

MEMORANDUM

TO: Project Management Team **FROM:** Maria Chen, Director, Department of Public Works **DATE:** October 26, 2023 **SUBJECT:** Project Initiation: Westwood Bridge Replacement

This memo confirms the formal initiation of the Westwood Bridge Replacement Project. The current 75-year-old structure has been rated as structurally deficient and must be replaced within the next three years to ensure public safety and maintain this critical transportation corridor.

Project Goals: 1. Construct a new, modern bridge that meets all current seismic and safety standards. 2. Increase traffic capacity by adding one additional lane in each direction. 3. Include dedicated bicycle and pedestrian pathways. 4. Complete construction within a 24-month timeframe.

Known Challenges: * **Disruption:** The project will require full and partial closures of a major commuter route, affecting thousands of residents and local businesses. * **Environmental:** The bridge spans a sensitive salmon habitat, requiring approval from environmental agencies. * **Budget:** The project is publicly funded and will be under intense financial scrutiny.

Your first task is to develop a comprehensive stakeholder analysis and engagement strategy. We need to identify all involved parties and create a plan to manage their expectations and communications proactively. A failure to do so could result in significant delays and budget overruns. Please prepare your initial report for review by the end of the week.