MEMORANDUM FOR Commander, Ft. Worth District

SUBJECT: Initial Review Plan for Modified Fort Worth Central City Project, Fort Worth, TX


2. The enclosed initial Review Plan (RP) prepared in accordance with reference 1 is hereby approved for design and construction work for the subject project as described below. This work will be performed by the Fort Worth District in combination with the project sponsor the Tarrant Regional Water District. This review plan has been reviewed and coordinated with Risk Management Center.

3. It is understood that this is an initial RP intended primarily to address the first two contracts for pier design and installation and outlines future Independent External Peer Review requirements for selected portions of the project. Most of the remaining work is still 1-2 years out and this RP will need to be updated and re-submitted for approval.

4. The point of contact for this action is Michael Jordan at Michael.Jordan@usace.army.mil or office phone 469-487-7035.

Encl

THOMAS W. KULA
Brigadier General, USA
Commanding
INITIAL REVIEW PLAN

Modified Central City Project, Fort Worth, Texas
Design and Construction Phases

Fort Worth District

P2#100573
MSC Approval Date: 7 Dec 2012
Last Revision Date: 27 Nov 2012
INITIAL REVIEW PLAN

Modified Central City Project, Fort Worth, Texas
Design and Construction Phases

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1. PURPOSE AND REQUIREMENTS

a. Purpose. This Review Plan defines the scope and level of peer review for Modified Central City Flood Control Project, Fort Worth, Texas, Design and Construction Phases. The Modified Fort Worth Central City project is going to cover the span of 10 or more years as appropriations become available. This is the initial review plan with a focus on the first design and construction contracts for Henderson and White Settlement drilled pier installation and potentially the first of the valley storage sites. Additional ATR team members and information will be added as the project progresses. Significant changes will require the review plan to be re-approved.

b. References

   (1) EC 1165-2-209, Civil Works Review Policy, 31 Jan 2010
   (2) ER 1105-2-100, Planning - Planning Guidance Notebook
   (3) ER 1110-2-1150, Engineering and Design for Civil Works Projects, 31 Aug 1999
   (4) ER 1110-1-12, Engineering and Design Quality Management, 21 Jul 2006
   (5) WRDA 2007 H. R. 1495 Public Law 110-114, 8 Nov 2007
   (6) Army Regulation 15–1, Committee Management, 27 November 1992 (Federal Advisory Committee Act Requirements)
   (7) National Academy of Sciences, Background Information and Confidential Conflict Of Interest Disclosure, BI/COI FORM 3, May 2003

c. Requirements. This Review Plan was developed in accordance with EC 1165-2-209, which established the procedures for ensuring the quality and credibility of U.S. Army Corps of Engineers (USACE) documents through independent review. The EC’s outline includes three levels of review: District Quality Control, Agency Technical Review, and Independent External Peer Review. This Review Plan defines the scope of quality management activities and peer review for the Modified Fort Worth Central City Project. Quality management activities consist of: District Quality Control/Quality Assurance (DQC); Agency Technical Review (ATR); and Type II Independent External Peer Review (IEPR)/ Safety Assurance Review (SAR). In addition to these levels of review, decision documents are subject to cost engineering review and certification (per EC 1165-2-209) and planning model certification/approval (per EC 1105-2-412).

This Review Plan will be reviewed by the PDT and approved by the Southwestern Division Major Subordinate Command. After approval, this Review Plan will be posted on the Fort Worth District website at: www.swf.usace.army.mil.

2. REVIEW MANAGEMENT ORGANIZATION (RMO) COORDINATION

The RMO is responsible for managing the overall peer review effort described in this Review Plan. The RMO for design and construction documents is the Southwestern Division office. The RMO will coordinate with the Civil Works Cost Engineering and Agency Technical Review Mandatory Center of Expertise (MCX) to ensure the appropriate expertise is included on the review teams to assess the adequacy of cost estimates, construction schedules and contingencies.
3. PROJECT INFORMATION

a. Record of Decision
The project was documented in the Final Environmental Impact Statement (FEIS) dated January 2006 and the Final Project Report dated March 2006. Assistant Secretary of the Army for Civil Works [ASA (CW)] Paul Woodley, Jr. transmitted his Record of Decision (ROD) to the Corps, (Director of Civil Works) via a memorandum dated 7 April 2006. The subject project was modified as a result of a request from the City of Fort Worth dated 22 June 2006 to expand the original project to include the Riverside Oxbow area. The Modified Fort Worth Central City Project (FWCCP) is documented in the Final Supplement No. 1 to the FEIS (FSEIS) dated March 2008 and the Final Modified Project Report dated April 2008. The ASA (CW) transmitted his ROD via memorandum to the USACE on 21 May 2008.

The project was authorized by Section 116 of the Energy and Water development Appropriations Act of 2005 (PL 108-477, 8 December 2004) with a total project cost of $220,000,000. The Sponsor’s contribution is $110,000,000. The Tarrant Regional Water District is the local cost sharing sponsor for this project.

b. Location and Information.
The project is located in Fort Worth, Texas. The FWCCP has various components including an approximate 8,400-foot bypass channel, three isolation gates (two of which are the responsibility of USACE and one is the responsibility of the local sponsor, Tarrant Regional Water District) and various valley storage mitigation sites (Gateway Park, Ham Branch, Riverside Park, Riverside Oxbow, Rockwood Park West, Samuels Avenue and University Drive), to control flood flows along the Clear Fork and West Fork of the Trinity River. Upon completion, the authorized project will restore the Standard Project Flood (SPF) level of protection for the Federally authorized Fort Worth Floodway project. A project map showing the bypass channel and proposed valley storage mitigation sites is attached (see Attachment 1).

4. DISTRICT QUALITY CONTROL/QUALITY ASSURANCE (DQC):

DQC is internal review process of basic science and engineering work products focused on fulfilling the project quality requirements defined in the Project Management Plan (PMP) and Plans, Engineering and Design (PED). Basic quality control tools include a Quality Management Plan providing for seamless review, quality checks and reviews, supervisory reviews, and Project Delivery Team (PDT) reviews throughout the life of the project. DQC efforts will include the necessary expertise to address compliance with published Corps policy. DQC will be managed by the Design Manager, performed by Fort Worth District Project Delivery Team (PDT) Members for all work products, reports, evaluations, and assessments, and documented in Dr Checks

5. AGENCY TECHNICAL REVIEW (ATR):

ATR will be managed and performed outside the Fort Worth District, but within USACE. The ATR will be managed by the RMO (SWD). The RMO shall coordinate with the Risk Management Center and ensure that a review team with appropriate independence and expertise is assembled and a cohesive and comprehensive review is accomplished. The ATR shall ensure
that the product is consistent with established criteria, guidance, procedures, and policy. The
ATR will assess whether the analyses presented are technically correct and comply with
published USACE guidance, including Engineering Regulations, Engineering Circulars,
Engineering Manuals, Engineering Technical Letters, Engineering Construction Bulletins, Policy
Guidance Letters, implementation guidance, project guidance memoranda, and other formal
guidance memoranda issued by HQUSACE. Any justified and approved waivers should have
been obtained from HQUSACE for any deviations from USACE guidance.

Key considerations include:
• The project meets the customer’s scope, intent and quality objectives as defined in
  the PMP
• Concepts and project costs are valid.
• All relevant engineering and scientific disciplines have been effectively integrated.
• Appropriate computer models and methods of analysis were used and basic
  assumptions are valid and used for the intended purpose.
• The source, amount, and level of detail of the data used in the analysis are
  appropriate for the complexity of the project.
• The project complies with accepted practice within USACE.
• Project documentation is appropriate and adequate for the project phase. The
  document explains the analyses and the results in a reasonably clear manner for the
  public and decision makers.

a. Products for Review.
The ATR team will be reviewing Design Documentation Reports and Plans and Specifications
for the channel and valley storage areas.

b. Required ATR Team Expertise
ATR team will be comprised of technical expertise outside the Fort Worth District. ATR teams
will be comprised of senior USACE personnel, preferably recognized subject matter experts with
the appropriate technical expertise, and may be supplemented by outside experts as appropriate.
To assure independence, the leader of the ATR team shall be from outside the home MSC
(Southwestern Division) and the ATR team shall be from outside the Fort Worth District.

The group of qualified reviewers shall be formed into panels that are sufficiently broad and
diverse to fairly represent the relevant scientific and engineering perspectives and fields of
knowledge. RMO shall ensure that reviewers who are Federal employees (including special
government employees) comply with applicable Federal ethics requirements. In selecting
reviewers who are not Federal government employees, the National Academy of Sciences’ policy
for committee selection with respect to evaluating the potential members for conflicts (e.g., those
arising from investments; agency, employer, and business affiliations; grants, contracts and
consulting income) shall be adopted or adapted.

The RMO shall coordinate the review teams with the Structural and Hydraulic Communities of
Practice, and other relevant offices as needed to ensure that a review team with appropriate
expertise is assembled and a cohesive and comprehensive review is accomplished.

The RMO shall provide reviewers with sufficient information, including background information
about the project, to enable them to understand the data, analytic procedures, and assumptions.
Reviewers shall be informed of applicable access, objectivity, reproducibility and other quality standards under the federal laws governing information access and quality.

Peer reviewers information such as name, credentials, and affiliation will be disclosed. Otherwise, the RMO shall comply with the requirements of the Privacy Act. The RMO shall notify reviewers in advance regarding the extent of disclosure and attribution planned by USACE.

c. Documentation of ATR
Dr Checks review software will be used to document all ATR comments, responses and associated resolutions accomplished throughout the review process. Comments should be limited to those that are required to ensure adequacy of the product. The four key parts of a quality review comment will normally include:

(1) The review concern – identify the product’s information deficiency or incorrect application of policy, guidance, or procedures;
(2) The basis for the concern – cite the appropriate law, ASA (CW)/USACE policy, guidance or procedure that has not been properly followed;
(3) The significance of the concern – indicate the importance of the concern with regard to its potential impact on the plan selection, recommended plan components, efficiency (cost), effectiveness (function/outputs), implementation responsibilities, safety, Federal interest, or public acceptability and;
(4) The probable specific action needed to resolve the concern – identify the actions(s) that must take to resolve the concern.

In some situations especially when addressing incomplete or unclear information, comments may seek further clarification in order to then assess whether further specific concerns may exist. The ATR documentation in Dr Checks will include the text of each ATR concern, the PDT response, a brief summary of the pertinent points in any discussion, including any vertical coordination, and lastly the agreed upon resolution. The ATR team will prepare a Review Report which includes a summary of each unresolved issue; and there will be raised to the vertical team for resolution. Review Reports will be considered an integral part of the ATR documentation and shall:

- Identify the document(s) reviewed and the purpose of the review;
- Disclose the names of the reviewers, their organizational affiliations, and include a short paragraph on both the credentials and relevant experiences of each reviewer;
- Include the charge to the reviewers;
- Describe the nature of their review and their findings and conclusions;
- Identify and summarize each unresolved issue (if any); and
- Include a verbatim copy of each reviewer's comments (either with or without specific attributions), or represent the views of the group as a whole, including any disparate and dissenting views.

ATR may be certified when all ATR concerns are either resolved or referred to HQUSACE for resolution and the ATR documentation is complete. Certification of ATR should be completed, based on work reviewed to date, for the draft and final report.
6. INDEPENDENT EXTERNAL PEER REVIEW (IEPR/ SAR)

Type II IEPR’s are conducted in accordance with the guidance promulgated in EC 1165-2-209. In accordance with EC 1165-2-209 a Type II IEPR (SAR) shall be conducted on design and construction activities for hurricane and storm risk management and flood risk management projects, as well as other projects where potential hazards pose a significant threat to human life. This applies to new projects and to the major repair, rehabilitation, replacement, or modification of existing facilities. WRDA 2007, Section 2035, Safety Assurance Review, requires a review of the design and construction activities prior to initiation of physical construction and periodically thereafter until construction activities are completed. This review will be on a regular schedule sufficient to inform the Chief of Engineers on the adequacy, appropriateness, and acceptability of the design and construction activities for the purpose of assuring public health, safety and welfare. SAR’s will be conducted during the preparation of Plans and Specifications (P&S) and intermittently throughout the construction phase of 1, 2, 3, and 4. The purposes of the SAR is to ensure that good science, sound engineering, and public health, safety and welfare are the most important factors that determine a project’s fate. The SAR shall focus on whether the assumptions made for hazard remain valid as additional knowledge is gained and the state-of-the-art evolves. Additionally, the SAR team shall advise whether findings during construction of project features reflect the assumptions made during design and adequately address redundancy, robustness, and resiliency.

a. Decision on Type II IEPR.
As noted above, the FWCCP consists of a bypass channel, isolation gates, and various valley storage mitigation sites. The only portions of the FWCCP that pose a significant threat to human life are the bypass channel and isolation gates, and those are the only portions of the FWCCP subject to an IEPR/SAR. The USACE does not consider the valley storage mitigation sites to pose a threat to human life; therefore, no IEPR/SAR is recommended nor planned for these sites.

b. Products for Review
Type II will be performed on 100% Design Documentation Reports (DDR) for the channel and the gates; 90% Plans & Specifications, and during the midpoint of the construction.

c. IEPR Review Team. Type II IEPR/SAR
The IEPR/SAR will be performed by subject matter experts outside of USACE. When selecting panel members, the National Academy of Sciences’ policy for committee selection with respect to evaluating the potential members for conflicts (e.g., those arising from investments; agency, employer, and business affiliations; grants, contracts and consulting income) shall be adopted by the RMO.

Peer reviewers shall not have participated in development of the submittal to be reviewed. RMOs are encouraged to rotate membership on standing panels across the pool of qualified reviewers. External Reviewers will be paid labor and any necessary travel and per diem expenses in accordance with their contract.

Peer reviewers will be advised whether information about them (name, credentials, and affiliation) will be disclosed. The RMO shall notify reviewers in advance regarding the extent of disclosure and attribution planned by USACE. The RMO shall comply with the requirements of...
the Privacy Act. Review shall be conducted in a manner that respects confidential business information and intellectual property.

The RMO will prepare the charge to the reviewers, containing the instructions regarding the objective of the peer review and the specific advice sought. Reviewers shall be charged with reviewing scientific and technical matters, leaving policy determinations for USACE and the Army. The charge should specify the structure of the review comments to fully communicate the reviewer’s intent by including: the comment, why it is important, any potential consequences of failure to address, and suggestions on how to address the comment. It should include specific technical questions while also directing reviewers to offer a broad evaluation of the overall document. The charge should be determined in advance of the selection of the reviewers.

The RMO shall provide reviewers with sufficient information, including background information about the project, to enable them to understand the data, analytic procedures, and assumptions. Reviewers shall be informed of applicable access, objectivity, reproducibility and other quality standards under the federal laws governing information access and quality. Information distributed for review must include the following disclaimer: "This information is distributed solely for the purpose of pre-dissemination review under applicable information quality guidelines. It has not been formally disseminated by USACE. It does not represent and should not be construed to represent any agency determination or policy."

The RMO and Review Team must comply with Federal Advisory Committee Act if:

- The group includes a member that is not a Federal employee, or State, local or Tribal government employee;
- The group is established, controlled, and/or managed by the USACE;
- The group has a fixed membership, established purpose, and an agenda set by the USACE; or

The group strives to produce group, rather than individual, advice to the USACE.

d. Documentation of Type II IEPR
The IEPR/SAR team shall perform reviews (and a site visit, as necessary) upon receipt of the documentation as shown in the review schedule (Attachment 2).

The panel of experts established for a review for a project shall:

- Conduct the review for the subject project in a timely manner in accordance with the study and RP schedule;
- Follow the “Charge”, but when deemed appropriate by the team lead, request other products relevant to the project and the purpose of the review;
- Receive from USACE any public written and oral comments provided on the project;
- Provide timely written and oral comments throughout the development of the project, as requested;
- Assure the review avoids replicating an ATR and focuses on the questions in the “Charge”, but the panel can recommend additional questions for consideration. The IEPR panel may recommend to the RMO additional or alternate questions.
- Offer any lessons learned to improve the review process.
- Submit reports in accordance with the review plan milestones.
• The team panel lead shall be responsible for insuring that comments represent the group, be non-attributable to individuals, and where there is lack of consensus, note the non-concurrence and why.

• Record of Review. The review team will prepare a review report. All review panel comments shall be entered as team comments that represent the group and be non-attributable to individuals. The team lead is to seek consensus, but where there is a lack of consensus, note the non-concurrence and why. A suggested report outline is an introduction, the composition of the review team, a summary of the review during design, a summary of the review during construction, any lessons learned in both the process and/or design and construction, and appendices for conflict of disclosure forms, for comments to include any appendices for supporting analyses and assessments of the adequacy and acceptability of the methods, models, and analyses used. All comments in the report will be finalized by the panel prior to their release to USACE for each review plan milestone.

The IEPR/SAR should focus on unique features and changes from the assumptions made and conditions that formed the basis for the design during the decision document phase. The IEPR/SAR shall address the following questions:

• Do the assumptions made during the decision document phase for hazards remain valid through the completion of design as additional knowledge is gained and the state-of-the-art evolves?
• Do the project features adequately address redundancy, resiliency, or robustness with an emphasis on interfaces between structures, materials, members, and project phases?
• Do the project features and/or components effectively work as a system?

The IEPR/SAR leader shall prepare a Review Report that shall:

• Disclose the names of the reviewers, their organizational affiliations, and include a short paragraph on both the credentials and relevant experiences of each reviewer.
• Include the charge to the reviewers.
• Describe the nature of their review and their findings and conclusions.
• Include a verbatim copy of each reviewer's comments (either with or without specific attributions), or represent the views of the group as a whole, including any disparate and dissenting views.

Written responses to the IEPR/SAR Review Report will be prepared to explain the agreement or disagreement with the views expressed in the report, the actions undertaken or to be undertaken in response to the report, and the reasons those actions are believed to satisfy the key concerns stated in the report (if applicable). The revised submittal will be provided to the RMO with the USACE response and all other materials related to the review.

The Fort Worth District’s responses shall be submitted to the SWD MSC for final MSC Commander Approval. After the MSC Commander’s approval, the Fort Worth District will make the report and responses available to the public on the Fort Worth District’s website.

**7. POLICY AND LEGAL COMPLIANCE REVIEW**
All decision documents will be reviewed throughout the study process for their compliance with law and policy. Guidance for policy and legal compliance reviews is addressed in Appendix H, ER 1105-2-100. These reviews culminate in determinations that the recommendations in the reports and the supporting analyses and coordination comply with law and policy, and warrant approval or further recommendation to higher authority by the home MSC Commander. DQC and ATR augment and complement the policy review processes by addressing compliance with pertinent published Army policies, particularly policies on analytical methods and the presentation of findings in decision documents.

8. COST ENGINEERING DIRECTORY OF EXPERTISE (DX) REVIEW AND CERTIFICATION

All decision documents shall be coordinated with the Cost Engineering DX, located in the Walla Walla District. The DX will assist in determining the expertise needed on the ATR team and Type I IEPR team (if required) and in the development of the review charge(s). The DX will also provide the Cost Engineering DX certification. The RMO is responsible for coordination with the Cost Engineering DX.

9. MODEL CERTIFICATION AND APPROVAL

EC 1105-2-412 mandates the use of certified or approved models for all planning activities to ensure the models are technically and theoretically sound, compliant with USACE policy, computationally accurate, and based on reasonable assumptions. Planning models, for the purposes of the EC, are defined as any models and analytical tools that planners use to define water resources management problems and opportunities, to formulate potential alternatives to address the problems and take advantage of the opportunities, to evaluate potential effects of alternatives and to support decision making. The use of a certified/approved planning model does not constitute technical review of the planning product. The selection and application of the model and the input and output data is still the responsibility of the users and is subject to DQC, ATR, and IEPR (if required).

EC 1105-2-412 does not cover engineering models used in planning. The responsible use of well-known and proven USACE developed and commercial engineering software will continue and the professional practice of documenting the application of the software and modeling results will be followed. As part of the USACE Scientific and Engineering Technology (SET) Initiative, many engineering models have been identified as preferred or acceptable for use on Corps studies and these models should be used whenever appropriate. The selection and application of the model and the input and output data is still the responsibility of the users and is subject to DQC, ATR, and IEPR (if required).

**Engineering Models.** The following engineering model is anticipated to be used in the development of the decision documents, plans and specifications:

<table>
<thead>
<tr>
<th>Model Name and Version</th>
<th>Brief Description of the Model and How It Will Be Applied in the Study</th>
<th>Approval Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEC-RAS 4.0 (River Analysis System)</td>
<td>The Hydrologic Engineering Center’s River Analysis System (HEC-RAS) program provides the capability to perform one-dimensional steady and unsteady flow river</td>
<td>HH&amp;C CoP Preferred Model</td>
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</table>
hydraulics calculations. The program is used for steady flow analysis to evaluate the future without- and with-project conditions along the Trinity, Clear Fork and West Fork Rivers and their tributaries.

10. REVIEW SCHEDULES AND COSTS

Project information will be provided to the reviewers prior to initiation of the review. See Attachment 2 for review schedule.

a. DQC Schedule and Cost
The cost for DQC is broken out separately from PDT costs, however DQC will occur seamless throughout the P&S working with the A/E. Quality checks and reviews occur during the development process and are carried out as a routine management practice. The District Quality Control reviews will cost approximately $27,120 each, with a total estimate of $1,057,680. See Attachment 2 for additional details.

b. ATR
The ATR reviews will cost approximately $80,400 each, with a total estimate of $321,600. See Attachment 2 for additional details.

c. IEPR/SAR
EC 1165-2-209 estimates that the cost of the IEPR/SAR will range between .10 to 1.50 percent of the total project cost. Funding for IEPR/SAR will be requested as a part of the normal budget development process. The IEPR/SAR reviews will cost approximately $99,874 each, with a total estimate of $262,100. See Attachment 2 for additional details.

11. PUBLIC PARTICIPATION
Several public meetings were held throughout the planning/study phase of the project. All published reports can be found at the Fort Worth District’s website (www.swf.usace.army.mil) as well as directions for obtaining any information that may be disclosed under the Freedom of Information Act (Public Law 89-554, 80 Stat. 383; amended 1996, 2002, 2007).

12. REVIEW PLAN APPROVAL AND UPDATES

The Southwestern Division Commander is responsible for approving this Review Plan. The Commander’s approval reflects vertical team input (involving district, MSC, RMO, and HQUSACE members) as to the appropriate scope and level of review for the decision document. Like the PMP, the Review Plan is a living document and may change as the study progresses. The home district is responsible for keeping the Review Plan up to date. Significant changes to the Review Plan (such as changes to the scope and/or level of review) should be re-approved by the MSC Commander following the process used for initially approving the plan. The latest version of the Review Plan, along with the Commanders’ approval memorandum, will be posted on the Home District’s webpage. The latest Review Plan should also be provided to the RMO and home MSC.
13. REVIEW PLAN POINTS OF CONTACT

Public questions and/or comments on this review plan can be directed to the following points of contact:

U.S. Army Corps of Engineers, Fort Worth District
ATTN: Central City, Fort Worth TX Project Manager, CESWF-PM-C
P.O. Box 17300
Fort Worth, TX. 76102-0300
817-886-1900

U.S. Army Corps of Engineers, Southwestern Division
ATTN: Chief of Planning & Policy Division, CESWD-PDS-P
1100 Commerce St.
Dallas, TX. 75242-1317
469-487-7069
ATTACHMENT 1: PROJECT MAP
## ATTACHMENT 2: SCHEDULE

<table>
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<th>Component</th>
<th>Submittal</th>
<th>Type of Review</th>
<th>Review Start</th>
<th>Status</th>
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<td>100% P&amp;S</td>
<td>DQC</td>
<td>8-Aug-12</td>
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<td>Bypass Channel-White Settlement Piers</td>
<td>60% P&amp;S</td>
<td>DQC</td>
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<td>Bypass Channel-Henderson &amp; White Settlement Piers</td>
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<td>IEPR/SAR</td>
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ATTACHMENT 3: TEAM ROSTERS
## ATTACHMENT 4: REVIEW PLAN REVISIONS

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<td>27 Aug 2012</td>
<td>Creation of Review Plan</td>
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<tr>
<td>22 Oct 2012</td>
<td>Team members added to ATR</td>
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<tr>
<td>13 Nov 2012</td>
<td>SWD edits</td>
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<tr>
<td>27 Nov 2012</td>
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