

APPENDICES TABLE OF CONTENTS

APPENDIX A: LIST OF PROJECT DELIVERY TEAM MEMBERS

APPENDIX B: PROJECT MAP

APPENDIX C: WORK BREAKDOWN STRUCTURE

TAB A – Activity Listing by WBS

TAB B – Activity Definitions, Constraints and Assumptions

TAB C – Activity ID/WBS Cross Reference

APPENDIX D: PROJECT SCHEDULE

TAB A – Gantt Chart for Current Phase

TAB B – Project Milestone Report

APPENDIX E: PROJECT COST ESTIMATE AND BUDGET

TAB A – Total Project Cost Summary

TAB B – Fully Funded Cost Estimate (Post PIR Only)

TAB C – Cost Listing by Agency/Organizational Unit

TAB D – Projected Annual Budget

TAB E – Project Cash Flow Curve

TAB F – Contingency Summary and Status

APPENDIX F: FUNCTIONAL AREA PLAN

TAB A – Activities by Agency, Organizational Unit & Resource

APPENDIX G: CONTRACTING ACQUISITION PLAN

APPENDIX H: QUALITY CONTROL PLAN

TAB A – Independent Technical Review Team

TAB B – Statement of Technical and Legal Review

APPENDIX I: PUBLIC INVOLVEMENT

APPENDIX J: LIST OF REFERENCE DOCUMENTS

APPENDIX K: LIST OF PMP UPDATES AND REVISIONS

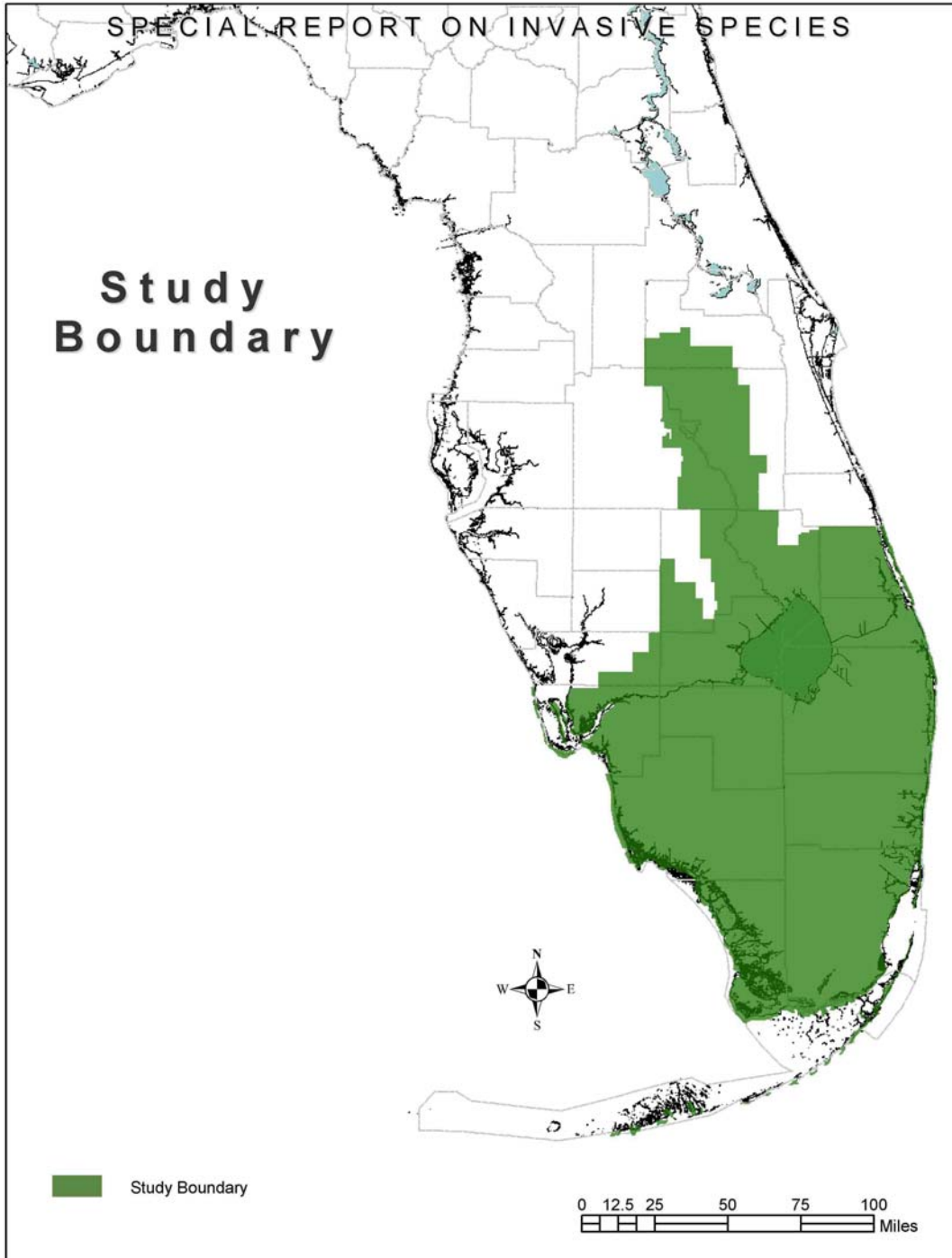
APPENDIX A: LIST OF PROJECT DELIVERY TEAM MEMBERS

TABLE: LIST OF PROJECT DELIVERY TEAM MEMBERS

NAME	JOB TITLE	E-MAIL	PHONE
US ARMY CORPS OF ENGINEERS, JACKSONVILLE DISTRICT			
Ashton, Charles	CO-O	Charles.Ashton@saj02.usace.army.mil	(904) 232-2219
Bealyer, Hansler	RE-A	Hansler.A.Bealyer@saj02.usace.army.mil	(904) 232-1178
Biemiller, Stephen	PD-P	Stephen.F.Biemiller@saj02.usace.army.mil	(904) 232-1848
Conner, Susan	PD-E	Susan.L.Conner@saj02.usace.army.mil	(904) 232-1782
Dingle, Claurice	CT-E	Claurice.M.Dingle@saj02.usace.army.mil	(904) 232-3736
Lane, Jon	CO-OP	Jon.S.Lane@saj02.usace.army.mil	(904) 232-1044
Luisi, Kerry	DP-O	Kerry.M.Luisi@saj02.usace.army.mil	(904) 232-1454
Booth, Malissa	DR-W	Malissa.S.Booth@saj02.usace.army.mil	(561) 472-8887
Pax, John	OC	John.A.Pax@saj02.usace.army.mil	(904) 232-1168
Pennington, Jerrell	EN-C	Jerrell.T.Pennington@saj02.usace.army.mil	(904) 232-3755
Redican, Joseph	DR-R	Joseph.H.Redican@saj02.usace.army.mil	(904) 232-2479
Resurrecion, Salvador	PD-E	Salvador.Resurreccion@saj02.usace.army.mil	(904) 232-1850
Wittmann, Kevin	PD-D	Kevin.M.Wittmann@saj02.usace.army.mil	(904) 232-1058
SOUTH FLORIDA WATER MANAGEMENT DISTRICT			
Ferriter, Amy	Senior Environmental Scientist	aferrite@sfwmd.gov	(561) 682-6097
Morgan, John	Lead Ecosystem Restoration Representative	jmorganj@sfwmd.gov	(561) 682-2894
Thayer, Dan	Director, Vegetation Management Division	dthayer@sfwmd.gov	(561) 682-6129
GOVERNMENT AGENCIES			
Center, Ted	USDA	tcenter@saa.ars.usda.gov	(954) 475-0541
Pratt, Paul	USDA	prattp@saa.ars.usda.gov	(954) 472-0929
Roybal, Art	USFWS	art_roybal@fws.gov	(772) 562-3909

APPENDIX B: PROJECT MAP

FIGURE 1: PROJECT MAP



APPENDIX C: WORK BREAKDOWN STRUCTURE

TAB A – Activity Listing by WBS

TAB B – Activity Definitions, Constraints and Assumptions

TAB C – Activity ID/WBS Cross Reference

TAB A – Activity Listing by WBS

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
114789 CERP Melaleuca Eradication and Other Exotic Plants		5606	10/1/02 A	1/22/25		\$ 10,111,069
114789.1 PROJECT MANAGEMENT PLAN - PMP		534	10/1/02 A	11/1/04		\$ 97,460
95-AC10	PMP Actual Costs to Date - CESAJ	534	10/1/02 A	11/1/04	PD-E HL.K3K...	\$ 0
95-1300	Negotiation on a Design Agreement	266	10/2/02 A	10/8/03 A		\$ 0
95-1291	Design Agreement Amendment HQ Review and Approval	48	10/8/03 A	12/17/03 A	HQ.US Army ...	\$ 0
95-1311	DA Amendment Submission	0		10/8/03 A		\$ 0
95-1710	DA Approved	0		12/17/03 A		\$ 0
95-1351	Design Agreement Admendment ASA Review Approval	58	2/2/04 A	4/22/04 A		\$ 0
95-1341	Design Agreement Execution	68	4/23/04 A	7/29/04 A		\$ 0
95-1421	DA Executed	0		7/29/04 A		\$ 0
114789.1.1 PM		251	10/1/03 A	9/30/04 A		\$ 40,060
95-1142	FY04 Project Management	252	10/1/03 A	9/30/04 A	DP-O HL.K3H...	\$ 40,060
114789.1.2 Initial PMP		245	11/10/03 A	10/29/04		\$ 57,400
95-1020	PMP Initiated	0		11/10/03 A		\$ 0
95-1010	Initial PMP Coordination Meeting	1	11/10/03 A	11/10/03 A	PD-ES.K3K0B...	\$ 500
95-1060	Prepare Draft # 1 PMP	11	1/30/04 A	2/13/04 A	CO-OA.K3M0...	\$ 19,000
95-1030	PDT Interagency Invitation Mail	17	2/24/04 A	3/17/04 A		\$ 0
95-1040	Hold PDT Kick-Off Meeting	1	3/25/04 A	3/25/04 A	PD-ES.K3K0B...	\$ 2,000
95-1050	PDT Kick-off Meeting	0		3/25/04 A		\$ 0
95-1310	Prepare Draft # 2 PMP	27	4/1/04 A	5/7/04 A	PD-PF.K3K0C...	\$ 13,200
95-1315	PMP Draft Completed	0		5/7/04 A		\$ 0
95-1070	PMP Internal Review Initiated	0		5/10/04 A		\$ 0
95-1080	Internal Review of PMP	8	5/10/04 A	5/19/04 A	108280.John ...	\$ 22,700
95-1090	PMP Internal Review Complete	0		5/19/04 A		\$ 0
95-1100	Final Draft PMP Incorporating Internal Review	42	5/20/04 A	7/20/04 A	PD-ES.K3K0B...	\$ 0
95-1110	Post on Web for Public and Agency Review	17	7/22/04 A	8/13/04 A		\$ 0
95-1140	Final PMP Incorporate Public/Agency Comments	5	8/16/04 A	8/20/04 A		\$ 0
95-1150	Distribute PMP for Branch Chief Approval	28	8/23/04 A	10/1/04		\$ 0
95-1230	Final Approval by Non Federal Sponsor	5	10/4/04*	10/8/04		\$ 0
95-1210	PMP Approved by Local Sponsor	0		10/8/04		\$ 0

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
95-1155	Final Approval by Program Chief	4	10/12/04	10/15/04		\$ 0
95-1240	Approval by Corps Deputy District Engineer	5	10/18/04	10/22/04		\$ 0
95-1250	PMP DDE(PM) Signature	0		10/22/04		\$ 0
95-1260	Work-in-Kind Letter from Corps Engineer	5	10/25/04	10/29/04		\$ 0
95-1270	Work-in-Kind Letter Signed by District Engineer	0		10/29/04		\$ 0
114789.1.3 Design PMP Revision		0				\$ 0
114789.1.4 Construction PMP Revision		0				\$ 0
114789.1.5 PMP Maintenance		0				\$ 0
114789.2 PROJECT IMPLEMENTATION REPORT - PIR		1209	10/1/03 A	7/25/08		\$ 750,609
95-AC30	PIR Actual Costs to Date (FY 04) - CESAJ-AC	273	10/1/03 A	11/1/04	EN-C HL.K3L...	\$ 0
114789.2.1 Project Management		751	10/1/04	9/28/07		\$ 182,820
95-1282	FY05 Project Management	251	10/1/04*	9/30/05	DP-O.K3H0B...	\$ 55,000
95-1660	FY05 Travel for DP	250	10/1/04	9/29/05	DP.K3H0000-...	\$ 10,000
95-1670	FY05 Travel for PD	250	10/1/04	9/29/05	PD-D HL.K3K...	\$ 15,000
95-1680	FY05 Travel for CO	250	10/1/04	9/29/05	CO.K3M0000-...	\$ 5,000
95-1690	FY05 Travel for EN	250	10/1/04	9/29/05	EN-C.K3L0C0...	\$ 3,000
95-1700	FY05 USFWS	250	10/1/04	9/29/05	PD-ES.K3K0B...	\$ 5,000
95-1430	FY06 Project Management	250	10/3/05*	9/29/06	DP-O.K3H0B...	\$ 54,940
95-1440	FY07 Project Management	249	10/3/06*	9/28/07	DP-O.K3H0B...	\$ 34,880
114789.2.2 Plan Formulation		477	11/10/04	10/5/06		\$ 462,682
114789.2.2.1 Goals Objectives Perf. Measures		92	11/10/04	3/28/05		\$ 36,079
95-H100	Initiate Decision Document	0		11/10/04		\$ 0
95-1390	Initial PIR Preparation	1	11/12/04	11/12/04		\$ 0
95-1580	Identify Problems, Opportunities, Objectives and Constraints	30	11/12/04	12/27/04	PD-D.K3K0D0...	\$ 22,079
95-1400	IPR	44	12/21/04	2/24/05	PD-D.K3K0D0...	\$ 1,000
95-1590	Goals & Objectives Complete	0		12/27/04		\$ 0
95-1600	Identify Performance Measures	44	12/28/04	3/2/05	PD-D.K3K0D0...	\$ 3,000
95-1410	PIR Initial In-Progress Review Meeting	0		2/24/05		\$ 0
95-1490	Identify Predictive Simulation Models (Ecologic)	22	2/25/05	3/28/05	PD-PF.K3K0C...	\$ 10,000
95-P220	Project Performance Measures Complete	0		3/2/05		\$ 0
114789.2.2.2 Existing and Future Conditions		99	12/28/04	5/18/05		\$ 93,689

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
95-H1400	Inventory Economic Resources	44	12/28/04	3/2/05	PD-D.K3K0D0...	\$ 30,250
95-H1390	Inventory Ecological & Cultural Resources	22	1/31/05	3/2/05	PD-ES.K3K0B...	\$ 4,050
95-H1530	Compile Existing Conditions	15	2/9/05	3/2/05	PD-D.K3K0D0...	\$ 23,413
95-P200	Existing Conditions Defined	0		3/2/05		\$ 0
95-1650	Forecast Future Without Project Condition	15	3/3/05	3/23/05	PD-D.K3K0D0...	\$ 27,026
95-H1550	Evaluate Existing & Future Without Project Condition	40	3/24/05	5/18/05	PD-ES.K3K0B...	\$ 8,950
95-P205	Future Conditions Defined	0		5/18/05		\$ 0
114789.2.2.3 Alternative Plan Formulation		109	5/19/05	10/24/05		\$ 115,880
95-H1560	Evaluate Conceptual Alternatives from Yellow Book	10	5/19/05	6/2/05	PD-PF.K3K0C...	\$ 6,300
95-L215	Preliminary Screening of Alternatives Complete	0		6/2/05		\$ 0
95-H1580	ITR (prior to FSM)	20	6/3/05	6/30/05	PD-ES.K3K0B...	\$ 51,853
95-H1620	ITR Meeting with PDT to prepare for FSM	6	7/1/05	7/11/05	PD-ES.K3K0B...	\$ 4,500
95-L220	ITR Meeting with PDT for FSM	0		7/11/05		\$ 0
95-H1590	Submit Documentation to HQ for FSM	2	7/12/05	7/13/05	PD-PF.K3K0C...	\$ 2,000
95-L225	FSM Material Submitted to HQ	0		7/13/05		\$ 0
95-H2270	HQ Policy Review Comments to SAJ & SAD	22	7/14/05	8/12/05	HQ.US Army ...	\$ 0
95-H2280	SAJ Response to HQ Policy Review Comments	20	8/15/05	9/12/05	PD-PF.K3K0C...	\$ 14,053
95-H1630	Define Components & Create Array of Alternatives	25	8/25/05	9/29/05	PD-PF.K3K0C...	\$ 19,566
95-H1600	Feasibility Scoping Meeting	3	9/13/05	9/15/05	PD-ES.K3K0B...	\$ 6,608
95-H1640	Develop Preliminary Design for Alternatives	11	9/15/05	9/29/05	CO-OA.K3M0...	\$ 7,000
95-L230	Feasibility Scoping Meeting (FSM)	0		9/15/05		\$ 0
95-H1610	Receive FSM Guidance Memorandum	10	9/16/05	9/29/05		\$ 0
95-H1660	Develop Planning Cost Estimates (Engineering, Construction, O&M)	22	9/22/05	10/24/05	PD-PF.K3K0C...	\$ 4,000
95-L235	FSM Guidance Memorandum Received	0		9/29/05		\$ 0
95-L240	Final Array of Alternatives Selected	0		9/29/05		\$ 0
114789.2.2.4 Alternative Plan Evaluation		43	9/30/05	12/2/05		\$ 82,403
95-H1650	Evaluate Alternatives (compare with & without plan)	20	9/30/05	10/28/05	PD-PF.K3K0C...	\$ 15,653
95-1630	NER and NED Analysis of Alternatives	43	9/30/05	12/2/05	PD-D.K3K0D0...	\$ 30,000
95-H1700	Conduct Cost-Effectiveness & Incremental Cost Analysis	15	11/7/05	11/29/05	PD-D.K3K0D0...	\$ 36,750
95-L265	Final Screening/Preliminary Selected Plan Complete	0		11/29/05		\$ 0
114789.2.2.5 Alternative Plan Comparison		97	11/30/05	4/19/06		\$ 61,411

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
95-H1720	Compare Alternative Plans	4	11/30/05	12/5/05	PD-PF.K3K0C...	\$ 23,450
95-1640	Prepare AFB Package	30	12/6/05	1/19/06		\$ 0
95-H1760	ITR (prior to AFB)	6	1/20/06	1/27/06	PD-ES.K3K0B...	\$ 5,750
95-H1770	ITR Meeting with PDT to prepare for AFB	1	1/30/06	1/30/06	PD-ES.K3K0B...	\$ 5,500
95-H1800	Submit AFB Documentation to HQ	2	1/30/06	1/31/06	PD-PF.K3K0C...	\$ 1,000
95-P225	ITR/PDT Pre-AFB Meeting	0		1/30/06		\$ 0
95-H122	Submit AFB Documentation to HQ/SAD	0		1/31/06		\$ 0
95-H2290	HQ Policy Review Comments to SAJ & SAD	22	2/1/06	3/3/06	HQ.US Army ...	\$ 0
95-H2300	SAJ Response to HQ Policy Review Comments	20	3/6/06	3/31/06	PD-ES.K3K0B...	\$ 15,503
95-H1810	AFB Meeting	3	4/3/06	4/5/06	PD-ES.K3K0B...	\$ 8,208
95-H124	Alternative Formulation Briefing (AFB)/Site Visit	0		4/5/06		\$ 0
95-H1820	AFB Guidance Memorandum	10	4/6/06	4/19/06	PD-PF.K3K0C...	\$ 1,000
95-H2160	Non Federal Sponsor Coordination	10	4/6/06	4/19/06	PD-PF.K3K0C...	\$ 1,000
95-H126	AFB Guidance Memorandum Received	0		4/19/06		\$ 0
114789.2.2.6 Recommended Plan		150	3/7/06	10/5/06		\$ 73,220
95-H2070	Tentatively Selected Plan	32	3/7/06	4/19/06	PD-D.K3K0D0...	\$ 8,216
95-H2030	Preliminary Design of the TSP	22	3/21/06	4/19/06		\$ 0
95-H1330	Compile (Preliminary) Draft PIR/NEPA	5	4/27/06	5/3/06	PD-ES.K3K0B...	\$ 16,200
95-H1340	In-house Review of Draft PIR/NEPA	10	5/4/06	5/17/06	PD-ES.K3K0B...	\$ 1,800
95-L300	In House Review Draft PIR/NEPA Report Complete	0		5/17/06		\$ 0
95-H2310	Incorporate In-House Comments on Draft PIR	10	5/18/06	6/1/06	PD-ES.K3K0B...	\$ 1,250
95-P230	Incorporation of In-house Comments on Draft PIR/NEPA Complete	0		6/1/06		\$ 0
95-H1030	ITR on Draft PIR/NEPA Document	20	6/2/06	6/29/06	PD-ES.K3K0B...	\$ 23,485
95-H1020	Prepare Draft PIR/NEPA Document	20	6/6/06	7/3/06	PD-ES.K3K0B...	\$ 22,269
95-L320	ITR on Draft PIR/NEPA Report Complete	0		6/29/06		\$ 0
95-L190	Draft PIR/NEPA Report Complete	0		7/3/06		\$ 0
95-H1050	Release Draft PIR	10	7/5/06	7/18/06		\$ 0
95-H2140	Develop Implementation Plan	11	8/29/06	9/13/06		\$ 0
95-H140	Project Guidance Memorandum (PGM) Received	0		10/5/06		\$ 0
114789.2.3 Environmental Evaluation Appendix		455	7/2/04 A	4/26/06		\$ 23,753

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
95-1420	PAL (PD-E FWS)	1	7/2/04 A	7/2/04 A	PD-E FWS.K3...	\$ 10,000
95-H1940	Conduct NEPA Scoping Activities	43	11/15/04	1/18/05	PD-ES.K3K0B...	\$ 4,000
95-1350	Hold NEPA Scoping Meeting	2	1/19/05	1/20/05	CC-OO.K3C0...	\$ 7,753
95-H2770	Preliminary ESA Consultation	5	1/19/05	1/25/05		\$ 0
95-L205	NEPA Scoping Meeting	0		1/20/05		\$ 0
95-H1730	Compile Comments/Issues/Concerns	2	1/21/05	1/24/05		\$ 0
95-H2790	Compile FSM submittals for Ecol., WQ and CR	2	1/26/05	1/27/05		\$ 0
95-H1680	PAL	43	3/29/05	5/26/05	PD-ES.K3K0B...	\$ 0
95-L255	USF&WS Planning Aid Letter Received	0		5/26/05		\$ 0
95-H1750	Detailed Inventory Ecological, Water Quality	22	9/28/05	10/28/05		\$ 0
95-H2250	Phase 1 Cultural Resource Surveys and Coordination	22	10/31/05	12/1/05	PD-ES.K3K0B...	\$ 2,000
95-H1960	Evaluation of Environmental Effects/Benefits & Compliance	5	10/31/05	11/4/05		\$ 0
95-H2800	Document Environmental Law Compliance	2	4/20/06	4/21/06		\$ 0
95-H2810	Prepare Env Effects, Cum Effects, Tradeoff Discussion for TSP	5	4/20/06	4/26/06		\$ 0
114789.2.4 Socio-Economic Analysis Appendix		10	3/3/05	3/16/05		\$ 3,000
95-1620	Environmental Justice	10	3/3/05	3/16/05	PD-D.K3K0D0...	\$ 3,000
114789.2.5 Engineering & Design Appendix		91	4/20/06	8/28/06		\$ 7,000
114789.2.5.1 Engineering Studies & Investigations		91	4/20/06	8/28/06		\$ 7,000
114789.2.5.1.2 Design of Alternatives		86	4/20/06	8/21/06		\$ 0
95-H2050	Final Design	86	4/20/06	8/21/06		\$ 0
114789.2.5.1.1 Surveying and Mapping		0				\$ 0
114789.2.5.1.3 Cost Estimate		5	8/22/06	8/28/06		\$ 7,000
95-H2150	Prepare Cost Estimate	5	8/22/06	8/28/06	EN-C.K3L0C0...	\$ 7,000
95-H150	Baseline Cost Estimate Approved	0		8/28/06		\$ 0
114789.2.6 Real Estate Analysis Appendix		0				\$ 0
114789.2.7 Project Monitoring Plan		0				\$ 0
114789.2.8 Project RECOVER Tasks		22	5/4/06	6/5/06		\$ 10,600
95-1360	RECOVER - RET Review of Preliminary Draft PIR	22	5/4/06	6/5/06	DP-R.K3H0B3...	\$ 10,600
95-L315	RET PIR Evaluation Report Complete	0		6/5/06		\$ 0
114789.2.9 PIR Approval		284	4/20/06	6/6/07		\$ 55,133
95-H1060	Notice of Availability in Federal Register	11	7/19/06	8/2/06		\$ 0
95-L325	Draft PIR/NEPA Published in Federal Register	0		8/2/06		\$ 0

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
95-H1070	Public Review of PIR	32	8/3/06	9/18/06	CC-OO AE.K3...	\$ 7,956
95-H2260	Submit Documentation to HQ for Draft PIR/NEPA Review	2	8/3/06	8/4/06		\$ 0
95-H2305	HQ Policy Review Draft PIR/NEPA Comments to SAJ & SAD	22	8/7/06	9/6/06	PD-PF.K3K0C...	\$ 1,405
95-H128	HQ Review of Draft PIR/NEPA Document	0		9/6/06		\$ 0
95-H2320	SAJ Response to HQ Policy Review Comments	6	9/7/06	9/14/06	PD-ES.K3K0B...	\$ 5,216
95-H1000	In Progress Review	5	9/15/06	9/21/06	PD-PF.K3K0C...	\$ 1,405
95-H145	Public Review of Draft PIR/NEPA Report Complete	0		9/18/06		\$ 0
95-H130	PIR Review Conference	0		9/21/06		\$ 0
95-H1010	Project Guidance Memorandum (IPR)	10	9/22/06	10/5/06		\$ 0
95-H1080	Respond to Public Comments on PIR	15	10/6/06	10/27/06	PD-ES.K3K0B...	\$ 11,432
95-L335	Responses to Public Comments Draft PIR/NEPA Complete	0		10/27/06		\$ 0
95-H1090	ITR (on Draft PIR/NEPA)	10	10/30/06	11/13/06	PD-R.K3K0E0...	\$ 2,000
95-H1110	Draft Final PIR	15	11/14/06	12/5/06		\$ 0
95-L345	Final Draft PIR/NEPA Report Complete	0		12/5/06		\$ 0
95-H2200	In-House Review of Draft Final PIR	15	12/6/06	12/27/06	PD-ES.K3K0B...	\$ 400
95-P235	In-House Review of Final Draft PIR/NEPA Complete	0		12/27/06		\$ 0
95-H1150	ITR on Final Draft PIR	14	3/20/07	4/6/07	PD-R.K3K0E0...	\$ 8,000
95-L370	ITR/Legal Review of Final Draft PIR/NEPA Complete	0		4/6/07		\$ 0
95-H1160	NFS Letter of Support and Financial Capability Statement	10	4/9/07	4/20/07		\$ 0
95-L375	Sponsor's Letter of Intent Received	0		4/20/07		\$ 0
95-H1170	Assemble Final PIR/NEPA	22	4/23/07	5/22/07	PD-ES.K3K0B...	\$ 8,216
95-H165	Final PIR/NEPA Report Complete	0		5/22/07		\$ 0
95-H1180	DE Signature	5	5/23/07	5/30/07		\$ 0
95-H1181	FONSI Prepared	5	5/31/07	6/6/07	PD-PF.K3K0C...	\$ 703
95-H170	MSC Commander's Public Notice (Complete PIR)	0		6/6/07		\$ 0
95-H320	Record of Decision FONSI Signed	0		6/6/07		\$ 0
114789.2.9.1 State Approval Process		228	4/20/06	3/19/07		\$ 8,400
95-H1830	Pre-Application Meeting	1	4/20/06	4/20/06	108280.John ...	\$ 300
95-L245	PIR/FS 1501 Pre-Application Meeting	0		4/20/06		\$ 0
95-H1840	Pre-Application Concurrence Letter	20	4/21/06	5/18/06	Labor.SFWM...	\$ 4,500

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
95-L250	PIR/FS 1501 Pre-Application Concurrence Letter Received	0		5/18/06		\$ 0
95-H1850	Meeting with FDEP (Reasonable Certainty)	2	5/19/06	5/22/06	Labor.SFWM...	\$ 300
95-L295	PIR/FS 1501 Meeting with FDEP	0		5/22/06		\$ 0
95-L350	FS 1501 Submittal to FDEP	0		12/5/06		\$ 0
95-H1130	State 1501 Review & Approval	60	12/6/06	3/5/07	108280.John ...	\$ 3,300
95-L380	FS 1501 DEP Approval	0		3/5/07		\$ 0
95-H1140	Incorporate State Comments	10	3/6/07	3/19/07	Labor.SFWM...	\$ 0
114789.2.A Project Authorization		286	6/7/07	7/25/08		\$ 5,621
95-H1190	State and Agency Letters Signed and Received by District	5	6/7/07	6/13/07		\$ 0
95-H1200	Mail Letters and Draft Final Report	5	6/14/07	6/20/07		\$ 0
95-H1210	Publish in Federal Register	5	6/21/07	6/27/07		\$ 0
95-L385	Final PIR/NEPA Report Published in the Federal Register	0		6/27/07		\$ 0
95-H1220	State, Agency and Public Review	22	6/28/07	7/30/07	PD-PF.K3K0C...	\$ 1,405
95-H180	Washington Level Agency and Public Review Complete	0		7/30/07		\$ 0
95-H1230	Respond to State, Agency and Public Comments	15	7/31/07	8/20/07		\$ 0
95-H1240	HQ/MSC Review Conference	5	8/14/07	8/20/07	SAD.US Army...	\$ 0
95-L390	Responses to Public Comments on Final PIR/NEPA Complete	0		8/20/07		\$ 0
95-H1250	Policy Review Documentation	7	8/21/07	8/29/07		\$ 0
95-H182	PIR Assessment to CECW-PM	0		8/29/07		\$ 0
95-H2240	Filing of Final NEPA Document	5	8/30/07	9/6/07		\$ 0
95-H310	Filing of Final EA	0		9/6/07		\$ 0
95-H1260	Chief's Report	5	9/7/07	9/13/07	PD-PF.K3K0C...	\$ 1,405
95-190	Chief's Report (Milestone)	0		9/13/07		\$ 0
95-1380	Submit Chief's Report to ASA (CW)	10	9/14/07	9/27/07		\$ 0
95-H330	Chief's Report Submitted to ASA(CW)	0		9/27/07		\$ 0
95-H1270	ASA(CW) Review	30	9/28/07	11/9/07	PD-PF.K3K0C...	\$ 703
95-H2230	ASA (CW) Memorandum to OMB	10	11/13/07	11/27/07	PD-PF.K3K0C...	\$ 703
95-H175	ASA(CW) Memorandum to OMB	0		11/27/07		\$ 0
95-H1280	OMB Review	50	11/28/07	2/8/08	PD-PF.K3K0C...	\$ 702
95-H2220	ASA (CW) Letter Submitted to Congress	15	2/11/08	3/3/08	PD-PF.K3K0C...	\$ 703

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
95-H340	ASA(CW) Report Submitted to Congress	0		3/3/08		\$ 0
95-H1290	Congressional Review	70	3/4/08	6/10/08		\$ 0
95-H1300	Congressional Authorization	22	6/11/08	7/11/08		\$ 0
95-L395	PIR Fiscal Closeout	0		7/11/08		\$ 0
95-1340	President Signs WRDA	10	7/14/08	7/25/08		\$ 0
95-H350	President Signs Authorization	0		7/25/08		\$ 0
114789.2.B PIR Closeout		0				\$ 0
114789.5 PLANS AND SPECIFICATIONS (P & S)		503	6/7/07	6/8/09		\$ 300,000
114789.5.1 PM		0				\$ 0
114789.5.2 Advanced Planning / Field Work		137	6/7/07	12/21/07		\$ 0
95-H2430	Survey Verification	43	6/7/07	8/7/07		\$ 0
95-H500	P&S Initiated	0		8/7/07		\$ 0
95-H2440	P & S Survey Update	22	8/8/07	9/7/07		\$ 0
95-H2450	A-E Delivery Order Preparation	72	9/10/07	12/21/07		\$ 0
114789.5.3 Preliminary P& S		87	12/24/07	4/28/08		\$ 100,000
95-H2460	30 % P & S Preparation	87	12/24/07	4/28/08	CO-OA.K3M0...	\$ 100,000
95-P700	P&S 30% Technical Review Conference	0		4/28/08		\$ 0
114789.5.4 Intermediate P & S		195	4/29/08	2/6/09		\$ 100,000
95-H2470	60% P & S Preparation	65	4/29/08	7/30/08	CO-OA.K3M0...	\$ 100,000
95-P705	P&S 60% Technical Review Conference	0		7/30/08		\$ 0
95-H2480	Advance 100% P&S Preparation	65	7/31/08	10/31/08		\$ 0
95-H2490	Survey Verification	43	11/3/08	1/6/09		\$ 0
95-H2510	BCOE Package Preparation	14	11/3/08	11/21/08		\$ 0
95-H2500	P&S Survey Update	22	1/7/09	2/6/09		\$ 0
114789.5.5 Final P & S		135	11/24/08	6/8/09		\$ 100,000
95-H2520	BCOE Review & Conference	22	11/24/08	12/24/08	CO-OA.K3M0...	\$ 100,000
95-H580	P&S BCOE Review	0		12/24/08		\$ 0
95-H2530	BCOE Comment Incorporation	22	12/26/08	1/28/09		\$ 0
95-H2540	Prepare BCOE Certification Package & Review	19	2/9/09	3/6/09		\$ 0
95-H2550	BCOE Certification	2	5/21/09	5/22/09		\$ 0
95-H590	P&S Approval	0		5/22/09		\$ 0

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
95-H2560	EBS Preparation	10	5/26/09	6/8/09		\$ 0
114789.5.6 Construction Pre - Award		0				\$ 0
114789.6 PROJECT COOPERATION AGREEMENT (PCA)		205	7/28/08	5/20/09		\$ 0
114789.6.1 Project Appropriation		157	7/28/08	3/13/09		\$ 0
95-H2340	Congressional Appropriation Enacted	157	7/28/08	3/13/09		\$ 0
114789.6.2 Draft PCA		16	7/28/08	8/18/08		\$ 0
95-H1930	Initiate PCA	1	7/28/08	7/28/08		\$ 0
95-L400	PCA Initiated	0		7/28/08		\$ 0
95-H2350	Prepare Draft PCA	15	7/29/08	8/18/08		\$ 0
114789.6.3 Letter of Intent		22	8/19/08	9/18/08		\$ 0
95-H2360	PCA Approved by Non Federal Sponsor	22	8/19/08	9/18/08		\$ 0
114789.6.4 Financial Analysis		29	3/20/09	4/30/09		\$ 0
95-H630	PCA Financing Plan Submitted to HQ	0		3/20/09		\$ 0
95-H640	PCA Financing Plan Submitted to ASA (CW)	0		4/30/09		\$ 0
114789.6.5 Final PCA		48	3/16/09	5/20/09		\$ 0
95-H2370	PCA Package to HQ's	5	3/16/09	3/20/09		\$ 0
95-H620	PCA Submitted to HQ for Approval	0		3/20/09		\$ 0
95-H2380	PCA Package Approved by OASA(CW)	29	3/23/09	4/30/09		\$ 0
95-H650	PCA Approved	0		4/30/09		\$ 0
95-H2390	PCA Executed	14	5/1/09	5/20/09		\$ 0
95-H690	PCA Executed	0		5/20/09		\$ 0
114789.7 REAL ESTATE (RE)		0				\$ 0
114789.7.1 Project Management		0				\$ 0
114789.7.2 Acquisition		0				\$ 0
114789.7.4 Interim Land Management		0				\$ 0
114789.7.5 Litigation		0				\$ 0
114789.7.6 Relocation		0				\$ 0
114789.8 CONSTRUCTION (CONS)		3919	6/9/09	1/22/25		\$ 5,705,250
114789.8.1 Project Management		0				\$ 0
114789.8.2 Solicitation / Award		45	6/9/09	8/11/09		\$ 0
95-H2570	Advertisement Period	22	6/9/09	7/9/09		\$ 0

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
95-H950	Construction Contract Advertised	0		7/9/09		\$ 0
95-H2580	Bid Opening/Notice of Selection	1	7/10/09	7/10/09		\$ 0
95-H2590	Award Contract	22	7/13/09	8/11/09		\$ 0
114789.8.3 Construction Contract		22	8/11/09	9/11/09		\$ 0
95-H960	Construction Contract Awarded	0		8/11/09		\$ 0
95-H2600	Issue Notice to Proceed	22	8/12/09	9/11/09		\$ 0
95-P805	Construction Contract Notice to Proceed	0		9/11/09		\$ 0
114789.8.3.2 Contract # 2		0				\$ 0
114789.8.3.3 Contract # 3		0				\$ 0
114789.8.3.1 Contract # 1		0				\$ 0
114789.8.4 Construction Management		3765	9/14/09	9/13/24		\$ 5,705,250
95-H2610	Construction	3765	9/14/09	9/13/24	CO-OA.K3M0...	\$ 5,705,250
95-H990	Project Physically Complete	0		9/13/24		\$ 0
114789.8.5 Construction Monitoring		0				\$ 0
114789.8.6 Engineering During Construction (EDC)		0				\$ 0
114789.8.7 Interim Operations During Construction		65	9/13/24	12/18/24		\$ 0
95-P810	Interim Operational Testing Initiated	0		9/13/24		\$ 0
95-H2620	Interim Operational Period	65	9/16/24	12/18/24		\$ 0
95-P815	Interim Operational Testing Complete	0		12/18/24		\$ 0
114789.8.8 RECOVER		0				\$ 0
114789.8.9 Contract Close-Out		22	12/19/24	1/22/25		\$ 0
95-H2630	Contract Physically Complete	22	12/19/24	1/22/25		\$ 0
95-H970	Construction Contract Physically Complete	0		1/22/25		\$ 0
114789.B PROJECT IMPLEMENTATION MONITORING (PIM)		3750	9/14/09	8/22/24		\$ 3,005,250
114789.B.1 Project Management		0				\$ 0
114789.B.2 Pre Construction Monitoring		0				\$ 0
114789.B.3 Post Construction Monitoring		3750	9/14/09	8/22/24		\$ 3,005,250
95-1500	Post Implementation Biological Monitoring	3750	9/14/09	8/22/24	CO-OA.K3M0...	\$ 3,005,250
114789.C PROJECT CLOSE-OUT		0	1/22/25	1/22/25		\$ 0
114789.C.1 Fiscal Closure		0	1/22/25	1/22/25		\$ 0
95-L800	Construction Contract Fiscally Complete	0		1/22/25		\$ 0
95-H992	Contract Fiscal Completion	0		1/22/25		\$ 0

Activity ID	Activity Name	Original Duration	Start	Finish	Primary Resource	Budgeted Total Cost
114789.C.2 Audits		0	1/22/25	1/22/25		\$ 0
95-H994	USACE Project Audits Complete	0		1/22/25		\$ 0
95-H996	Sponsor Project Audits Complete	0		1/22/25		\$ 0
114789.C.3 Transfer		0	1/22/25	1/22/25		\$ 0
95-H999	Project Final Acceptance/Transfer to Local Sponsor	0		1/22/25		\$ 0
95-H998	Turnover Part of Project to Local Sponsor	0		1/22/25		\$ 0
114789.D Special Report on Invasive Species		658	10/1/02 A	5/2/05		\$ 252,500
95-1032	FY03 Report Budget	261	10/1/02 A	9/30/03 A	CO-OA.K3M0...	\$ 11,000
95-1042	Preliminary Draft Special Report	252	10/1/03 A	9/30/04 A	DP-O OA.K3H...	\$ 212,500
95-AC20	STUDY Actual Costs to Date (FY 04) - CESAJ-AC	273	10/1/03 A	11/1/04	CO-O HL.K3M...	\$ 0
95-1182	SAD/HQ comments and guidance	1	3/10/04 A	3/10/04 A		\$ 0
95-1192	Draft Special Report	20	10/1/04*	10/29/04	PD-ES.K3K0B...	\$ 22,000
95-1122	Review of Draft Special Report	10	11/1/04	11/15/04		\$ 0
95-1132	Respond to Comments/Revise Special Report	10	11/16/04	11/30/04	PD-ES.K3K0B...	\$ 7,000
95-1082	District Submits Final Special Report to MSC	5	12/1/04	12/7/04		\$ 0
95-1330	Reconnaissance Report Submitted to MSC	0		12/7/04		\$ 0
95-1092	HQ Approves Final Report	100	12/8/04	5/2/05	HQ.US Army ...	\$ 0

TAB B – Activity Definitions, Constraints and Assumptions

Appendix C Tab B - Activity Definitions, Constraints & Assumptions

114789 CERP Melaleuca Eradication and Other Exotic Plants

Print Date: 9/23/04

Activity	Constraints & Assumptions
95-1490 Identify Predictive Simulation Models (Ecologic)	
Activity Definition	Utilize the readily available models and analytical tools that are most appropriate for conducting analyses for the planning, design, construction, operation, and assessment of projects. Includes development of an evaluation methodology to identify ecosystem and economic outputs and to support a comparison of environmental benefits of the different alternative plans at the project scale. Identify specific ecosystem benefit quantification techniques.
95-H1000 In Progress Review	
Activity Definition	Purpose of this IPR is to get approval to release the draft report to the public concurrent with the HQUSACE policy compliance review. Requires preparation of read-ahead materials (minimum of 31 days in advance of meeting) and follow-up project guidance memorandum. The duration of this activity is not impacted by project scope. (Reference: CECW-PM Memorandum Dated 5 July 2001)
95-H1020 Prepare Draft PIR/NEPA Document	
Activity Definition	Includes all efforts necessary to compile and summarize all studies and decision making during the PIR.
95-H1030 ITR on Draft PIR/NEPA Document	
Activity Definition	On draft PIR/NEPA
95-H1070 Public Review of PIR	
Activity Definition	1.1.2 Public Workshop #2 - Public Review of Draft PIR
95-H1200 Mail Letters and Draft Final Report	
Activity Definition	District sends reports to State/agencies & files EIS
95-H1210 Publish in Federal Register	
Activity Definition	Begin 30-day NEPA review (publication of EIS in Federal Register is on Friday following the week received)
95-H1390 Inventory Ecological & Cultural Resources	
Activity Definition	<p>Short duration assumes quick response from Resource Agencies, literature search only, no field work. Initial coordination with SHPO, NMFS and USFWS. Site information will be obtained through use of National Wetland Inventory, GIS, available aerial photography.</p> <p>Cultural resource studies will begin with a literature survey of both resources and previous coordination studies with SHPO.</p>

Appendix C Tab B - Activity Definitions, Constraints & Assumptions

114789 CERP Melaleuca Eradication and Other Exotic Plants

Print Date: 9/23/04

Activity	Constraints & Assumptions
95-H1400 Inventory Economic Resources	
Activity Definition	Preparation of land use maps, population, demographics, water demands etc. Contact with County and State Planning Agencies, agricultural extension offices, economic development boards etc. are required.
95-H1550 Evaluate Existing & Future Without Project Condition	
Activity Definition	Forecasts of with- and without- project conditions will be based on consideration of national and regional forecasts of socio-economic parameters and other aggregate projections.
95-H1560 Evaluate Conceptual Alternatives from Yellow Book	
Constraints and Assumptions	Qualitative Screening of Alternatives.
95-H1590 Submit Documentation to HQ for FSM	
Constraints and Assumptions	Time allowed from time of mailing of materials to receipt by HQ is 2 days.
95-H1600 Feasibility Scoping Meeting	
Activity Definition	The purpose of this conference is to review the planning objectives, evaluation methodology, the simulation modeling tools and the existing and without project conditions. Requires preparation of read-ahead materials and follow-up project guidance memorandum, project scope will not significantly impact duration.
95-H1630 Define Components & Create Array of Alternatives	
Activity Definition	Includes screening and siting of components. Product will be an array of alternative components combined into alternative plans for evaluation. RECOVER will assist in the development of array of alternatives.
95-H1640 Develop Preliminary Design for Alternatives	
Activity Definition	Includes sufficient hydraulic design for the modeling of alternatives and sufficient design for the development of preliminary cost estimates.
95-H1650 Evaluate Alternatives (compare with & without plan)	
Activity Definition	Conduct alternative model runs to assess and evaluate ecologic and environmental effects at the project and regional (system-wide) levels. Tasks will be accomplished for system formulation and interim operations assessments. Assume that 3 alternatives are run for the sub-regional model with at least two model runs per alternative. RECOVER will conduct system-wide evaluations of alternative plans and make available boundary conditions from the regional model. Optimize performance of preferred alternative with RECOVER, operations, and engineering design's assistance.

Appendix C Tab B - Activity Definitions, Constraints & Assumptions

114789 CERP Melaleuca Eradication and Other Exotic Plants

Print Date: 9/23/04

Activity	Constraints & Assumptions
	alternative with RECOVER, operations, and engineering designs assistance. Complete system-wide simulations and evaluations and last added incremental analysis based on optimized preferred alternative.
95-H1660 Develop Planning Cost Estimates (Engineering, Construction, O&M)	
Activity Definition	This tasks involves design and cost of conceptual plans for an evaluation and comparison of alternatives and selection of a recommended plan. (Reference: ER 1110-2-1150)
95-H1700 Conduct Cost-Effectiveness & Incremental Cost Analysis	
Constraints and Assumptions	Will be done at the project and regional levels.
95-H1720 Compare Alternative Plans	
Activity Definition	Array alternatives for selection of recommended plan.
95-H1750 Detailed Inventory Ecological, Water Quality	
Activity Definition	Assumes that modeling results are complete on all alternatives. This includes tasks associated with NEPA compliance requirements. Timeline for Phase I cultural resources survey depends on area to be surveyed.
95-H1800 Submit AFB Documentation to HQ	
Constraints and Assumptions	Time estimated from sending AFB materials to receipt by HQ is 2 days.
95-H1810 AFB Meeting	
Activity Definition	Purpose of this review is to obtain Division and HQUSACE confirmation that the plan formulation and selection process conform to current policy guidance. Requires preparation of read-ahead materials (minimum of 31 days in advance of meeting) and follow-up project guidance memorandum. Post-meeting documentation activities to select plan will be impacted by the scope of the project. To allow for the post-AFB documentation cycle to be completed in order to complete the tentative plan selection it is assumed that the AFB should take 50 days + 30>45>60 days to complete in order to select the tentative plan for design. (Reference: CECW-PM Memorandum Dated 5 July 2001)
95-H1940 Conduct NEPA Scoping Activities	
Constraints and Assumptions	Includes 60 calendar day (43 Corps days) public notice and response time. Notice of Intent to Prepare NEPA not required for an Environmental Assessment (Milestone L200).

Appendix C Tab B - Activity Definitions, Constraints & Assumptions

114789 CERP Melaleuca Eradication and Other Exotic Plants

Print Date: 9/23/04

Activity	Constraints & Assumptions
Activity Definition	Issue Scoping letter, Notice of Intent (if applicable). Includes public and agency correspondence with respect to issues and concerns and hold a scoping meeting to identify if significant impacts could occur as a result of the project and thereby require an Environmental Impact Statement (EIS).
95-H2030 Preliminary Design of the TSP	
Activity Definition	Any design of the selected plan that can be accomplished without requiring completion of the detailed site surveys and geotechnical investigations will be performed during the preliminary civil/structural/mechanical & electrical design.
95-H2070 Tentatively Selected Plan	
Constraints and Assumptions	Includes public involvement
95-H2150 Prepare Cost Estimate	
Activity Definition	Estimates include engineering, construction Real Estate, and Operations and Maintenance
95-H2160 Non Federal Sponsor Coordination	
Activity Definition	Coordination of the Tentatively Selected plan.
95-H2260 Submit Documentation to HQ for Draft PIR/NEPA Review	
Constraints and Assumptions	Assumes time from submittal of material to receipt of material is 2 days.

TAB C – Activity ID/WBS Cross Reference

Activity ID	WBS	Activity Name	Original Duration	Start	Finish
95-1010	114789.1.2	Initial PMP Coordination Meeting	1	11/10/0...	11/10/03 A
95-1020	114789.1.2	PMP Initiated	0		11/10/03 A
95-1030	114789.1.2	PDT Interagency Invitation Mail	17	2/24/04 A	3/17/04 A
95-1032	114789.D	FY03 Report Budget	261	10/1/02 A	9/30/03 A
95-1040	114789.1.2	Hold PDT Kick-Off Meeting	1	3/25/04 A	3/25/04 A
95-1042	114789.D	Preliminary Draft Special Report	252	10/1/03 A	9/30/04 A
95-1050	114789.1.2	PDT Kick-off Meeting	0		3/25/04 A
95-1060	114789.1.2	Prepare Draft # 1 PMP	11	1/30/04 A	2/13/04 A
95-1070	114789.1.2	PMP Internal Review Initiated	0		5/10/04 A
95-1080	114789.1.2	Internal Review of PMP	8	5/10/04 A	5/19/04 A
95-1082	114789.D	District Submits Final Special Report to MSC	5	12/1/04	12/7/04
95-1090	114789.1.2	PMP Internal Review Complete	0		5/19/04 A
95-1092	114789.D	HQ Approves Final Report	100	12/8/04	5/2/05
95-1100	114789.1.2	Final Draft PMP Incorporating Internal Review	42	5/20/04 A	7/20/04 A
95-1110	114789.1.2	Post on Web for Public and Agency Review	17	7/22/04 A	8/13/04 A
95-1122	114789.D	Review of Draft Special Report	10	11/1/04	11/15/04
95-1132	114789.D	Respond to Comments/Revise Special Report	10	11/16/04	11/30/04
95-1140	114789.1.2	Final PMP Incorporate Public/Agency Comments	5	8/16/04 A	8/20/04 A
95-1142	114789.1.1	FY04 Project Management	252	10/1/03 A	9/30/04 A
95-1150	114789.1.2	Distribute PMP for Branch Chief Approval	28	8/23/04 A	10/1/04
95-1155	114789.1.2	Final Approval by Program Chief	4	10/12/04	10/15/04
95-1182	114789.D	SAD/HQ comments and guidance	1	3/10/04 A	3/10/04 A
95-1192	114789.D	Draft Special Report	20	10/1/04*	10/29/04
95-1210	114789.1.2	PMP Approved by Local Sponsor	0		10/8/04
95-1230	114789.1.2	Final Approval by Non Federal Sponsor	5	10/4/04*	10/8/04
95-1240	114789.1.2	Approval by Corps Deputy District Engineer	5	10/18/04	10/22/04
95-1250	114789.1.2	PMP DDE(PM) Signature	0		10/22/04
95-1260	114789.1.2	Work-in-Kind Letter from Corps Engineer	5	10/25/04	10/29/04
95-1270	114789.1.2	Work-in-Kind Letter Signed by District Engineer	0		10/29/04
95-1282	114789.2.1	FY05 Project Management	251	10/1/04*	9/30/05
95-1291	114789.1	Design Agreement Amendment HQ Review and Approval	48	10/8/03 A	12/17/03 A
95-1300	114789.1	Negotiation on a Design Agreement	266	10/2/02 A	10/8/03 A
95-1310	114789.1.2	Prepare Draft # 2 PMP	27	4/1/04 A	5/7/04 A
95-1311	114789.1	DA Amendment Submission	0		10/8/03 A
95-1315	114789.1.2	PMP Draft Completed	0		5/7/04 A
95-1330	114789.D	Reconnaissance Report Submitted to MSC	0		12/7/04
95-1340	114789.2.A	President Signs WRDA	10	7/14/08	7/25/08
95-1341	114789.1	Design Agreement Execution	68	4/23/04 A	7/29/04 A
95-1350	114789.2.3	Hold NEPA Scoping Meeting	2	1/19/05	1/20/05
95-1351	114789.1	Design Agreement Admendment ASA Review Approval	58	2/2/04 A	4/22/04 A
95-1360	114789.2.8	RECOVER - RET Review of Preliminary Draft PIR	22	5/4/06	6/5/06
95-1380	114789.2.A	Submit Chief's Report to ASA (CW)	10	9/14/07	9/27/07
95-1390	114789.2.2.1	Initial PIR Preparation	1	11/12/04	11/12/04

Activity ID	WBS	Activity Name	Original Duration	Start	Finish
95-1400	114789.2.2.1	IPR	44	12/21/04	2/24/05
95-1410	114789.2.2.1	PIR Initial In-Progress Review Meeting	0		2/24/05
95-1420	114789.2.3	PAL (PD-E FWS)	1	7/2/04 A	7/2/04 A
95-1421	114789.1	DA Executed	0		7/29/04 A
95-1430	114789.2.1	FY06 Project Management	250	10/3/05*	9/29/06
95-1440	114789.2.1	FY07 Project Management	249	10/3/06*	9/28/07
95-1490	114789.2.2.1	Identify Predictive Simulation Models (Ecologic)	22	2/25/05	3/28/05
95-1500	114789.B.3	Post Implementation Biological Monitoring	3750	9/14/09	8/22/24
95-1580	114789.2.2.1	Identify Problems, Opportunities, Objectives and Constraints	30	11/12/04	12/27/04
95-1590	114789.2.2.1	Goals & Objectives Complete	0		12/27/04
95-1600	114789.2.2.1	Identify Performance Measures	44	12/28/04	3/2/05
95-1620	114789.2.4	Environmental Justice	10	3/3/05	3/16/05
95-1630	114789.2.2.4	NER and NED Analysis of Alternatives	43	9/30/05	12/2/05
95-1640	114789.2.2.5	Prepare AFB Package	30	12/6/05	1/19/06
95-1650	114789.2.2.2	Forecast Future Without Project Condition	15	3/3/05	3/23/05
95-1660	114789.2.1	FY05 Travel for DP	250	10/1/04	9/29/05
95-1670	114789.2.1	FY05 Travel for PD	250	10/1/04	9/29/05
95-1680	114789.2.1	FY05 Travel for CO	250	10/1/04	9/29/05
95-1690	114789.2.1	FY05 Travel for EN	250	10/1/04	9/29/05
95-1700	114789.2.1	FY05 USFWS	250	10/1/04	9/29/05
95-1710	114789.1	DA Approved	0		12/17/03 A
95-190	114789.2.A	Chief's Report (Milestone)	0		9/13/07
95-AC10	114789.1	PMP Actual Costs to Date - CESAJ	534	10/1/02 A	11/1/04
95-AC20	114789.D	STUDY Actual Costs to Date (FY 04) - CESAJ-AC	273	10/1/03 A	11/1/04
95-AC30	114789.2	PIR Actual Costs to Date (FY 04) - CESAJ-AC	273	10/1/03 A	11/1/04
95-H100	114789.2.2.1	Initiate Decision Document	0		11/10/04
95-H1000	114789.2.9	In Progress Review	5	9/15/06	9/21/06
95-H1010	114789.2.9	Project Guidance Memorandum (IPR)	10	9/22/06	10/5/06
95-H1020	114789.2.2.6	Prepare Draft PIR/NEPA Document	20	6/6/06	7/3/06
95-H1030	114789.2.2.6	ITR on Draft PIR/NEPA Document	20	6/2/06	6/29/06
95-H1050	114789.2.2.6	Release Draft PIR	10	7/5/06	7/18/06
95-H1060	114789.2.9	Notice of Availability in Federal Register	11	7/19/06	8/2/06
95-H1070	114789.2.9	Public Review of PIR	32	8/3/06	9/18/06
95-H1080	114789.2.9	Respond to Public Comments on PIR	15	10/6/06	10/27/06
95-H1090	114789.2.9	ITR (on Draft PIR/NEPA)	10	10/30/06	11/13/06
95-H1110	114789.2.9	Draft Final PIR	15	11/14/06	12/5/06
95-H1130	114789.2.9.1	State 1501 Review & Approval	60	12/6/06	3/5/07
95-H1140	114789.2.9.1	Incorporate State Comments	10	3/6/07	3/19/07
95-H1150	114789.2.9	ITR on Final Draft PIR	14	3/20/07	4/6/07
95-H1160	114789.2.9	NFS Letter of Support and Financial Capability Statement	10	4/9/07	4/20/07
95-H1170	114789.2.9	Assemble Final PIR/NEPA	22	4/23/07	5/22/07
95-H1180	114789.2.9	DE Signature	5	5/23/07	5/30/07
95-H1181	114789.2.9	FONSI Prepared	5	5/31/07	6/6/07

Activity ID	WBS	Activity Name	Original Duration	Start	Finish
95-H1190	114789.2.A	State and Agency Letters Signed and Received by District	5	6/7/07	6/13/07
95-H1200	114789.2.A	Mail Letters and Draft Final Report	5	6/14/07	6/20/07
95-H1210	114789.2.A	Publish in Federal Register	5	6/21/07	6/27/07
95-H122	114789.2.2.5	Submit AFB Documentation to HQ/SAD	0		1/31/06
95-H1220	114789.2.A	State, Agency and Public Review	22	6/28/07	7/30/07
95-H1230	114789.2.A	Respond to State, Agency and Public Comments	15	7/31/07	8/20/07
95-H124	114789.2.2.5	Alternative Formulation Briefing (AFB)/Site Visit	0		4/5/06
95-H1240	114789.2.A	HQ/MSR Review Conference	5	8/14/07	8/20/07
95-H1250	114789.2.A	Policy Review Documentation	7	8/21/07	8/29/07
95-H126	114789.2.2.5	AFB Guidance Memorandum Received	0		4/19/06
95-H1260	114789.2.A	Chief's Report	5	9/7/07	9/13/07
95-H1270	114789.2.A	ASA(CW) Review	30	9/28/07	11/9/07
95-H128	114789.2.9	HQ Review of Draft PIR/NEPA Document	0		9/6/06
95-H1280	114789.2.A	OMB Review	50	11/28/07	2/8/08
95-H1290	114789.2.A	Congressional Review	70	3/4/08	6/10/08
95-H130	114789.2.9	PIR Review Conference	0		9/21/06
95-H1300	114789.2.A	Congressional Authorization	22	6/11/08	7/11/08
95-H1330	114789.2.2.6	Compile (Preliminary) Draft PIR/NEPA	5	4/27/06	5/3/06
95-H1340	114789.2.2.6	In-house Review of Draft PIR/NEPA	10	5/4/06	5/17/06
95-H1390	114789.2.2.2	Inventory Ecological & Cultural Resources	22	1/31/05	3/2/05
95-H140	114789.2.2.6	Project Guidance Memorandum (PGM) Received	0		10/5/06
95-H1400	114789.2.2.2	Inventory Economic Resources	44	12/28/04	3/2/05
95-H145	114789.2.9	Public Review of Draft PIR/NEPA Report Complete	0		9/18/06
95-H150	114789.2.5.1.3	Baseline Cost Estimate Approved	0		8/28/06
95-H1530	114789.2.2.2	Compile Existing Conditions	15	2/9/05	3/2/05
95-H1550	114789.2.2.2	Evaluate Existing & Future Without Project Condition	40	3/24/05	5/18/05
95-H1560	114789.2.2.3	Evaluate Conceptual Alternatives from Yellow Book	10	5/19/05	6/2/05
95-H1580	114789.2.2.3	ITR (prior to FSM)	20	6/3/05	6/30/05
95-H1590	114789.2.2.3	Submit Documentation to HQ for FSM	2	7/12/05	7/13/05
95-H1600	114789.2.2.3	Feasibility Scoping Meeting	3	9/13/05	9/15/05
95-H1610	114789.2.2.3	Receive FSM Guidance Memorandum	10	9/16/05	9/29/05
95-H1620	114789.2.2.3	ITR Meeting with PDT to prepare for FSM	6	7/1/05	7/11/05
95-H1630	114789.2.2.3	Define Components & Create Array of Alternatives	25	8/25/05	9/29/05
95-H1640	114789.2.2.3	Develop Preliminary Design for Alternatives	11	9/15/05	9/29/05
95-H165	114789.2.9	Final PIR/NEPA Report Complete	0		5/22/07
95-H1650	114789.2.2.4	Evaluate Alternatives (compare with & without plan)	20	9/30/05	10/28/05
95-H1660	114789.2.2.3	Develop Planning Cost Estimates (Engineering, Constructio...	22	9/22/05	10/24/05
95-H1680	114789.2.3	PAL	43	3/29/05	5/26/05
95-H170	114789.2.9	MSC Commander's Public Notice (Complete PIR)	0		6/6/07
95-H1700	114789.2.2.4	Conduct Cost-Effectiveness & Incremental Cost Analysis	15	11/7/05	11/29/05
95-H1720	114789.2.2.5	Compare Alternative Plans	4	11/30/05	12/5/05
95-H1730	114789.2.3	Compile Comments/Issues/Concerns	2	1/21/05	1/24/05
95-H175	114789.2.A	ASA(CW) Memorandum to OMB	0		11/27/07

Activity ID	WBS	Activity Name	Original Duration	Start	Finish
95-H1750	114789.2.3	Detailed Inventory Ecological, Water Quality	22	9/28/05	10/28/05
95-H1760	114789.2.2.5	ITR (prior to AFB)	6	1/20/06	1/27/06
95-H1770	114789.2.2.5	ITR Meeting with PDT to prepare for AFB	1	1/30/06	1/30/06
95-H180	114789.2.A	Washington Level Agency and Public Review Complete	0		7/30/07
95-H1800	114789.2.2.5	Submit AFB Documentation to HQ	2	1/30/06	1/31/06
95-H1810	114789.2.2.5	AFB Meeting	3	4/3/06	4/5/06
95-H182	114789.2.A	PIR Assessment to CECW-PM	0		8/29/07
95-H1820	114789.2.2.5	AFB Guidance Memorandum	10	4/6/06	4/19/06
95-H1830	114789.2.9.1	Pre-Application Meeting	1	4/20/06	4/20/06
95-H1840	114789.2.9.1	Pre-Application Concurrence Letter	20	4/21/06	5/18/06
95-H1850	114789.2.9.1	Meeting with FDEP (Reasonable Certainty)	2	5/19/06	5/22/06
95-H1930	114789.6.2	Initiate PCA	1	7/28/08	7/28/08
95-H1940	114789.2.3	Conduct NEPA Scoping Activities	43	11/15/04	1/18/05
95-H1960	114789.2.3	Evaluation of Environmental Effects/Benefits & Compliance	5	10/31/05	11/4/05
95-H2030	114789.2.2.6	Preliminary Design of the TSP	22	3/21/06	4/19/06
95-H2050	114789.2.5.1.2	Final Design	86	4/20/06	8/21/06
95-H2070	114789.2.2.6	Tentatively Selected Plan	32	3/7/06	4/19/06
95-H2140	114789.2.2.6	Develop Implementation Plan	11	8/29/06	9/13/06
95-H2150	114789.2.5.1.3	Prepare Cost Estimate	5	8/22/06	8/28/06
95-H2160	114789.2.2.5	Non Federal Sponsor Coordination	10	4/6/06	4/19/06
95-H2200	114789.2.9	In-House Review of Draft Final PIR	15	12/6/06	12/27/06
95-H2220	114789.2.A	ASA (CW) Letter Submitted to Congress	15	2/11/08	3/3/08
95-H2230	114789.2.A	ASA (CW) Memorandum to OMB	10	11/13/07	11/27/07
95-H2240	114789.2.A	Filing of Final NEPA Document	5	8/30/07	9/6/07
95-H2250	114789.2.3	Phase 1 Cultural Resource Surveys and Coordination	22	10/31/05	12/1/05
95-H2260	114789.2.9	Submit Documentation to HQ for Draft PIR/NEPA Review	2	8/3/06	8/4/06
95-H2270	114789.2.2.3	HQ Policy Review Comments to SAJ & SAD	22	7/14/05	8/12/05
95-H2280	114789.2.2.3	SAJ Response to HQ Policy Review Comments	20	8/15/05	9/12/05
95-H2290	114789.2.2.5	HQ Policy Review Comments to SAJ & SAD	22	2/1/06	3/3/06
95-H2300	114789.2.2.5	SAJ Response to HQ Policy Review Comments	20	3/6/06	3/31/06
95-H2305	114789.2.9	HQ Policy Review Draft PIR/NEPA Comments to SAJ & SAD	22	8/7/06	9/6/06
95-H2310	114789.2.2.6	Incorporate In-House Comments on Draft PIR	10	5/18/06	6/1/06
95-H2320	114789.2.9	SAJ Response to HQ Policy Review Comments	6	9/7/06	9/14/06
95-H2340	114789.6.1	Congressional Appropriation Enacted	157	7/28/08	3/13/09
95-H2350	114789.6.2	Prepare Draft PCA	15	7/29/08	8/18/08
95-H2360	114789.6.3	PCA Approved by Non Federal Sponsor	22	8/19/08	9/18/08
95-H2370	114789.6.5	PCA Package to HQ's	5	3/16/09	3/20/09
95-H2380	114789.6.5	PCA Package Approved by OASA(CW)	29	3/23/09	4/30/09
95-H2390	114789.6.5	PCA Executed	14	5/1/09	5/20/09
95-H2430	114789.5.2	Survey Verification	43	6/7/07	8/7/07
95-H2440	114789.5.2	P & S Survey Update	22	8/8/07	9/7/07
95-H2450	114789.5.2	A-E Delivery Order Preparation	72	9/10/07	12/21/07
95-H2460	114789.5.3	30 % P & S Preparation	87	12/24/07	4/28/08

Activity ID	WBS	Activity Name	Original Duration	Start	Finish
95-H2470	114789.5.4	60% P & S Preparation	65	4/29/08	7/30/08
95-H2480	114789.5.4	Advance 100% P&S Preparation	65	7/31/08	10/31/08
95-H2490	114789.5.4	Survey Verification	43	11/3/08	1/6/09
95-H2500	114789.5.4	P&S Survey Update	22	1/7/09	2/6/09
95-H2510	114789.5.4	BCOE Package Preparation	14	11/3/08	11/21/08
95-H2520	114789.5.5	BCOE Review & Conference	22	11/24/08	12/24/08
95-H2530	114789.5.5	BCOE Comment Incorporation	22	12/26/08	1/28/09
95-H2540	114789.5.5	Prepare BCOE Certification Package & Review	19	2/9/09	3/6/09
95-H2550	114789.5.5	BCOE Certification	2	5/21/09	5/22/09
95-H2560	114789.5.5	EBS Preparation	10	5/26/09	6/8/09
95-H2570	114789.8.2	Advertisement Period	22	6/9/09	7/9/09
95-H2580	114789.8.2	Bid Opening/Notice of Selection	1	7/10/09	7/10/09
95-H2590	114789.8.2	Award Contract	22	7/13/09	8/11/09
95-H2600	114789.8.3	Issue Notice to Proceed	22	8/12/09	9/11/09
95-H2610	114789.8.4	Construction	3765	9/14/09	9/13/24
95-H2620	114789.8.7	Interim Operational Period	65	9/16/24	12/18/24
95-H2630	114789.8.9	Contract Physically Complete	22	12/19/24	1/22/25
95-H2770	114789.2.3	Preliminary ESA Consultation	5	1/19/05	1/25/05
95-H2790	114789.2.3	Compile FSM submittals for Ecol., WQ and CR	2	1/26/05	1/27/05
95-H2800	114789.2.3	Document Environmental Law Compliance	2	4/20/06	4/21/06
95-H2810	114789.2.3	Prepare Env Effects, Cum Effects, Tradeoff Discussion for ...	5	4/20/06	4/26/06
95-H310	114789.2.A	Filing of Final EA	0		9/6/07
95-H320	114789.2.9	Record of Decision FONSI Signed	0		6/6/07
95-H330	114789.2.A	Chief's Report Submitted to ASA(CW)	0		9/27/07
95-H340	114789.2.A	ASA(CW) Report Submitted to Congress	0		3/3/08
95-H350	114789.2.A	President Signs Authorization	0		7/25/08
95-H500	114789.5.2	P&S Initiated	0		8/7/07
95-H580	114789.5.5	P&S BCOE Review	0		12/24/08
95-H590	114789.5.5	P&S Approval	0		5/22/09
95-H620	114789.6.5	PCA Submitted to HQ for Approval	0		3/20/09
95-H630	114789.6.4	PCA Financing Plan Submitted to HQ	0		3/20/09
95-H640	114789.6.4	PCA Financing Plan Submitted to ASA (CW)	0		4/30/09
95-H650	114789.6.5	PCA Approved	0		4/30/09
95-H690	114789.6.5	PCA Executed	0		5/20/09
95-H950	114789.8.2	Construction Contract Advertised	0		7/9/09
95-H960	114789.8.3	Construction Contract Awarded	0		8/11/09
95-H970	114789.8.9	Construction Contract Physically Complete	0		1/22/25
95-H990	114789.8.4	Project Physically Complete	0		9/13/24
95-H992	114789.C.1	Contract Fiscal Completion	0		1/22/25
95-H994	114789.C.2	USACE Project Audits Complete	0		1/22/25
95-H996	114789.C.2	Sponsor Project Audits Complete	0		1/22/25
95-H998	114789.C.3	Turnover Part of Project to Local Sponsor	0		1/22/25
95-H999	114789.C.3	Project Final Acceptance/Transfer to Local Sponsor	0		1/22/25

Activity ID	WBS	Activity Name	Original Duration	Start	Finish
95-L190	114789.2.2.6	Draft PIR/NEPA Report Complete	0		7/3/06
95-L205	114789.2.3	NEPA Scoping Meeting	0		1/20/05
95-L215	114789.2.2.3	Preliminary Screening of Alternatives Complete	0		6/2/05
95-L220	114789.2.2.3	ITR Meeting with PDT for FSM	0		7/11/05
95-L225	114789.2.2.3	FSM Material Submitted to HQ	0		7/13/05
95-L230	114789.2.2.3	Feasibility Scoping Meeting (FSM)	0		9/15/05
95-L235	114789.2.2.3	FSM Guidance Memorandum Received	0		9/29/05
95-L240	114789.2.2.3	Final Array of Alternatives Selected	0		9/29/05
95-L245	114789.2.9.1	PIR/FS 1501 Pre-Application Meeting	0		4/20/06
95-L250	114789.2.9.1	PIR/FS 1501 Pre-Application Concurrence Letter Received	0		5/18/06
95-L255	114789.2.3	USF&WS Planning Aid Letter Received	0		5/26/05
95-L265	114789.2.2.4	Final Screening/Preliminary Selected Plan Complete	0		11/29/05
95-L295	114789.2.9.1	PIR/FS 1501 Meeting with FDEP	0		5/22/06
95-L300	114789.2.2.6	In House Review Draft PIR/NEPA Report Complete	0		5/17/06
95-L315	114789.2.8	RET PIR Evaluation Report Complete	0		6/5/06
95-L320	114789.2.2.6	ITR on Draft PIR/NEPA Report Complete	0		6/29/06
95-L325	114789.2.9	Draft PIR/NEPA Published in Federal Register	0		8/2/06
95-L335	114789.2.9	Responses to Public Comments Draft PIR/NEPA Complete	0		10/27/06
95-L345	114789.2.9	Final Draft PIR/NEPA Report Complete	0		12/5/06
95-L350	114789.2.9.1	FS 1501 Submittal to FDEP	0		12/5/06
95-L370	114789.2.9	ITR/Legal Review of Final Draft PIR/NEPA Complete	0		4/6/07
95-L375	114789.2.9	Sponsor's Letter of Intent Received	0		4/20/07
95-L380	114789.2.9.1	FS 1501 DEP Approval	0		3/5/07
95-L385	114789.2.A	Final PIR/NEPA Report Published in the Federal Register	0		6/27/07
95-L390	114789.2.A	Responses to Public Comments on Final PIR/NEPA Complete	0		8/20/07
95-L395	114789.2.A	PIR Fiscal Closeout	0		7/11/08
95-L400	114789.6.2	PCA Initiated	0		7/28/08
95-L800	114789.C.1	Construction Contract Fiscally Complete	0		1/22/25
95-P200	114789.2.2.2	Existing Conditions Defined	0		3/2/05
95-P205	114789.2.2.2	Future Conditions Defined	0		5/18/05
95-P220	114789.2.2.1	Project Performance Measures Complete	0		3/2/05
95-P225	114789.2.2.5	ITR/PDT Pre-AFB Meeting	0		1/30/06
95-P230	114789.2.2.6	Incorporation of In-house Comments on Draft PIR/NEPA Co...	0		6/1/06
95-P235	114789.2.9	In-House Review of Final Draft PIR/NEPA Complete	0		12/27/06
95-P700	114789.5.3	P&S 30% Technical Review Conference	0		4/28/08
95-P705	114789.5.4	P&S 60% Technical Review Conference	0		7/30/08
95-P805	114789.8.3	Construction Contract Notice to Proceed	0		9/11/09
95-P810	114789.8.7	Interim Operational Testing Initiated	0		9/13/24
95-P815	114789.8.7	Interim Operational Testing Complete	0		12/18/24

APPENDIX D: PROJECT SCHEDULE

TAB A – Gantt Chart for Current Phase

TAB B – Project Milestone Report

TAB A – Gantt Chart for Current Phase

Activity ID	Original Duration	Start	Finish	Gantt Chart for Current Phase																											
				2004				2005				2006				2007				2008				2009							
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
114789	1020	7/2/04 A	7/25/08	7/25/08, 114789																											
95-1420	1	7/2/04 A	7/2/04 A	I PAL (PD-E FWS)																											
95-1282	251	10/1/04*	9/30/05	FY05 Project Management																											
95-1660	250	10/1/04	9/29/05	FY05 Travel for DP																											
95-1670	250	10/1/04	9/29/05	FY05 Travel for PD																											
95-1680	250	10/1/04	9/29/05	FY05 Travel for CO																											
95-1690	250	10/1/04	9/29/05	FY05 Travel for EN																											
95-1700	250	10/1/04	9/29/05	FY05 USFWS																											
95-H100	0		11/10/04	◆ Initiate Decision Document																											
95-1390	1	11/12/04	11/12/04	I Initial PIR Preparation																											
95-1580	30	11/12/04	12/27/04	■ Identify Problems, Opportunities, Objectives and Constraints																											
95-H1940	43	11/15/04	1/18/05	■ Conduct NEPA Scoping Activities																											
95-1400	44	12/21/04	2/24/05	■ IPR																											
95-1590	0		12/27/04	◆ Goals & Objectives Complete																											
95-H1400	44	12/28/04	3/2/05	■ Inventory Economic Resources																											
95-1600	44	12/28/04	3/2/05	■ Identify Performance Measures																											
95-1350	2	1/19/05	1/20/05	I Hold NEPA Scoping Meeting																											
95-H2770	5	1/19/05	1/25/05	I Preliminary ESA Consultation																											
95-L205	0		1/20/05	◆ NEPA Scoping Meeting																											
95-H1730	2	1/21/05	1/24/05	I Compile Comments/Issues/Concerns																											
95-H2790	2	1/26/05	1/27/05	I Compile FSM submittals for Ecol., WQ and CR																											
95-H1390	22	1/31/05	3/2/05	■ Inventory Ecological & Cultural Resources																											
95-H1530	15	2/9/05	3/2/05	■ Compile Existing Conditions																											
95-1410	0		2/24/05	◆ PIR Initial In-Progress Review Meeting																											
95-1490	22	2/25/05	3/28/05	■ Identify Predictive Simulation Models (Ecologic)																											
95-P220	0		3/2/05	◆ Project Performance Measures Complete																											
95-P200	0		3/2/05	◆ Existing Conditions Defined																											
95-1620	10	3/3/05	3/16/05	■ Environmental Justice																											
95-1650	15	3/3/05	3/23/05	■ Forecast Future Without Project Condition																											
95-H1550	40	3/24/05	5/18/05	■ Evaluate Existing & Future Without Project Condition																											
95-H1680	43	3/29/05	5/26/05	■ PAL																											
95-P205	0		5/18/05	◆ Future Conditions Defined																											
95-H1560	10	5/19/05	6/2/05	■ Evaluate Conceptual Alternatives from Yellow Book																											
95-L255	0		5/26/05	◆ USF&WS Planning Aid Letter Received																											

■ Actual Work ■ Critical Remaining Work
■ Remaining Work ◆ Milestone

TAB B – Project Milestone Report

Activity ID	Activity Name	Finish	P2 - Milestone - Civil Works	P2 - Milestone - Construction
95-1311	DA Amendment Submission	10/8/03 A	CW080	
95-1020	PMP Initiated	11/10/03 A	CW030	
95-1710	DA Approved	12/17/03 A	CW090	
95-1050	PDT Kick-off Meeting	3/25/04 A	0C.L110	
95-1315	PMP Draft Completed	5/7/04 A	0C.L115	
95-1070	PMP Internal Review Initiated	5/10/04 A	0C.L120	
95-1090	PMP Internal Review Complete	5/19/04 A	0C.L130	
95-1421	DA Executed	7/29/04 A	CW130	
95-1210	PMP Approved by Local Sponsor	10/8/04	0C.L170	
95-1250	PMP DDE(PM) Signature	10/22/04	CW040	
95-1270	Work-in-Kind Letter Signed by District Engineer	10/29/04	0C.L180	
95-H100	Initiate Decision Document	11/10/04	CW140	
95-1330	Reconnaissance Report Submitted to MSC	12/7/04	CW150	
95-1590	Goals & Objectives Complete	12/27/04	0C.P215	
95-L205	NEPA Scoping Meeting	1/20/05	0C.L205	
95-1410	PIR Initial In-Progress Review Meeting	2/24/05	CW050	
95-P220	Project Performance Measures Complete	3/2/05	0C.P220	
95-P200	Existing Conditions Defined	3/2/05	0C.P200	
95-P205	Future Conditions Defined	5/18/05	0C.P205	
95-L255	USF&WS Planning Aid Letter Received	5/26/05	0C.L255	
95-L215	Preliminary Screening of Alternatives Complete	6/2/05	0C.L215	
95-L220	ITR Meeting with PDT for FSM	7/11/05	0C.L220	
95-L225	FSM Material Submitted to HQ	7/13/05	0C.L225	
95-L230	Feasibility Scoping Meeting (FSM)	9/15/05	CW050	
95-L235	FSM Guidance Memorandum Received	9/29/05	CW060	
95-L240	Final Array of Alternatives Selected	9/29/05	0C.L240	
95-L265	Final Screening/Preliminary Selected Plan Complete	11/29/05	0C.L265	
95-P225	ITR/PDT Pre-AFB Meeting	1/30/06	0C.P225	
95-H122	Submit AFB Documentation to HQ/SAD	1/31/06	0C.122	
95-H124	Alternative Formulation Briefing (AFB)/Site Visit	4/5/06	CW190	
95-H126	AFB Guidance Memorandum Received	4/19/06	CW060	
95-L245	PIR/FS 1501 Pre-Application Meeting	4/20/06	0C.L245	
95-L300	In House Review Draft PIR/NEPA Report Complete	5/17/06	0C.L300	
95-L250	PIR/FS 1501 Pre-Application Concurrence Letter Received	5/18/06	0C.L250	
95-L295	PIR/FS 1501 Meeting with FDEP	5/22/06	0C.L295	
95-P230	Incorporation of In-house Comments on Draft PIR/NEPA Complete	6/1/06	0C.P230	
95-L315	RET PIR Evaluation Report Complete	6/5/06	0C.L315	
95-L320	ITR on Draft PIR/NEPA Report Complete	6/29/06	0C.L320	
95-L190	Draft PIR/NEPA Report Complete	7/3/06	0C.L290	
95-L325	Draft PIR/NEPA Published in Federal Register	8/2/06	CW150	
95-H150	Baseline Cost Estimate Approved	8/28/06	0C.150	
95-H128	HQ Review of Draft PIR/NEPA Document	9/6/06	0C.128	
95-H145	Public Review of Draft PIR/NEPA Report Complete	9/18/06	CW250	
95-H130	PIR Review Conference	9/21/06	CW050	
95-H140	Project Guidance Memorandum (PGM) Received	10/5/06	CW060	
95-L335	Responses to Public Comments Draft PIR/NEPA Complete	10/27/06	0C.L335	

Activity ID	Activity Name	Finish	P2 - Milestone - Civil Works	P2 - Milestone - Construction
95-L345	Final Draft PIR/NEPA Report Complete	12/5/06	0C.L345	
95-L350	FS 1501 Submittal to FDEP	12/5/06	0C.L350	
95-P235	In-House Review of Final Draft PIR/NEPA Complete	12/27/06	0C.P235	
95-L380	FS 1501 DEP Approval	3/5/07	0C.L380	
95-L370	ITR/Legal Review of Final Draft PIR/NEPA Complete	4/6/07	0C.L370	
95-L375	Sponsor's Letter of Intent Received	4/20/07	0C.L375	
95-H165	Final PIR/NEPA Report Complete	5/22/07	CW160	
95-H170	MSC Commander's Public Notice (Complete PIR)	6/6/07	CW260	
95-H320	Record of Decision FONSI Signed	6/6/07	CW230	
95-L385	Final PIR/NEPA Report Published in the Federal Register	6/27/07	CW250	
95-H180	Washington Level Agency and Public Review Complete	7/30/07	CW170	
95-H500	P&S Initiated	8/7/07	CW300	
95-L390	Responses to Public Comments on Final PIR/NEPA Complete	8/20/07	0C.L390	
95-H182	PIR Assessment to CECW-PM	8/29/07	0C.182	
95-H310	Filing of Final EA	9/6/07	CW210	
95-190	Chief's Report (Milestone)	9/13/07	CW270	
95-H330	Chief's Report Submitted to ASA(CW)	9/27/07	0C.330	
95-H175	ASA(CW) Memorandum to OMB	11/27/07	CW280	
95-H340	ASA(CW) Report Submitted to Congress	3/3/08	CW180	
95-P700	P&S 30% Technical Review Conference	4/28/08	0C.P700	
95-L395	PIR Fiscal Closeout	7/11/08	0C.L395	
95-H350	President Signs Authorization	7/25/08	0C.350	
95-L400	PCA Initiated	7/28/08	CW070	
95-P705	P&S 60% Technical Review Conference	7/30/08	0C.P705	
95-H580	P&S BCOE Review	12/24/08	CW320	
95-H620	PCA Submitted to HQ for Approval	3/20/09	CW080	
95-H630	PCA Financing Plan Submitted to HQ	3/20/09	CW090	
95-H640	PCA Financing Plan Submitted to ASA (CW)	4/30/09	CW090	
95-H650	PCA Approved	4/30/09	CW100	
95-H690	PCA Executed	5/20/09	CW130	
95-H590	P&S Approval	5/22/09	CW320	
95-H950	Construction Contract Advertised	7/9/09	CW420	
95-H960	Construction Contract Awarded	8/11/09		CC800
95-P805	Construction Contract Notice to Proceed	9/11/09	CW440	
95-P810	Interim Operational Testing Initiated	9/13/24	0C.P810	
95-H990	Project Physically Complete	9/13/24	CW450	
95-P815	Interim Operational Testing Complete	12/18/24	0C.P815	
95-L800	Construction Contract Fiscally Complete	1/22/25		CC880
95-H970	Construction Contract Physically Complete	1/22/25		CC840
95-H992	Contract Fiscal Completion	1/22/25	CW470	
95-H994	USACE Project Audits Complete	1/22/25	0C.994	
95-H996	Sponsor Project Audits Complete	1/22/25	0C.996	
95-H999	Project Final Acceptance/Transfer to Local Sponsor	1/22/25	CW480	
95-H998	Turnover Part of Project to Local Sponsor	1/22/25		CC890

APPENDIX E: PROJECT COST ESTIMATE AND BUDGET

TAB A – Total Project Cost Summary

TAB B – Fully Funded Cost Estimate (Post PIR)

TAB C – Cost Listing by Agency/Organizational Unit

TAB D – Projected Annual Budget

TAB E – Projected Cash Flow Curve

TAB F – Contingency Summary and Status

TAB A – Total Project Cost Summary

Activity ID	Activity Name	Start	Finish	Budgeted Total Cost
114789	CERP Melaleuca Eradication and Other Exotic P...	10/1/02 A	1/22/25	\$ 10,111,069
114789.1	PROJECT MANAGEMENT PLAN - PMP	10/1/02 A	11/1/04	\$ 97,460
114789.2	PROJECT IMPLEMENTATION REPORT - PIR	10/1/03 A	7/25/08	\$ 750,609
114789.5	PLANS AND SPECIFICATIONS (P & S)	6/7/07	6/8/09	\$ 300,000
114789.6	PROJECT COOPERATION AGREEMENT (PCA)	7/28/08	5/20/09	\$ 0
114789.7	REAL ESTATE (RE)			\$ 0
114789.8	CONSTRUCTION (CONS)	6/9/09	1/22/25	\$ 5,705,250
114789.B	PROJECT IMPLEMENTATION MONITORING (PIM)	9/14/09	8/22/24	\$ 3,005,250
114789.C	PROJECT CLOSE-OUT	1/22/25	1/22/25	\$ 0
114789.D	Special Report on Invasive Species	10/1/02 A	5/2/05	\$ 252,500

TAB B – Fully Funded Cost Estimate (Post PIR Only)

TAB C – Cost Listing by Agency/Organizational Unit

Cost Listing By Agency/Organizational Unit		
Work Phase	USACE	SFWMD
PMP	\$81,050	\$16,410
PIR	\$690,189	\$60,420
P&S	\$300,000	0
Construction	\$2,700,000	\$3,005,250
PIM	\$1,500,000	\$1,505,250
Special Report	\$252,500	0
Total Cost	\$5,523,739	\$4,587,330

TAB D – Projected Annual Budget

App E, Tab D - Projected Annual Budget by Resources

WBS 114789 CERP Melaleuca Eradication and Other Exotic Plants

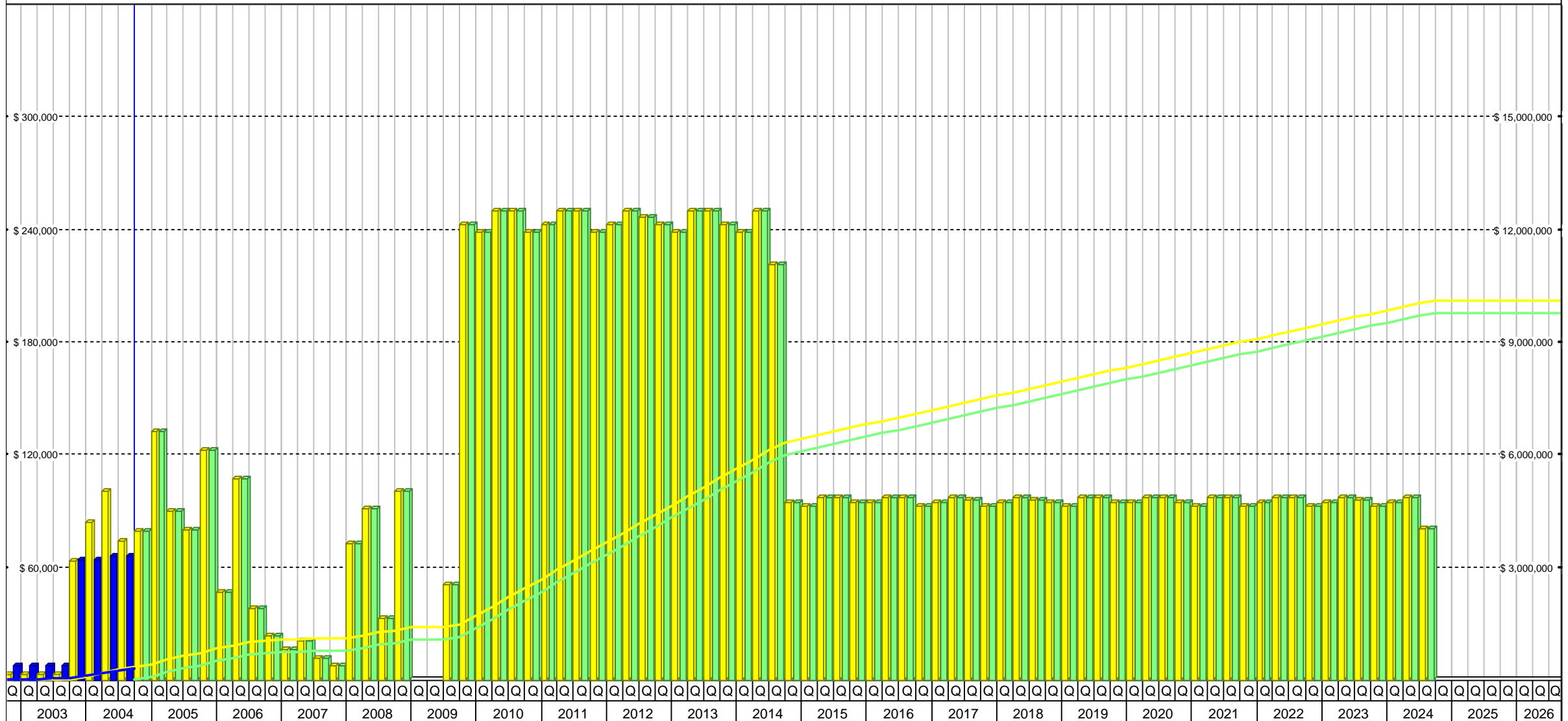
Resource ID	FY2000-2001	FY2001-2002	FY2002-2003	FY2003-2004	FY2004-2005	FY2005-2006	FY2006-2007	FY2007-2008	FY2008-2009	FY2009-2010	Total
SAD											\$ 0
CC-OO					\$ 7,753						\$ 7,753
CC-OO AE						\$ 6,253					\$ 6,253
CO											\$ 0
CO-C HL											\$ 0
CO-O HL											\$ 0
CO-OA			\$ 6,000	\$ 7,000	\$ 3,000	\$ 11,000	\$ 3,000	\$ 200,000	\$ 124,861	\$ 480,000	\$ 4,530,000
CT HL											\$ 0
CT-C HL				\$ 1,500		\$ 1,000					\$ 2,500
DP											\$ 0
DP-O					\$ 40,000	\$ 40,000	\$ 20,000				\$ 100,000
DP-O HL				\$ 40,000							\$ 40,000
DP-O OA				\$ 180,000							\$ 180,000
DP-R						\$ 10,000					\$ 10,000
DP-R HL											\$ 0
EN-C					\$ 2,000	\$ 23,000					\$ 25,000
EN-C HL											\$ 0
EN-D HL											\$ 0
EN-G HL											\$ 0
EN-H HL											\$ 0
PD-D					\$ 80,698	\$ 60,802					\$ 141,500
PD-D HL				\$ 5,000							\$ 5,000
PD-E HL											\$ 0
PD-E FWS				\$ 10,000							\$ 10,000
PD-ES				\$ 18,250	\$ 31,250	\$ 42,300	\$ 7,400				\$ 99,200
PD-P HL											\$ 0
PD-PF			\$ 5,000	\$ 40,000	\$ 110,373	\$ 87,182	\$ 16,184	\$ 2,788			\$ 261,527
PD-R					\$ 2,000	\$ 7,000	\$ 7,000				\$ 16,000
PD-R HL				\$ 1,800							\$ 1,800
RE HL											\$ 0
RE-A						\$ 400					\$ 400
RE-A HL											\$ 0

App E, Tab D - Projected Annual Budget by Resources

WBS 114789 CERP Melaleuca Eradication and Other Exotic Plants

Resource ID	FY2000-2001	FY2001-2002	FY2002-2003	FY2003-2004	FY2004-2005	FY2005-2006	FY2006-2007	FY2007-2008	FY2008-2009	FY2009-2010	Total
RE-P						\$ 506					\$ 506
RE-S					\$ 800	\$ 500					\$ 1,300
TRAVEL					\$ 33,000						\$ 33,000
WKBOTHFED					\$ 51,050	\$ 950					\$ 52,000
HQ											\$ 0
SFWMD									\$ 10	\$ 200	\$ 3,000
Labor				\$ 675	\$ 1,800	\$ 3,900	\$ 900		\$ 21	\$ 401	\$ 13,275
108280				\$ 15,735	\$ 17,430	\$ 19,110	\$ 17,280		\$ 5	\$ 100	\$ 71,055
5307									\$ 25,896	\$ 500,000	\$ 4,500,000
CC-O HL-Old											\$ 0
Total			\$ 11,000	\$ 319,960	\$ 381,154	\$ 313,903	\$ 71,764	\$ 202,788	\$ 150,793	\$ 980,701	\$ 10,111,069

TAB E – Project Cash Flow Curve



Total Cost

■ Budgeted
■ Actual
■ Remaining

TAB F – Contingency Summary and Status

Once CERP guidance and standardized report instructions are developed and approved, the Contingency Summary and Status Report will be placed in Appendix E, Tab F.

APPENDIX F: FUNCTIONAL AREA PLAN

TAB A - Activities by Agency, Organizational Unit & Resource

TAB A – Activities by Agency, Organizational Unit & Resource

App F Tab A - Resource and Role Assignments

WBS	Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost	
114789	CERP Melaleuca Eradication and Other Exotic Plants						
CC-OO							
	CC-OO	95-1350	Hold NEPA Scoping Meeting	1/19/05	1/20/05	\$ 7,753	
						Resource Sub Total	\$ 7,753
CC-OO AE							
	CC-OO AE	95-H1070	Public Review of PIR	8/3/06	9/18/06	\$ 6,253	
						Resource Sub Total	\$ 6,253
CO-OA							
	CO-OA	95-1032	FY03 Report Budget	10/1/02 A	9/30/03 A	\$ 6,000	
	CO-OA	95-1060	Prepare Draft # 1 PMP	1/30/04 A	2/13/04 A	\$ 4,000	
	CO-OA	95-H1640	Develop Preliminary Design for Alternatives	9/15/05	9/29/05	\$ 1,000	
	CO-OA	95-H1700	Conduct Cost-Effectiveness & Incremental Cost Analysis	11/7/05	11/29/05	\$ 5,000	
	CO-OA	95-H1720	Compare Alternative Plans	11/30/05	12/5/05	\$ 6,000	
	CO-OA	95-1042	Preliminary Draft Special Report	10/1/03 A	9/30/04 A	\$ 3,000	
	CO-OA	95-1192	Draft Special Report	10/1/04	10/29/04	\$ 2,000	
	CO-OA	95-H2610	Construction	9/14/09	9/13/24	\$ 2,700,000	
	CO-OA	95-1500	Post Implementation Biological Monitoring	9/14/09	9/12/14	\$ 1,500,000	
	CO-OA	95-H1150	ITR on Final Draft PIR	3/20/07	4/6/07	\$ 3,000	
	CO-OA	95-H2460	30 % P & S Preparation	12/24/07	4/28/08	\$ 100,000	
	CO-OA	95-H2470	60% P & S Preparation	4/29/08	7/30/08	\$ 100,000	
	CO-OA	95-H2520	BCOE Review & Conference	11/24/08	12/24/08	\$ 100,000	
						Resource Sub Total	\$ 4,530,000
CT-C HL							
	CT-C HL	95-1080	Internal Review of PMP	5/10/04 A	5/19/04 A	\$ 1,500	
	CT-C HL	95-H1070	Public Review of PIR	8/3/06	9/18/06	\$ 1,000	

App F Tab A - Resource and Role Assignments

WBS 114789 CERP Melaleuca Eradication and Other Exotic Plants

Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost
Resource Sub Total					\$ 2,500
DP-O					
DP-O	95-1282	FY05 Project Management	10/1/04	9/30/05	\$ 40,000
DP-O	95-1430	FY06 Project Management	10/3/05	9/29/06	\$ 40,000
DP-O	95-1440	FY07 Project Management	10/3/06	9/28/07	\$ 20,000
Resource Sub Total					\$ 100,000
DP-O HL					
DP-O HL	95-1142	FY04 Project Management	10/1/03 A	9/30/04 A	\$ 25,000
DP-O HL	95-1042	Preliminary Draft Special Report	10/1/03 A	9/30/04 A	\$ 15,000
Resource Sub Total					\$ 40,000
DP-O OA					
DP-O OA	95-1042	Preliminary Draft Special Report	10/1/03 A	9/30/04 A	\$ 180,000
Resource Sub Total					\$ 180,000
DP-R					
DP-R	95-1360	RECOVER - RET Review of Preliminary Draft PIR	5/4/06	6/5/06	\$ 10,000
Resource Sub Total					\$ 10,000
EN-C					
EN-C	95-H1700	Conduct Cost-Effectiveness & Incremental Cost Analysis	11/7/05	11/29/05	\$ 10,000
EN-C	95-H2150	Prepare Cost Estimate	8/22/06	8/28/06	\$ 7,000
EN-C	95-H1580	ITR (prior to FSM)	6/3/05	6/30/05	\$ 1,000
EN-C	95-H1620	ITR Meeting with PDT to prepare for FSM	7/1/05	7/11/05	\$ 1,000
EN-C	95-H1760	ITR (prior to AFB)	1/20/06	1/27/06	\$ 1,000
EN-C	95-H1770	ITR Meeting with PDT to prepare for AFB	1/30/06	1/30/06	\$ 2,000

App F Tab A - Resource and Role Assignments

WBS	Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost
114789			CERP Melaleuca Eradication and Other Exotic Plants			
	EN-C	95-H1030	ITR on Draft PIR/NEPA Document	6/2/06	6/29/06	\$ 3,000
					Resource Sub Total	\$ 25,000
	PD-D					
	PD-D	95-H1530	Compile Existing Conditions	2/9/05	3/2/05	\$ 10,000
	PD-D	95-H1400	Inventory Economic Resources	12/28/04	3/2/05	\$ 30,000
	PD-D	95-H1550	Evaluate Existing & Future Without Project Condition	3/24/05	5/18/05	\$ 2,000
	PD-D	95-H1700	Conduct Cost-Effectiveness & Incremental Cost Analysis	11/7/05	11/29/05	\$ 18,000
	PD-D	95-1192	Draft Special Report	10/1/04	10/29/04	\$ 3,000
	PD-D	95-H1580	ITR (prior to FSM)	6/3/05	6/30/05	\$ 2,500
	PD-D	95-H1760	ITR (prior to AFB)	1/20/06	1/27/06	\$ 2,500
	PD-D	95-H1030	ITR on Draft PIR/NEPA Document	6/2/06	6/29/06	\$ 3,000
	PD-D	95-1400	IPR	12/21/04	2/24/05	\$ 1,000
	PD-D	95-H1600	Feasibility Scoping Meeting	9/13/05	9/15/05	\$ 2,500
	PD-D	95-H1720	Compare Alternative Plans	11/30/05	12/5/05	\$ 1,000
	PD-D	95-H1810	AFB Meeting	4/3/06	4/5/06	\$ 3,000
	PD-D	95-H2070	Tentatively Selected Plan	3/7/06	4/19/06	\$ 4,000
	PD-D	95-1580	Identify Problems, Opportunities, Objectives and Constraints	11/12/04	12/27/04	\$ 1,000
	PD-D	95-1600	Identify Performance Measures	12/28/04	3/2/05	\$ 3,000
	PD-D	95-1630	NER and NED Analysis of Alternatives	9/30/05	12/2/05	\$ 30,000
	PD-D	95-1650	Forecast Future Without Project Condition	3/3/05	3/23/05	\$ 20,000
	PD-D	95-1620	Environmental Justice	3/3/05	3/16/05	\$ 3,000
	PD-D	95-1132	Respond to Comments/Revise Special Report	11/16/04	11/30/04	\$ 2,000
					Resource Sub Total	\$ 141,500
	PD-D HL					
	PD-D HL	95-1060	Prepare Draft # 1 PMP	1/30/04 A	2/13/04 A	\$ 5,000

App F Tab A - Resource and Role Assignments

WBS	Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost
114789			CERP Melaleuca Eradication and Other Exotic Plants			
					Resource Sub Total	\$ 5,000
PD-E FWS						
	PD-E FWS	95-1420	PAL (PD-E FWS)	7/2/04 A	7/2/04 A	\$ 10,000
					Resource Sub Total	\$ 10,000
PD-ES						
	PD-ES	95-1060	Prepare Draft # 1 PMP	1/30/04 A	2/13/04 A	\$ 10,000
	PD-ES	95-1080	Internal Review of PMP	5/10/04 A	5/19/04 A	\$ 1,250
	PD-ES	95-1010	Initial PMP Coordination Meeting	11/10/03 A	11/10/03 A	\$ 500
	PD-ES	95-H1390	Inventory Ecological & Cultural Resources	1/31/05	3/2/05	\$ 3,300
	PD-ES	95-H1530	Compile Existing Conditions	2/9/05	3/2/05	\$ 5,500
	PD-ES	95-H1550	Evaluate Existing & Future Without Project Condition	3/24/05	5/18/05	\$ 2,750
	PD-ES	95-H1560	Evaluate Conceptual Alternatives from Yellow Book	5/19/05	6/2/05	\$ 1,700
	PD-ES	95-H1600	Feasibility Scoping Meeting	9/13/05	9/15/05	\$ 2,000
	PD-ES	95-H1700	Conduct Cost-Effectiveness & Incremental Cost Analysis	11/7/05	11/29/05	\$ 3,750
	PD-ES	95-H2300	SAJ Response to HQ Policy Review Comments	3/6/06	3/31/06	\$ 1,250
	PD-ES	95-H1810	AFB Meeting	4/3/06	4/5/06	\$ 2,500
	PD-ES	95-H1330	Compile (Preliminary) Draft PIR/NEPA	4/27/06	5/3/06	\$ 16,000
	PD-ES	95-H1340	In-house Review of Draft PIR/NEPA	5/4/06	5/17/06	\$ 1,800
	PD-ES	95-H2310	Incorporate In-House Comments on Draft PIR	5/18/06	6/1/06	\$ 1,250
	PD-ES	95-H1020	Prepare Draft PIR/NEPA Document	6/6/06	7/3/06	\$ 4,000
	PD-ES	95-H1940	Conduct NEPA Scoping Activities	11/15/04	1/18/05	\$ 4,000
	PD-ES	95-H2250	Phase 1 Cultural Resource Surveys and Coordination	10/31/05	12/1/05	\$ 2,000
	PD-ES	95-H1580	ITR (prior to FSM)	6/3/05	6/30/05	\$ 2,500
	PD-ES	95-H1760	ITR (prior to AFB)	1/20/06	1/27/06	\$ 1,250

App F Tab A - Resource and Role Assignments

WBS 114789 CERP Melaleuca Eradication and Other Exotic Plants

Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost
PD-ES	95-H1770	ITR Meeting with PDT to prepare for AFB	1/30/06	1/30/06	\$ 2,500
PD-ES	95-H1030	ITR on Draft PIR/NEPA Document	6/2/06	6/29/06	\$ 3,750
PD-ES	95-1040	Hold PDT Kick-Off Meeting	3/25/04 A	3/25/04 A	\$ 2,000
PD-ES	95-1042	Preliminary Draft Special Report	10/1/03 A	9/30/04 A	\$ 4,500
PD-ES	95-1192	Draft Special Report	10/1/04	10/29/04	\$ 4,000
PD-ES	95-H1620	ITR Meeting with PDT to prepare for FSM	7/1/05	7/11/05	\$ 2,500
PD-ES	95-H1080	Respond to Public Comments on PIR	10/6/06	10/27/06	\$ 3,000
PD-ES	95-H2200	In-House Review of Draft Final PIR	12/6/06	12/27/06	\$ 400
PD-ES	95-H1170	Assemble Final PIR/NEPA	4/23/07	5/22/07	\$ 4,000
PD-ES	95-H2320	SAJ Response to HQ Policy Review Comments	9/7/06	9/14/06	\$ 1,000
PD-ES	95-H1720	Compare Alternative Plans	11/30/05	12/5/05	\$ 1,250
PD-ES	95-1132	Respond to Comments/Revise Special Report	11/16/04	11/30/04	\$ 3,000
Resource Sub Total					\$ 99,200

PD-PF

PD-PF	95-1032	FY03 Report Budget	10/1/02 A	9/30/03 A	\$ 5,000
PD-PF	95-1490	Identify Predictive Simulation Models (Ecologic)	2/25/05	3/28/05	\$ 10,000
PD-PF	95-H1390	Inventory Ecological & Cultural Resources	1/31/05	3/2/05	\$ 750
PD-PF	95-H1400	Inventory Economic Resources	12/28/04	3/2/05	\$ 250
PD-PF	95-H1550	Evaluate Existing & Future Without Project Condition	3/24/05	5/18/05	\$ 2,000
PD-PF	95-H1560	Evaluate Conceptual Alternatives from Yellow Book	5/19/05	6/2/05	\$ 4,000
PD-PF	95-H1590	Submit Documentation to HQ for FSM	7/12/05	7/13/05	\$ 2,000
PD-PF	95-H1640	Develop Preliminary Design for Alternatives	9/15/05	9/29/05	\$ 5,000
PD-PF	95-H1660	Develop Planning Cost Estimates (Engineering, Construction, O&M)	9/22/05	10/24/05	\$ 4,000
PD-PF	95-H1720	Compare Alternative Plans	11/30/05	12/5/05	\$ 14,000
PD-PF	95-H1800	Submit AFB Documentation to HQ	1/30/06	1/31/06	\$ 1,000
PD-PF	95-H1820	AFB Guidance Memorandum	4/6/06	4/19/06	\$ 1,000

App F Tab A - Resource and Role Assignments

WBS	Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost
114789			CERP Melaleuca Eradication and Other Exotic Plants			
	PD-PF	95-H2160	Non Federal Sponsor Coordination	4/6/06	4/19/06	\$ 1,000
	PD-PF	95-1042	Preliminary Draft Special Report	10/1/03 A	9/30/04 A	\$ 10,000
	PD-PF	95-1192	Draft Special Report	10/1/04	10/29/04	\$ 3,000
	PD-PF	95-1310	Prepare Draft # 2 PMP	4/1/04 A	5/7/04 A	\$ 12,000
	PD-PF	95-1080	Internal Review of PMP	5/10/04 A	5/19/04 A	\$ 18,000
	PD-PF	95-1650	Forecast Future Without Project Condition	3/3/05	3/23/05	\$ 7,026
	PD-PF	95-1580	Identify Problems, Opportunities, Objectives and Constraints	11/12/04	12/27/04	\$ 21,079
	PD-PF	95-H1600	Feasibility Scoping Meeting	9/13/05	9/15/05	\$ 2,108
	PD-PF	95-H2280	SAJ Response to HQ Policy Review Comments	8/15/05	9/12/05	\$ 14,053
	PD-PF	95-H1530	Compile Existing Conditions	2/9/05	3/2/05	\$ 3,513
	PD-PF	95-H1630	Define Components & Create Array of Alternatives	8/25/05	9/29/05	\$ 17,566
	PD-PF	95-H1810	AFB Meeting	4/3/06	4/5/06	\$ 2,108
	PD-PF	95-H2300	SAJ Response to HQ Policy Review Comments	3/6/06	3/31/06	\$ 14,053
	PD-PF	95-H1650	Evaluate Alternatives (compare with & without plan)	9/30/05	10/28/05	\$ 14,053
	PD-PF	95-H2070	Tentatively Selected Plan	3/7/06	4/19/06	\$ 4,216
	PD-PF	95-H1020	Prepare Draft PIR/NEPA Document	6/6/06	7/3/06	\$ 18,269
	PD-PF	95-H1030	ITR on Draft PIR/NEPA Document	6/2/06	6/29/06	\$ 7,729
	PD-PF	95-H1070	Public Review of PIR	8/3/06	9/18/06	\$ 703
	PD-PF	95-H1080	Respond to Public Comments on PIR	10/6/06	10/27/06	\$ 8,432
	PD-PF	95-H1220	State, Agency and Public Review	6/28/07	7/30/07	\$ 1,405
	PD-PF	95-H1260	Chief's Report	9/7/07	9/13/07	\$ 1,405
	PD-PF	95-H1270	ASA(CW) Review	9/28/07	11/9/07	\$ 703
	PD-PF	95-H1280	OMB Review	11/28/07	2/8/08	\$ 702
	PD-PF	95-H2220	ASA (CW) Letter Submitted to Congress	2/11/08	3/3/08	\$ 703
	PD-PF	95-H1181	FONSI Prepared	5/31/07	6/6/07	\$ 703
	PD-PF	95-H2230	ASA (CW) Memorandum to OMB	11/13/07	11/27/07	\$ 703
	PD-PF	95-H1170	Assemble Final PIR/NEPA	4/23/07	5/22/07	\$ 4,216

App F Tab A - Resource and Role Assignments

WBS	Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost
114789			CERP Melaleuca Eradication and Other Exotic Plants			
	PD-PF	95-H2305	HQ Policy Review Draft PIR/NEPA Comments to SAJ & SAD	8/7/06	9/6/06	\$ 1,405
	PD-PF	95-H2320	SAJ Response to HQ Policy Review Comments	9/7/06	9/14/06	\$ 4,216
	PD-PF	95-H1000	In Progress Review	9/15/06	9/21/06	\$ 1,405
	PD-PF	95-H1580	ITR (prior to FSM)	6/3/05	6/30/05	\$ 14,053
	PD-PF	95-1132	Respond to Comments/Revise Special Report	11/16/04	11/30/04	\$ 2,000
					Resource Sub Total	\$ 261,527
	PD-R					
	PD-R	95-H1580	ITR (prior to FSM)	6/3/05	6/30/05	\$ 1,000
	PD-R	95-H1760	ITR (prior to AFB)	1/20/06	1/27/06	\$ 1,000
	PD-R	95-H1770	ITR Meeting with PDT to prepare for AFB	1/30/06	1/30/06	\$ 1,000
	PD-R	95-H1030	ITR on Draft PIR/NEPA Document	6/2/06	6/29/06	\$ 5,000
	PD-R	95-H1620	ITR Meeting with PDT to prepare for FSM	7/1/05	7/11/05	\$ 1,000
	PD-R	95-H1150	ITR on Final Draft PIR	3/20/07	4/6/07	\$ 5,000
	PD-R	95-H1090	ITR (on Draft PIR/NEPA)	10/30/06	11/13/06	\$ 2,000
					Resource Sub Total	\$ 16,000
	PD-R HL					
	PD-R HL	95-1080	Internal Review of PMP	5/10/04 A	5/19/04 A	\$ 1,800
					Resource Sub Total	\$ 1,800
	RE-A					
	RE-A	95-H2300	SAJ Response to HQ Policy Review Comments	3/6/06	3/31/06	\$ 200
	RE-A	95-H1330	Compile (Preliminary) Draft PIR/NEPA	4/27/06	5/3/06	\$ 200
					Resource Sub Total	\$ 400
	RE-P					
	RE-P	95-H1030	ITR on Draft PIR/NEPA Document	6/2/06	6/29/06	\$ 506

App F Tab A - Resource and Role Assignments

WBS	Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost
114789			CERP Melaleuca Eradication and Other Exotic Plants			
					Resource Sub Total	\$ 506
RE-S						
	RE-S	95-H1030	ITR on Draft PIR/NEPA Document	6/2/06	6/29/06	\$ 500
	RE-S	95-H1580	ITR (prior to FSM)	6/3/05	6/30/05	\$ 800
					Resource Sub Total	\$ 1,300
TRAVEL						
	TRAVEL	95-1660	FY05 Travel for DP	10/1/04	9/29/05	\$ 10,000
	TRAVEL	95-1670	FY05 Travel for PD	10/1/04	9/29/05	\$ 15,000
	TRAVEL	95-1690	FY05 Travel for EN	10/1/04	9/29/05	\$ 3,000
	TRAVEL	95-1680	FY05 Travel for CO	10/1/04	9/29/05	\$ 5,000
					Resource Sub Total	\$ 33,000
WKBOTHFED						
	WKBOTHFED	95-H1530	Compile Existing Conditions	2/9/05	3/2/05	\$ 2,000
	WKBOTHFED	95-H1550	Evaluate Existing & Future Without Project Condition	3/24/05	5/18/05	\$ 1,000
	WKBOTHFED	95-H1630	Define Components & Create Array of Alternatives	8/25/05	9/29/05	\$ 2,000
	WKBOTHFED	95-H1650	Evaluate Alternatives (compare with & without plan)	9/30/05	10/28/05	\$ 1,000
	WKBOTHFED	95-1192	Draft Special Report	10/1/04	10/29/04	\$ 10,000
	WKBOTHFED	95-H1580	ITR (prior to FSM)	6/3/05	6/30/05	\$ 30,000
	WKBOTHFED	95-H1640	Develop Preliminary Design for Alternatives	9/15/05	9/29/05	\$ 1,000
	WKBOTHFED	95-1700	FY05 USFWS	10/1/04	9/29/05	\$ 5,000
					Resource Sub Total	\$ 52,000
SFWMD						
	SFWMD	95-1500	Post Implementation Biological Monitoring	9/14/09	8/22/24	\$ 1,500
	SFWMD	95-H2610	Construction	9/14/09	9/13/24	\$ 1,500

App F Tab A - Resource and Role Assignments

WBS	Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost
114789			CERP Melaleuca Eradication and Other Exotic Plants			
					Resource Sub Total	\$ 3,000
Labor						
	Labor	95-H1530	Compile Existing Conditions	2/9/05	3/2/05	\$ 1,200
	Labor	95-H1550	Evaluate Existing & Future Without Project Condition	3/24/05	5/18/05	\$ 600
	Labor	95-H1720	Compare Alternative Plans	11/30/05	12/5/05	\$ 600
	Labor	95-1310	Prepare Draft # 2 PMP	4/1/04 A	5/7/04 A	\$ 600
	Labor	95-1080	Internal Review of PMP	5/10/04 A	5/19/04 A	\$ 75
	Labor	95-1500	Post Implementation Biological Monitoring	9/14/09	8/22/24	\$ 3,000
	Labor	95-H2610	Construction	9/14/09	9/13/24	\$ 3,000
	Labor	95-H1830	Pre-Application Meeting	4/20/06	4/20/06	\$ 150
	Labor	95-H1840	Pre-Application Concurrence Letter	4/21/06	5/18/06	\$ 3,000
	Labor	95-H1130	State 1501 Review & Approval	12/6/06	3/5/07	\$ 900
	Labor	95-H1850	Meeting with FDEP (Reasonable Certainty)	5/19/06	5/22/06	\$ 150
					Resource Sub Total	\$ 13,275
108280						
	108280	95-1142	FY04 Project Management	10/1/03 A	9/30/04 A	\$ 15,060
	108280	95-1282	FY05 Project Management	10/1/04	9/29/05	\$ 15,000
	108280	95-1430	FY06 Project Management	10/3/05	9/28/06	\$ 14,940
	108280	95-1440	FY07 Project Management	10/3/06	9/27/07	\$ 14,880
	108280	95-H1530	Compile Existing Conditions	2/9/05	3/2/05	\$ 1,200
	108280	95-H1550	Evaluate Existing & Future Without Project Condition	3/24/05	5/18/05	\$ 600
	108280	95-H1720	Compare Alternative Plans	11/30/05	12/5/05	\$ 600
	108280	95-1310	Prepare Draft # 2 PMP	4/1/04 A	5/7/04 A	\$ 600
	108280	95-H1560	Evaluate Conceptual Alternatives from Yellow Book	5/19/05	6/2/05	\$ 600
	108280	95-H1650	Evaluate Alternatives (compare with & without plan)	9/30/05	10/28/05	\$ 600

App F Tab A - Resource and Role Assignments

WBS	Office	Activity ID	Activity Name	Start	Finish	Budgeted Cost
114789			CERP Melaleuca Eradication and Other Exotic Plants			
	108280	95-H1810	AFB Meeting	4/3/06	4/5/06	\$ 600
	108280	95-1360	RECOVER - RET Review of Preliminary Draft PIR	5/4/06	6/5/06	\$ 600
	108280	95-1080	Internal Review of PMP	5/10/04 A	5/19/04 A	\$ 75
	108280	95-1500	Post Implementation Biological Monitoring	9/14/09	8/22/24	\$ 750
	108280	95-H2610	Construction	9/14/09	9/13/24	\$ 750
	108280	95-H1830	Pre-Application Meeting	4/20/06	4/20/06	\$ 150
	108280	95-H1840	Pre-Application Concurrence Letter	4/21/06	5/18/06	\$ 1,500
	108280	95-H1130	State 1501 Review & Approval	12/6/06	3/5/07	\$ 2,400
	108280	95-H1850	Meeting with FDEP (Reasonable Certainty)	5/19/06	5/22/06	\$ 150
					Resource Sub Total	\$ 71,055
5307						
	5307	95-H2610	Construction	9/14/09	9/13/24	\$ 3,000,000
	5307	95-1500	Post Implementation Biological Monitoring	9/14/09	9/12/14	\$ 1,500,000
					Resource Sub Total	\$ 4,500,000
					Project Start: 10/1/02 A	
					Project Start: 9/13/24	
					Project Total:	\$ 10,111,069

APPENDIX G: CONTRACTING ACQUISITION PLAN

Contracting Acquisition Plan

The purpose of acquisition planning is to ensure that the Corps and the SFWMD meet their contracting needs in the most effective, economical, and timely manner. The Competition in Contracting Act, as implemented in the Federal Acquisition Regulations Part 7, requires agencies to perform acquisition planning and conduct market surveys in order to promote and provide for full and open competition. The Corps' and SFWMD's Procurement Manuals require that procurement strategies be developed in advance of solicitation for any contracts. The procurement strategy provides a rationale for the proposed contract organization, contract type, and the strategy for outreach to the minority business community.

APPENDIX H: QUALITY CONTROL PLAN

TAB A – Independent Technical Review Team

TAB B – Statement of Technical and Legal Review

TAB B – Statement of Technical and Legal Review

ER 1110-2-1150

31 Aug 99

F1-1

**STATEMENT OF TECHNICAL AND LEGAL REVIEW
SAMPLE**

COMPLETION OF INDEPENDENT TECHNICAL REVIEW:

The District has completed the (type of study) of (project name and location). Notice is hereby given that an independent technical review, that is appropriate to the level of risk and complexity inherent in the project, has been conducted as defined in the Quality Control Plan. During the independent technical review, compliance with established policy principles and procedures, utilizing justified and valid assumptions were verified. This included review of assumptions; methods, procedures, and material used in analyses; alternatives evaluated; the appropriateness of data used and level of data obtained; and reasonableness of the results, including whether the product meets the customer's needs consistent with law and existing USACE policy. The independent technical review was accomplished by (an independent district team/personnel from the District/by AE contractor).

(Signature)

(Date)

Technical Review Team Leader

CERTIFICATION OF INDEPENDENT TECHNICAL REVIEW:

Significant concerns and the explanation of the resolution are as follows:

(Describe the major technical concerns, possible impact, and resolution)

As noted above, all concerns resulting from independent technical review of the project have been considered. The report and all associated documents required by the National Environmental Policy Act have been fully reviewed.

(Signature) (Date)
Project Manager

(Signature) (Date)
Chief, Planning Division

(Signature) (Date)
Chief, Engineering Division

(Signature) (Date)
Chief, Operations Division

(Signature) (Date)
Chief, Real Estate Division

CERTIFICATION OF LEGAL REVIEW:

The report for _____, including all associated documents required by the National Environmental Policy Act, has been fully reviewed by the Office of Counsel, _____ District and is approved as legally sufficient.

(Signature) (Date)
District Counsel

APPENDIX I: PUBLIC INVOLVEMENT

APPENDIX I PUBLIC INVOLVEMENT PLAN

Public Outreach Plan

Outreach shall be a significant and integral part of the Melaleuca Eradication and Other Exotic Plants – Implement Biological Controls project in order to inform and engage the public in a meaningful way throughout the project. A high level of public interest exists in the problems created by invasive exotic plants, which may be used as the foundation for the outreach effort. This public outreach plan is a guide to the major activities that will be conducted, as needed, during the development of this project.

Goals: The following goals for public outreach have been identified:

- **Inform** the public of the project goals, objectives, issues, progress, and findings throughout the process
- **Identify and involve** stakeholders, agencies, interested groups and individuals as the project is developed, to ensure that public issues regarding the project are fully considered and to assist in identifying problems, opportunities and various alternatives
- **Develop and maintain** open lines of communication critical to the success of the project and the implementation of the project recommendations
- **Manage** expectations of individuals and groups

Other obligations: The following obligations are critical for successful outreach:

- Keep the public continually informed so that they can formulate and express educated viewpoints
- Provide visible, convenient and feasible ways for the public to have meaningful participation in the process
- Provide equal public access to information and decision-makers, regardless of viewpoint

The overall objective of all project outreach activities is to provide the basis for the formulation of a technically feasible recommended plan with a strong level of community acceptance and support, prior to submittal by the Corps for Congressional authorization.

Public outreach is responsible government. It also helps ensure that projects are completed on time and within budget. Public outreach helps identify and resolve minor issues at the onset of a project, which, if overlooked, can

result in more significant and increasingly problematic issues at a later date.

Information presented to the public on this project will be accomplished through various types of meetings, printed materials, and electronic methods. Public information products typically contain general information about the project. They tend to present non-technical, brief messages consisting of the project's purpose, problems, opportunities, potential alternatives and benefits. Public information products may also contain messages of project updates and notices of upcoming events. For this particular CERP project, a project overview fact sheet is contemplated to provide updated information on the project's purpose and status.

Critical Milestones

In order to accomplish the outreach goals, it is important that outreach activities and efforts coincide with the project's development. There are critical milestones in the project's development where there is a need for the exchange of information. This exchange will include distribution of information to stakeholders and the public at large, as well as the collection of feedback from interested parties. At these critical milestones, various methods will be utilized to involve the public. The typical process for engaging the public during project development and implementation is through public hearings, meetings or workshops. For these events, mechanisms used for public notice are those that will be received by the widest audience. Generally, mass communication tools are used: newspapers, television, radio, websites and the Internet. The USACE will also typically distribute written or electronic notices to its mailing list of interested parties, including individuals and groups such as elected officials, community-based organizations, non-governmental organizations, business organizations, etc.

Though public input is always welcomed and encouraged, there are several milestones of the study's development at which public input is critical. These milestones include:

- **Scoping Phase:** Scoping is conducted at the beginning of a project in order to discover and gather input on the problems and opportunities that exist for the project, especially those that are unique to the local project area. This input is also recorded in the appropriate National Environmental Policy Act (NEPA) documentation. A public workshop is generally held during the first few months after the project has begun. In addition to workshops, small group and stakeholder workshops may be held as needed.
- **Formulation and Evaluation of Alternatives:** Once an inventory of the existing problems and opportunities has been established, a list of

various alternatives shall be formulated. During this stage, public input is needed to ensure that possible alternatives were not overlooked and to obtain comments on the alternatives that have been formulated.

- **Recommended Plan:** Once a careful comparison has been made of all of the alternatives, one plan shall be selected for recommendation. Once selected, information regarding the recommended plan and the justification for the selection shall be released to the public for comment.

During each of these milestones, a public workshop may be held. Stakeholder and small group meetings may be conducted, if needed. Typically, a fact sheet or other forms of printed materials or electronic products may be produced to explain the project's status at each stage of its development.

Identify, Develop and Maintain Communications with Target Audiences

South Florida is a heterogeneous society. Therefore, it is critical that all interest groups are actively and appropriately engaged. Specific target audiences will be identified and innovative means of soliciting input and participation may be required.

Identification of target audiences requires recognition of the diverse languages and cultures of South Florida. It is also crucial that these groups are given the opportunity to become engaged using methods that take into consideration their interests, comfort level, practical limitations and ethnic and cultural differences and preferences. The following factors are used to identify target audiences:

- Self identification (those who have made their interest known)
- Proximity (those who live near or frequent a proposed feature)
- Mandate (agencies that have some authority or groups with related missions)
- Use (people who may gain or lose some use)
- Economics (those who stand to gain or lose something in the process)

Target audiences may include, but not be limited to, the following groups:

- Agricultural organizations

- Business organizations
- Civic associations and public interest groups
- Environmental organizations and agencies
 - Federal, state and locally elected officials and agencies
- Tribal governments and organizations
- News media (print, electronic and Internet)
- Recreational users and organizations
- Socially and economically disadvantaged individuals and groups
- Utility groups
- Cultural organizations
- Educational institutions
- Grassroots/community-based organizations
- Homeowner and tenant associations, neighborhood watch groups and resident organizations
- Labor/employment organizations
- Not-for-profit community and educational groups
- Rural cooperatives
- Senior citizen groups

Interviewing key community leaders and activists is an effective mechanism for identifying new, interested parties. These sources can also be asked to provide input on the most effective means of engaging traditionally under-represented groups.

A contact list for this project shall be developed and maintained in order to effectively manage communications to ensure that all interested parties are kept updated and informed.

Outreach to Minority and Socially and Economically Disadvantaged Communities

Special efforts shall be initiated to engage the extremely diverse populations of South Florida, including the Hispanic, African-American, Haitian-American and other local minority communities. Printed materials shall be produced as needed in languages other than English. Translators and speakers of other languages may be utilized in meetings to provide for effective, two-way communication. Community leaders may be of assistance in providing input regarding the most effective ways to reach minorities and socially and economically disadvantaged communities.

Media Program

Many people rely on print and electronic media as their primary sources of information about events, plans, studies or projects that affect them. These are sometimes the most important information resource for people who have little time to attend meetings or to participate in public involvement activities. Therefore, print and electronic media will provide a primary mechanism through which the public at large will obtain project information.

A variety of vehicles will be utilized to provide and disseminate study information to the public. These include:

- **Media Contact:** Contact will be established and maintained with local media including newspapers, television and radio stations and Internet news services. A comprehensive computerized list of media contacts in the project area will be developed and maintained, including Spanish and Creole language media.
- **News Releases and Meeting Notices:** News release story ideas will be considered and developed. It is anticipated that news releases will occur before and after each public meeting or other related presentation, and at significant project milestones. News releases shall include information specific to the meeting, presentation or significant milestone, and other pertinent data and information such as the current schedule. All news releases and meeting notices will be coordinated with the project outreach staff and the Corps Corporate Communications Office to ensure consistency of format, procedure, and timing of all Corps media releases.
- **Website:** Web-based information will be developed and maintained. At a minimum, information shall include the project purpose, goals, objectives, primary points of contact for the project, schedule, upcoming meeting information, new project information and deliverables, and electronic opportunities for the public to communicate comments and feedback. Information on the Melaleuca Eradication and Other Exotic Plants project is provided on the official website of the Comprehensive Everglades Restoration Plan (CERP) at www.evergladesplan.org. A project description and details are available. Project documents will be added to the site as the project progresses. Examples include the Project Management Plan (PMP) for Melaleuca Eradication and Other Exotic Plants, fact sheets or other printed materials specific to the project, monthly project status reports, information relative to Project Delivery Team (PDT) meetings and activities, scientific studies and reports, and presentations.

Program Level Outreach

In addition to project-level outreach, there is a continuing need for program level outreach. The primary objectives of the program-level public outreach activities are:

- Keep the public informed of the status of the overall program and key issues associated with restoration implementation
- Provide effective mechanisms for public participation in the restoration plan development
- Provide information to the public regarding the Comprehensive Everglades Restoration Plan (CERP)

Specific program level outreach efforts include:

- The presentation of CERP information to schools, civic organizations and other groups as requested the presentation of CERP information to schools, civic organizations and other groups as requested
- Information on CERP is provided on the official website of the Comprehensive Everglades Restoration Plan (CERP) at www.evergladesplan.org.
- Corps of Engineers and South Florida Water Management District staff and contractors participate in numerous community events with displays, printed publications and promotional products. Bi-lingual representatives attend events with high minority populations. Most printed information is provided in English, Spanish and Creole.
- Interactive computer kiosks with both general and regional CERP information will be provided in both traditional (i.e. nature centers and parks) and non-traditional settings (i.e. high-traffic locations such as malls and airports), to capture and inform audiences who may not normally be exposed to Everglades restoration issues.

APPENDIX J: LIST OF REFERENCE DOCUMENTS

- ER 1110-2-1150 Engineering and Design for Civil Works Projects
dated
31 Mar 1994 Department of the Army regulation describes engineering responsibilities during the planning, design, construction, and operations phases of civil works projects.
- ER 1165-2-132 Hazardous, Toxic, and Radioactive Waste (HTRW) Guidance for Civil Works Projects
dated
26 June 1992 Department of the Army regulation provides guidance for consideration of issues and problems associated HTRW which may be located within project boundaries or may effect civil works projects.
- ER 1110-1-1300 Cost Engineering Policy and General Requirements
dated
26 Mar 1993 Department of the Army regulation provides cost engineering policy, guidance, and procedures for civil works programs.
- EC 1110-2-1302 Civil Works Cost Engineering
dated
31 Mar 1994 Department of the Army circular establishing accounting standards for preparing cost estimates for civil projects.
- U.S. Water Economic and Environmental Principles and Guidelines
dated
10 March 1983 Resources Publication Council for Water and Related Land Resources Implementation Studies.

Quality Control Guidance

- CESAJ-PD-P Memorandum, dated 30 October 1995, subject: SAD Technical Quality Control and Review Guidelines.
- CESAD-ET-E Memorandum, dated 13 October 1995, subject: SAD Quality Assurance Plan (Final).
- CESAD-ET-PL Memorandum, dated 22 September 1995, subject: SAD Technical Quality Control and Review Guidelines.
- CESAJ-DP Memorandum, dated 7 Aug 1995, subject: Technical Review at District.

CECW-PW Memorandum dated 25 Jul 1995, subject: Planning Guidance Letter 95-02, Alternative Review Process.

CESAD-EP-PL Memorandum, dated 28 June 1995, subject: SAD Engineering and Planning Chiefs Meeting.

CECW-A Memorandum, dated 25 Apr 95, subject: Implementation of New Technical and Policy Review Procedures.

CECW-A Memorandum, dated 14 Apr 95, subject: Implementation of New Technical and Policy Review Procedures.

CECW-A Policy Memorandum No. 2, dated 6 Apr 95, subject: Civil Works Decision Document Review - Review Compliance.

ER 1110-1-12, dated 1 June 93, subject: E&D Quality Management.

CEAO-I Memorandum, dated 10 Aug 1988, subject: HQUSACE Internal Review Guides - Compliance with Feasibility Study Guidance

APPENDIX K: LIST OF PMP UPDATES AND REVISIONS

