVES EVALUATION

3.4: Conceptual Replacement Facility Design

❖ **Desired Outcome(s):**[1] Shared understanding of the requirements of an optimal SWF (replacement or modification of existing facility).[2] the SWF design and how it meets the LOS/requirements

❖ **Timeline:** December 2022 – June 2023

Workflow	Key Activities	Key Deliverables	Interdependencies
<pre> graph TD A[Develop Initial List of SWF Functional and Design Criteria] --> B[Update and Define SWF Functional and Design Criteria (Programming) Part of Workshop #3] B --> C[Tour a Recently Constructed SWF with SWFTF] C --> D[Develop Conceptual Layouts (up to 5) of Viable SWFs] D --> E[Update and Define SWF Conceptual Layouts (Conceptual Design Workshop) Workshop #6] </pre>	<ul style="list-style-type: none"> • Develop Preliminary List of SWF Functional and Design criteria • Prepare Participants Workshop Guide • Update SWF Functional and Design Criteria/Programming defined in Workshop #3 • Tour a recently constructed SWF with SWFTF • Develop Conceptual Layouts (up to 5) of Viable SWFs • Review, Update and Define SWF Conceptual Layouts/Design/ Workshop #6 • Develop a Conceptual Design TM 	<ul style="list-style-type: none"> • Participants Workshops Guide • Workshop and Meeting Notes • Conceptual Facility Layouts (up to 5) • Conceptual Facility Design TM 	<p>Conceptual Design Layouts to be completed after Public Meeting #1 and BROAD AREA Sites Screening and BEFORE the FOCUSED Sites Screening workshops</p>



3.5: Broad Area and Focused Screening of Potential Sites

- ❖ **Desired Outcome(s):** Shared understanding of potential sites that meet the minimum as well as all technical and community Siting Criteria
- ❖ **Timeline:** March 2023 – July 2023

Work Flow	Key Activities	Key Deliverables	Interdependencies
	<ul style="list-style-type: none"> • Prepare Workshop Guide • Complete Broad Area Screening of the Initial List of Potential Sites/Workshop #7 • Develop Broad Area Site Screening TM • Plan and Tour Short Listed Sites • Complete Additional Feasibility Studies as Needed. • Update Site Section Criteria based on Additional Studies or Feedback from Stakeholders • Complete Focused Screening of Short-Listed Potential Sites/Workshop #8 to reduce short-Listed Sites to 2 – 3 site alternatives • Develop Site Screening TM 	<ul style="list-style-type: none"> • Participants • Workshops Guide • Workshop and Meeting Notes • Additional Studies TM • Completed Tours of short-listed sites • Site Screening TM 	<p>FOCUSED Sites Screening to be completed after Conceptual Facility Layouts are Developed, and Potential SWF defined and screened, and Siting Criteria Updated</p>



3.6: Comparative Evaluation of SWF and Site Alternatives

- ❖ **Desired Outcome(s):** [1] Shared Understanding of the short-listed 2-3 Sites and associated SWF alternatives, their sociopolitical, economic, and environmental impacts and mitigations.[2] Achieve a Majority Recommendation of a preferred SWF Alternatives
- ❖ **Timeline:** July to August 2023

Work Flow	Key Activities	Key Deliverables	Interdependencies
<pre> graph LR A[Develop/Update a Financial Impact for 2-3 Shortlisted Sites] --> B[Develop/Update Comparative Site Evaluation Criteria] B --> C[Apply Criteria and Compare 2-3 Shortlisted Sites Workshop #9] C --> D[Develop a Comparative Site Evaluation Matrix and TM] </pre>	<ul style="list-style-type: none"> • Prepare Workshop Guide • Develop/Update a Financial Impact Analysis for the short-listed sites • Develop Comparative Site Alternative Evaluation Criteria and Decision Process ❖ • Complete Comparative SWF and Site Alternatives Evaluation of Short -Listed 2-3 Potential Sites/Workshop #9 • Develop a Comparative Site Alternative Evaluation Matrix and TM 	<ul style="list-style-type: none"> • Comparative Site Alternative Evaluation Criteria and Decision Process TM • Workshop and Meeting Notes • Comparative Site and SWF Alternative Evaluation Matrix and Preferred SWF TM 	<p>Comparative Site and SWF Alternative Evaluation to be completed after Public Meeting #2</p>



D. FINANCIAL ANALYSIS, FUNDING PLAN, RECOMMENDATIONS AND CLOSEOUT

3.7: Financial Analysis and Financing Plan

- ❖ **Desired Outcome(s):** [1] Shared Understanding of the Financial Analysis Approach for the Preferred Site Alternative. [2] Shared Understanding of Short- and Long-Term Financial Implications of Selecting Each Alternative Financing Alternative.
- ❖ **Timeline:** August to November 2023

Work Flow	Key Activities	Key Deliverables	Interdependencies
<pre> graph LR A[Develop Financial Analysis and Funding Plan Alternatives] --> B[Update SWF Cost Estimates and Rate Modeling Data] B --> C[Complete Financial and Funding Analysis Workshop #10] C --> D[Develop Financial Analysis and Fund Plan Report] </pre>	<ul style="list-style-type: none"> • Prepare/Update Participants Workshop Guide • Develop Financial and Funding Analysis Approach • Develop /Update Planning Level Cost Estimates • Complete Financial and Funding Analysis /Workshop #10 • Develop Alternative Funding Plans • Develop a Financing Plan Report 	<ul style="list-style-type: none"> • SWF Alternative Financial Analysis and Financing Plan TM • Workshop and Meeting Notes 	<p>Financial Analysis and Funding Plan is Completed for the preferred SWF alternative(s)</p>



3.8: Recommendation of Preferred SWF Alternative(s)

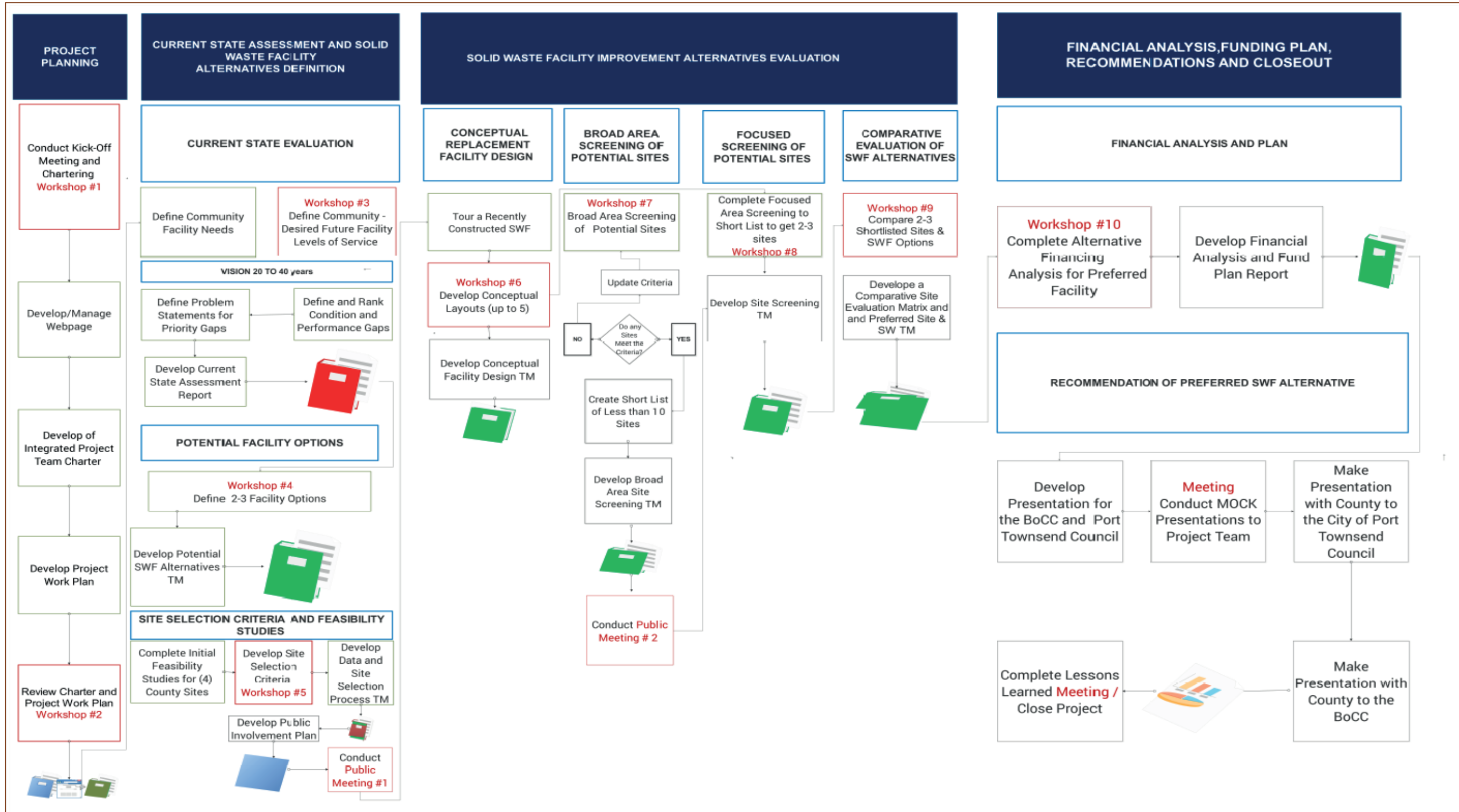
❖ **Desired Outcome(s):** [1] Shared Understanding of the SWF Current State, Business Case for Improvements, Siting Process, Public Involvement, Alternatives Assessment, Financial Analysis and Financing Planning Approach, and Basis for Preferred SWF recommendation. [2] Majority Approval for the SWF Preferred Alternative(s).

❖ **Timeline:** December 2023 to January 2024

Work Flow	Key Activities	Key Deliverables	Interdependencies
<pre> graph LR A[Develop Presentation for the BoCC and Port Townsend Council] --> B[Conduct MOCK Presentations to Project Team] B --> C[Make Presentation with County to the City of Port Townsend Council] C --> D[Make Presentation with County to the BoCC] D --> E[Complete Lessons Learned Meeting / Close Project] </pre>	<ul style="list-style-type: none"> • Develop a Presentation (Sites; SWF Alternatives, Preferred Alternative Financial Analysis and Financing Plan) for the BoCC and Port Townsend • Collaborate with Department of PW and SWFTF and Present a Mock Presentation to SWFTF/Meeting • Collaborate with Department of PW and SWFTF and Deliver Presentations the City Council and Board of County Commissioners or BoCC 	<ul style="list-style-type: none"> • Presentation Package • Presentation to Port Townsend Council • Presentation to the BoCC 	<p>All Project Activities Must be Completed before Presentations are delivered</p>



6.0 Overall Workflow





7.0 Responsibility Assignment Matrix

ID	Key Activities	Key Project Team Members																	
		Victor O. Okereke- PM and Strategy	Gary Arndt- Quality Assurance	Tom Karston – Financial Analysis	Tom Karston – Technical Writer	Dan Hawk – Geotechnical Analysis	TBD- Eng. Analysis	Nnamdi Madakor- Hydrogeology	Penny Mabie – Public Outreach	Peter Battuello – Site Selection	Sarah Fischer- Facility Design	Shiloh Schroeder – Web Site Design	Karam Singh – Organics Analysis	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	COUNTY DPW
A	PROJECT MANAGEMENT AND COORDINATION																		
1.0	Project Management – Initiation and Planning																		
1.1	Kick off Meeting - <i>Workshop #1 (Chartering)</i>	A,R	I	R	I	I	I	I	R	R	R	I	R	R	R	R	R	R	A,R
1.2	Develop Kickoff Meeting Notes	A,R	I	I	I	I	I	I	C,S	I	I	I	I	I	I	I	I	I	V
1.3	Develop Project Charter and Updates	A,R	V	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	V
1.4	Develop Project Work Plan/Management Plan	A,R	V	C	I	I	I	I	C	C	C	I	C	C	C	C	C	C	V
1.5	Develop Project Schedule and Updates	A,R	I	I	I	I	I	I	I	I	I	I	I	C	C	C	C	C	C
1.6	Manage Contract, Prepare invoices/Progress Reports	A,R	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	V
1.7	Weekly Meetings between Vikek and County PM	A,R	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	R
1.8	Conduct Vikek Internal Team Progress Meetings	A,R	I	R	R	R	R	R	R	R	R	R	R	I	I	I	I	I	I
1.9	SWD Website & Project Webpage	A,R	V	I	I	I	I	I	R	I	I	R	C	C	C	C	C	C	V
1.10	Quality Assurance Reviews	A,R	R	I	S	I	I	I	I	I	I	I	I	I	I	I	I	I	V
1.11	Project Document Management	A	I	I	I	I	R,S	I	C	I	I	I	I						
1.12	Review Charter and Work Plan / <i>Workshop #2 (New)</i>	A,R	I	I	I	I	I	I	C	I	R	I	I	R	R	R	R	R	A,V
B	CURRENT STATE ASSESSMENT AND ALTERNATIVES DEFINITION																		
2.0	Discovery, Analysis and Data Acquisition																		
2.1	Initial Document Request List	A,R	I	C	I	C	C	C	C	C	C	C	C	I	I	I	I	I	C
2.2	Develop Data Gap Evaluation Criteria and Tool	A,R	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
2.3	Complete Data Gap Analysis	A	I	R	I	R	R	R	R	R	R	R	R	I	I	I	I	I	I
2.4	Prioritize/Acquire New Data (Expanded Scope)	A	I	R	I	R	R	R	R	R	R	R	R	I	I	I	I	I	I
2.5	Organic Materials Study	A	V	I	I	I	I	I	I	I	I	I	R	C	C	C	C	C	V
2.6	Traffic Study	A	V	I	I	I	I	I	I	R	C	I	I	I	I	I	I	I	R,V
2.7	Noise Study	A	V	I	I	I	I	I	I	R	C	I	I	I	I	I	I	I	R,V
2.8	ESJ Study	A,R	V	I	I	I	I	I	I	I	I	I	I	C	C	C	C	C	R,V
2.9	Financial Impact Study (Revised Scope)	A	V	R	I	I	I	I	I	I	I	I	I	C	C	C	C	C	V
2.10	Public Outreach Study (include SWF Needs Study)	A,R	V	C	I	I	I	I	R	C	C,R	I	I	C	C	C	C	C	V
2.11	Develop Site Selection Criteria/ <i>Workshop #5</i>	A,R	I	I	I	I	I	I	C,S	R	C	I	I	C	C	C	C	C	V
2.12	Develop GIS Maps with Potential Sites	A	I	C	I	I	I	I	C	R	C	I	I	C	C	C	C	C	V
2.13	Develop Site Selection Process TM (Change Sequence)	A,R	V	I	I	I	I	I	I	R	I	I	I	C	C	C	C	C	V



ID	Key Activities	Key Project Team Members																COUNTY DPW	
		Victor O. Okereke- PM and Strategy	Gary Arndt- Quality Assurance	Tom Karston – Financial Analysis	Tom Karston – Technical Writer	Dan Hawk – Geotechnical Analysis	TBD- Eng. Analysis	Nnamdi Madakor- Hydrogeology	Penny Mabie – Public Outreach	Peter Battuello – Site Selection	Sarah Fischer- Facility Design	Shiloh Schroeder – Web Site Design	Karam Singh – Organics Analysis	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER		SWFTF MEMBER
2.14	Develop a Task Report (Scope & Name Changed)	A,R	V	C	I	I	I	I	C	C	C	I	C	I	I	I	I		V
2.15	Analyze & Define Current State and LOS (New)	A,R	V	R	I	S	S	S	I	S	S	I	S	C	C	C	C	C	V
2.16	Define Target LOS/Workshop #3 (New)	A,R	I	I	I	I	S	I	C,S	C	C	I	C	C	C	C	C	C	V
2.17	Define Existing SWF Gaps (New)	A,R	I	I	I	I	S	I	I	C	C	I	C	C	C	C	C	C	V
2.18	Develop Gaps Ranking Criteria (New)	A,R	V	C	I	I	S	I	C	C	R	I	C	C	C	C	C	C	V
2.19	Rank SWF Condition and Performance Gaps (New)	A,R	I	C	I	I	S	I	C	C	C	I	C	C	C	C	C	C	V
2.20	Develop/Update SWF Problem Statements (New)	A,R	I	C	I	I	S	I	C	C	C	I	C	C	C	C	C	C	V
2.XX	Develop Current State Assessment Report (2.14)	A,R	I	I	C	I	I	S	I	C	C	C	I	C	C	C	C	C	V
2.21	Develop List Non-Replacement SWF Options(New)	A,R	I	C	I	I	I	I	C	C	C	I	C	C	C	C	C	C	V
2.22	Define Non-Replacement options Ranking Criteria	A,R	V	C	I	I	I	I	C	C	C	I	C	C	C	C	C	C	V
2.23	Rank Non-Replacement 2-3 SWF Alternatives (Workshop # 4)	A,R	I	C	I	I	I	I	C,S	C	C	I	C	C	C	C	C	C	V
2.24	Develop Non-Replacement SWF Alternatives Definition TM (New)	A,R	V	C	I	I	I	I	C	C	C	I	C	C	C	C	C	C	V
3.0	Public Outreach Services																		
3.1	Develop a Public Involvement Plan	A	V	I	I	I	I	I	R	I	I	I	I	C	C	C	C	C	V
3.2	Develop Materials for Public Meetings	A	I	I	I	I	I	I	R	I	I	I	I	C	C	C	C	C	V
3.3	Provide Support to Related Project Communication Activities	A	I	I	I	I	I	I	R	I	I	I	I	I	I	I	I	I	I
3.4	Facilitate Public Meetings/Open House/Public Meetings #1 and #2	A,R	I	C	I	I	I	I	R	C	C	I	I	C	C	C	C	C	V,R
3.5	Develop Public Outreach Communique & Documentation	A	I	I	I	I	I	I	R	I	I	I	I	C	C	C	C	C	V
3.6	Manage Project Webpage Information	A	I	I	I	I	I	I	R	I	I	R	I	I	I	I	I	I	V
C	SOLID WASTE FACILITY ALTERNATIVES EVALAUTION																		
4.0	Conceptual Facility Design																		
4.1	Define Facility Design Criteria & Functional Requirement/Programming Workshop (Change - Combined with Workshop #6)	A	I	I	I	I	I	I	S,C	I	R	I	I	C	C	C	C	C	C,V
4.2	Site Tour of a Recent SW Transfer/Ancillary Facility	A,R	I	R	I	I	I	I	I	R	R	I	I	R	R	R	R	R	C,V
4.3	Develop Conceptual Facility Design	A	I	I	I	I	I	I	I	I	R	I	I	I	I	I	I	I	C,V



ID	Key Activities	Key Project Team Members																			
		Victor O. Okereke- PM and Strategy	Gary Arndt- Quality Assurance	Tom Karston – Financial Analysis	Tom Karston – Technical Writer	Dan Hawk – Geotechnical Analysis	TBD- Eng. Analysis	Nnamdi Madakor- Hydrogeology	Penny Mabie – Public Outreach	Peter Battuello – Site Selection	Sarah Fischer- Facility Design	Shiloh Schroeder – Web Site Design	Karam Singh – Organics Analysis	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	COUNTY DPW		
4.4	Conceptual Facility Design/ Workshop # 7	A	I	I	I	I	I	I	S,C	I	R	I	I	C	C	C	C	C		C,V	
4.5	Conceptual Facility Design Report	A	I	I	I	I	I	I	S,C	I	R	I	I	C	C	C	C	C			C,V
5.0	Potential Sites Screening																				
5.1	Complete Broad Area Screening of Potential Sites/ Workshop #8	A	I	I	I	I	I	I	S,C	R	I	I	I	C	C	C	C	C		C,V	
5.2	Develop Initial Site Screening TM	A	I	I	I	I	I	I	I	R	I	I	I	C	C	C	C	C			C,V
5.3	Site Tour of Short-Listed Sites	A,R	I	R	I	I	I	I	I	R	R	R	I	R	R	R	R	R			R,A
5.4	Complete Additional Feasibility Studies	A	I	R	I	R	S	R	I	R	R	I	R	I	I	I	I	I			V
5.5	Complete Focused Site Screening of Short-Listed Potential Sites/ Screening Workshop #9	A	I	I	I	I	I	I	S,C	R	C	I	I	C	C	C	C	C			C,V
5.6	Develop a Focused Site Screening TM	A	I	I	I	I	I	I	S,C	R	C	I	I	C	C	C	C	C			C,V
D	SOLID WASTE FACILITY COMPARATIVE EVALUATION AND PREFERRED ALTERNATIVE SELECTION																				
6.0a	Comparative Site Alternatives Selection																				
6.1	Define Comparative Site Evaluation Criteria & Decision Process	A,R	I	S	I	I	S	I	I	C	C	I	I	C	C	C	C	C		C,V	
6.2	Complete Comparative Site Alternatives Evaluation of the Short-Listed 2 to 3 Potential Sites/ Comparative Evaluation Workshop #10	A,R	I	S	I	I	S	I	S,C	R	C	I	I	C	C	C	C	C			C,V
6.3	Develop a Comparative Site Alternative Evaluation Matrix Memo	A,R	V	S	I	I	S	I	I	R	I	I	I	C	C	C	C	C			C,V
6.0b	Comparative Assessment of the Preferred Site Alternative to the 2-3 Highest Ranked Modification (Upgrade, Rebuild) Alternatives (NEW)																				
6.4	Develop/Update a Financial Impact Analysis for the short-listed sites and the SWF Modification Alternatives	A	I	R	I	I	I	I	I	I	I	I	I	C	C	C	C	C		C,V	
6.5	Develop/Update Comparative SWF Alternative Evaluation Criteria and Decision Process	A,R	I	C	I	I	S	I	C	C	C	I	I	C	C	C	C	C			C,V
6.6	Complete Comparative SWF Alternatives Evaluation of Preferred Site and short-listed SWF Modification Alternatives / Workshop #11	A,R	I	S	I	I	S	I	C,S	C	C	I	I	C	C	C	C	C			C,V
6.7	Develop a Comparative SWF Assessment and Preferred Alternative TM	A,R	v	S	I	I	S	I	I	I	I	I	I	C	C	C	C	C			C,V



ID	Key Activities	Key Project Team Members																	
		Victor O. Okereke- PM and Strategy	Gary Arndt- Quality Assurance	Tom Karston – Financial Analysis	Tom Karston – Technical Writer	Dan Hawk – Geotechnical Analysis	TBD- Eng. Analysis	Nnamdi Madakor- Hydrogeology	Penny Mabie – Public Outreach	Peter Battuello – Site Selection	Sarah Fischer- Facility Design	Shiloh Schroeder – Web Site Design	Karam Singh – Organics Analysis	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	SWFTF MEMBER	COUNTY DPW
E	FINANCIAL ANALYSIS, FINANCIAL PLAN, RECOMMENDATIONS AND PROJECT CLOSEOUT																		
7.0	Financial Analysis and Financial Plan																		
7.1	Develop the Financial Analysis Approach - Financial Analysis	A	I	R	I	I	I	I	I	I	I	I	I	C	C	C	C	C	C,V
7.2	Develop Planning Level Cost Estimates	A	I	R	I	I	S	I	I	I	I	I	I	C	C	C	C	C	C,V
7.3	Complete a Financial Impact Analysis for 2-3 sites	A	I	I	I	I	S	I	I	I	I	I	I	C	C	C	C	C	C,V
7.4	Define & Analyze Financing Alternatives - Financial Workshop #12	A,R	I	R	I	I	I	I	C,S	I	I	I	I	C	C	C	C	C	C,V
7.5	Develop Alternatives Financing Plans	A	V	R	I	I	I	I	I	I	I	I	I	C	C	C	C	C	C,V
7.6	Develop & Financing Alternatives Report	A	V	R	I	I	I	I	I	I	I	I	I	C	C	C	C	C	C,V
8.0	Preferred Site Alternative Selection																		
8.1	Develop Presentation to JC BoCC & Port Townsend City Council	A,R	I	S	I	I	I	I	C	C	C	C	C	C	C	C	C	C	C,V,R
8.2	Complete Mock Presentations	A,R	C	S	I	I	I	I	C	C	C	C	C	C	C	C	C	C	C,V,R
8.3	Presentation to Port Townsend City Council	A,R	C	S	I	I	I	I	C	C	C	C	C	C	C	C	C	C	C,V,R
8.4	Presentation to JC BoCC	A,R	C	S	I	I	I	I	C	C	C	C	C	C	C	C	C	C	C,V,R
9.0	Project Closeout																		
9.1	Conduct Final Project Lessons Learned	A,R	C	C	I	I	I	I	C	C	C	C	C	C	C	C	C	C	C,V,R
R	Responsible: “The Doer” The person(s) who completes the task or produces the deliverable.																		
A	Accountable (Approver): “The Buck stops here” The person who is answerable for the activity or action. Only one “A” per action (one Approver each, Vikek and County).																		
C	Consulted: “In the Loop” Typically subject matter experts who must be consulted <u>prior</u> to a final decision or action. <i>This is a two – way communication.</i>																		
I	Informed: “Keep in the Picture” This is one who needs to be informed <u>after</u> a decision or action is taken. They may be required to act because of the outcome. <i>It is a one- way communication.</i>																		
V	Verifier: Those who check whether the product (deliverable) meets the Acceptance criteria set forth in the contract documents, policy, guidelines, or requirements.																		
S	Support: The person(s) who provide resources for a task to be completed.																		