

## VandenBerghe, Alissa (Consultant)

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**From:** Jarnagan, Harry (Consultant)  
**Sent:** Thursday, April 09, 2009 5:29 AM  
**To:** Greco, Theresa; Williamson, Alec; Phelps, Don (Consultant); Ludington, Chris (Consultant); Clark, Gordon T. (Consultant); Fiorentino, Ken (Consultant)  
**Cc:** Everett, Susan; Preedy, Matt; White, John; Smith, Brian (Consultant)  
**Subject:** RE: Master schedule needs and expectations  
**Follow Up Flag:** Follow up  
**Flag Status:** Red

Theresa,

As you know, we have had a Master Schedule in place for the past few years, and it has been under continual development as issues are known. This document is the responsibility of Chris Ludington under Brian Smith's oversight, with input summarized from details provided as appropriate from PB.

Don and Chris have been working diligently with the project team to develop a schedule specific to the single bored tunnel that models an achievable open-to-traffic date of December 2015. There are several significant issues that have been identified through this effort, which the project team is now addressing. The December 2015 date will be a challenging one to meet, and it will require aggressive and innovative approaches and work-around actions from this point forward, right up to substantial completion.

We look forward to supporting the 2015 goal.

**Harry Jarnagan**  
**Deputy Program Manager**

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**From:** Greco, Theresa  
**Sent:** Wednesday, April 08, 2009 3:32 PM  
**To:** Williamson, Alec; Phelps, Don (Consultant); Ludington, Chris (Consultant); Clark, Gordon T. (Consultant); Fiorentino, Ken (Consultant)  
**Cc:** Everett, Susan; Preedy, Matt; White, John; Jarnagan, Harry (Consultant); Smith, Brian (Consultant)  
**Subject:** FW: Master schedule needs and expectations  
**Importance:** High

Good afternoon to you. I want to make sure you received John's email on our development of a master schedule for the AWV program -- and want to find time early next week to meet and build upon your current efforts for the tunnel schedule.

I will send an invitation to discuss a plan for meeting John's expectations before the May 4th deadline.

Sincerely appreciate your help and hard work on this expedited effort.

6/22/2009

Take care.

Theresa

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**From:** White, John  
**Sent:** Wednesday, April 08, 2009 11:29 AM  
**To:** Greco, Theresa; Preedy, Matt; Everett, Susan; Jarnagan, Harry (Consultant); Rigsby, Mike (Consultant)  
**Cc:** Reilly, John; Brenda Bohlke; 'Harvey W. Parker'  
**Subject:** Master schedule needs and expectations  
**Importance:** High

I am hoping to clear a few things up with this e-mail, so that we all have clarity on schedule development expectations over the next few weeks.

First, we need a summary master program schedule showing all individual projects and the basic schedule overlap and relationships between them. Basic milestones that make our contracting approach clear should be shown (i.e. if the portals are DBB, schedule for design vs construction, RFQ and RFP timing for the DB contract, etc). Also, I'd like to have the approximate budget allocation to each shown, since this master schedule needs to roll up to the \$3.1B total budget we are working against. We will need a basic assumptions document to accompany this which describes our approach to different contracts and our basic implementation strategy (Matt will be working on the first draft of the internal memo to our our execs).

With the UCA Regional Tunneling Conference on May 4th, we are going to hold an afternoon tunnel contracting forum (location TBD) so that we can address the local and out of towners all at once and begin our formal outreach efforts. I am asking that we work together to get a usable version of the program master schedule that I just described together and vetted before May 4th, so that we can use it at May 5th forum. Remember that this master schedule needs to be structured around the tunnel open to traffic in late 2015, and there needs to be background schedule logic that supports the master schedule. It is critical that we start being a bit more explicit in the approximate timing of contracting needs and approaches given our compressed schedule and need to communicate with the industry early.

I am asking Theresa Greco to be lead on the program master schedule efforts described, assuming Matt and Susan are working on the the construction and design schedule elements and coordinating their efforts. I assume that Hatch Mott will own and maintain the master program schedule as our agent, under Theresa's direction. It is very important that associated with our alignment efforts we start bringing more clarity to critical needs such as this and the specific roles and expectations in getting the work done.

Thanks,

John