

**Integrated Delivery
Schedule
Information Leaflet**

June 2010

EXECUTIVE SUMMARY

The Integrated Delivery Schedule (IDS) provides the comprehensive sequencing and schedule of construction for projects in the South Florida ecosystem restoration program. The goal of the IDS is to provide the optimum sequencing of key restoration projects to deliver meaningful restoration benefits as early as possible, consistent with law, available funding, and other constraints. The IDS incorporates both Federal and State initiatives. It includes the Comprehensive Everglades Restoration Plan (CERP) and non-CERP projects such as: Kissimmee River Restoration, Modified Water Deliveries to Everglades National Park, Herbert Hoover Dike Rehabilitation, West Palm Beach Canal, and C-111 South Dade; as well as State and South Florida Water Management District (SFWMD) projects such as: the Northern Everglades Plan and the Long-Term Plan for Achieving Water Quality Goals in the Everglades Protection Area. The IDS also includes the system operating manual, which will be revised at key points throughout the process. The IDS allows implementing agencies to provide guidance to decision-makers for scheduling, staffing, and budgeting South Florida ecosystem restoration program efforts. Additional projects will be added as necessary. While the IDS includes all projects all restoration projects, projects have only been sequenced out to 2020. This emphasis on the next ten years of the restoration program allows the agencies, stakeholders, and the public to focus on more immediate targets for restoration.

The IDS is a living document and will be updated as necessary to reflect any major changes in program authority, funding, or other pertinent decisions as well as sequencing of projects. The goal for the IDS is to generate an integrated tool which will include all significant Federal, and State ecosystem restoration projects that includes schedule and funding requirements for each and will provide a plan for construction implementation of projects allowing for optimum benefits. The IDS was developed in response to recommendations provided in the 2007 General Accountability Office (GAO) report and the 2006 and 2008 National Academy of Science (NAS) Reports to Congress. The initial IDS was the result of nearly two years of interagency effort and close collaboration with the NAS Committee on Independent Scientific Review of Everglades Restoration Progress (CISRERP), the South Florida Ecosystem Restoration Task Force and Working Group, the Quality Review Board (QRB), the SFWMD Governing Board, the SFWMD Water Resources Advisory Commission, and the CERP Restoration Coordination and Verification (RECOVER) team. The initial IDS was agreed upon by the Task Force in September 2008. Since the September 2008 IDS was developed, a number of minor changes to the IDS have been made by the Corps and SFWMD. The purpose of this information leaflet is to summarize the development of the IDS and the minor changes that have been made since the September 2008 version.

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1. Introduction

The South Florida ecosystem restoration program covers approximately 18,000-square-miles of subtropical uplands, wetlands, and coral reefs that extend from just south of Orlando through Lake Okeechobee and the Everglades to Florida Bay and the Florida Keys. This complex and challenging restoration program includes a combination of Federal, State, local and tribal initiatives. These consist primarily of the Central and South Florida (C&SF) Project which includes the Comprehensive Everglades Restoration Plan (CERP); Kissimmee River Restoration (KRR); Modified Water Deliveries to Everglades National Park (MWD); the Everglades and South Florida (E&SF) projects (Critical Projects); as well as various South Florida Water Management District efforts. While the Herbert Hoover Dike (HHD) project is considered a flood damage reduction project, it ultimately has effects on the South Florida ecosystem and is therefore reflected on the IDS. The IDS was collaboratively developed to ensure optimum sequencing of the multiple restoration efforts in order to deliver timely meaningful benefits to the ecosystem, consistent with policy and forecasted funding.

The IDS is a graphical depiction of project construction schedules and forecasted Federal funding requirements through the year 2020. Implementing agencies and decision-makers may utilize the IDS for the purposes of scheduling, staffing requirements, and budgeting of the South Florida Everglades Ecosystem Restoration (SFEER) Program. Due to the nature of the SFEER Program the IDS is a living document and will be updated as necessary to reflect any major changes in program authority, funding, or other pertinent decisions.

2. Background

The implementing agencies for the South Florida Ecosystem Restoration Program have always recognized the need for project sequencing planning. One of the first collaborative tools was the CERP Implementation Plan that was presented in the “Yellow Book” presented to Congress in July 1999. The CERP Implementation Plan detailed sequencing of 60 major projects and was based on an assumption of annual funding of \$200 Million Federal and \$200 Million non-Federal, spanning more than 35 years. The CERP Implementation Plan considered, but did not include, the sequencing of non-CERP ecosystem restoration programs and projects. In late 2003, development of the Master Implementation Sequencing Plan (MISP) became a requirement of the CERP Programmatic Regulations. Consequently, the MISP was developed in 2005 and included scheduling of all CERP projects based on the best scientific, technical, funding, contracting, and other information available. Like the Yellow Book Implementation Plan, the MISP only included CERP projects. As implementation of the restoration program proceeded, the Government Accountability Office (GAO) and National Academy of Sciences (NAS) provided additional guidance for project implementation.

2.1 General Accounting Office and National Academy of Science Reports

In 2006 the National Academy of Science released their first biennial report which was required by the Water Development Resources Act (WRDA) of 2000. The report recommended that an Incremental Adaptive Restoration (IAR) approach be used in order to accelerate natural system restoration. Basically, make investments that are significant enough to produce benefits while resolving scientific uncertainties. The NAS also recommended that an integrated delivery schedule be developed in order to better focus the restoration effort. The NAS second biennial report was released in 2008 and affirmed that developing a realistic schedule and sound project sequence was a critical need for the restoration effort.

In 2007 the General Accounting Office released a report (GAO-07-1250T) titled “*South Florida Ecosystem: Some Restoration has Been Made, but Effort Faces Significant Delays, Implementation Challenges, and Rising Costs,*” The GAO report criticized that there was no overarching sequencing criteria for decision making, implementation decisions were driven mostly by availability of funds and key projects were behind schedule. GAO recommended that the necessary data be gathered and the sequencing of the CERP projects be comprehensively reassessed.

As a result of these reports and suggestions, the IDS was developed.

3. Purpose of the IDS

The IDS is a program implementation schedule that recognizes resource limitations and yet optimizes ecosystem benefits. The IDS is a fully collaborated, fully integrated, sequencing tool that will assist in guiding decision makers for implementation direction.

The IDS focuses on sequencing both Federal and State projects for the South Florida Ecosystem Restoration Program in order to deliver maximum restoration benefits as early as possible. Utilizing the lessons learned from the previous sequencing tools, the IDS takes into consideration not only CERP projects but non-CERP programs and projects as well. The IDS incorporates the IAR approach recommended by NAS in 2006 by phasing large projects to accelerate restoration and facilitate learning.

4. Development of the Initial IDS

The development of the initial IDS was the result of nearly two years of interagency and public collaboration. The effort included several public workshops and close coordination with various stakeholder groups.

Development of the initial IDS began in early 2007 and was led by an interagency team that included USACE, SFWMD, the U.S. Fish and Wildlife Service (USFWS), Everglades National

Park (ENP), and the Florida Department of Environmental Protection (FDEP). Over the course of nearly two years, the team worked closely with various stakeholder groups, including the NAS Committee on Independent Scientific Review of Everglades Restoration Progress, the South Florida Ecosystem Restoration Task Force and Working Group, the CERP Quality Review Board, the CERP Design Coordination Team, the South Florida Water Management District Governing Board and Water Resources Advisory Commission, and the CERP Restoration Coordination and Verification (RECOVER) Team. The interagency team collaboratively developed a list of Guiding Principles for the IDS in order to provide the boundaries for the development of the IDS. Once the Guiding Principles were developed the team endeavored to generate several different alternatives or scenarios to depict the project sequencing of the IDS. The final step in the development of the initial IDS was to generate an interactive IDS tool which considered project/program constraints, assumptions, and multiple project components.

4.1 IDS Guiding Principles

Development of the initial IDS followed a list of guiding principles established by the various stakeholder groups. It required substantial time and effort to frame these guiding principles, which resulted in establishing the collaborative approach used to develop the initial IDS. The guiding principles provided a common framework not only for the IDS team but for all the stakeholders. The Guiding Principles are:

- No CERP projects are being taken off the table.
- The Integrated Delivery Schedule acknowledges the Federal and State commitment to complete implementation of key ongoing projects. The term “commitment” refers to projects currently authorized, under construction or both.
- IDS should include all projects related to the Everglades--State and Federal initiatives (Hebert Hoover Dike, Northern Everglades Plan, and Long-Term Plan for Achieving Water Quality Goals in the Everglades Protection Area).
- Projects should be implemented in a sequence that achieves restoration objectives at earliest practicable time, consistent with funding constraints.
- As appropriate, projects should be broken into multiple PIRs to facilitate the Incremental Adaptive Restoration (IAR) approach. Each separable element will conform to NEPA guidance, as well as other Federal and State laws.
- The IDS will be the basis for the updated MISP for CERP. The updated MISP, in turn, will be a major component of the wider-ranging IDS.
- Project and component interdependencies will drive the sequencing order for constructing projects. (e.g. pilot projects must be completed prior to a full scale project).
- As appropriate, the Interim Goals and Targets should be used to measure restoration progress.
- Key points in implementation will be defined by new system operating manuals.

4.2 Scenarios for Project Sequencing

Three different approaches were used in the development of the initial IDS. These approaches guided the team's efforts to develop schedule scenarios as well as facilitate the various stakeholder discussions. The three different approaches include: the "Themes Approach", "Finish What is On Our Plate Approach", and the "Hybrid Approach". The "Themes Approach" utilized different "themes" or restoration goals to sequence projects. Examples include "Restoring Sheetflow," "Lake Okeechobee Restoration;" and "Optimize Storage". The "Finish What is On Our Plate Approach" approach recognized that there were sufficient projects already authorized or otherwise committed to use all the available resources of the implementing agencies, thus these projects should be completed first. Finally, the "Hybrid Approach" combined the previous two approaches, starting with the "Finish What is On Our Plate Approach" and pulling non-authorized/committed projects forward and pushing some authorized/committed projects, based on delivering meaningful restoration benefits as early as possible.

4.3 Interactive IDS Tool

An interactive spreadsheet-based IDS tool was created to help the team and the various stakeholder groups formulate and evaluate alternative implementation schedules. The interactive IDS tool considers all required activities a project must complete prior to initiating construction. These include planning, engineering and design, authorization, and real estate. The interactive IDS tool allowed the team and the stakeholder groups to explore IDS alternatives based on the various approaches, while providing outcomes based on realistic constraints.

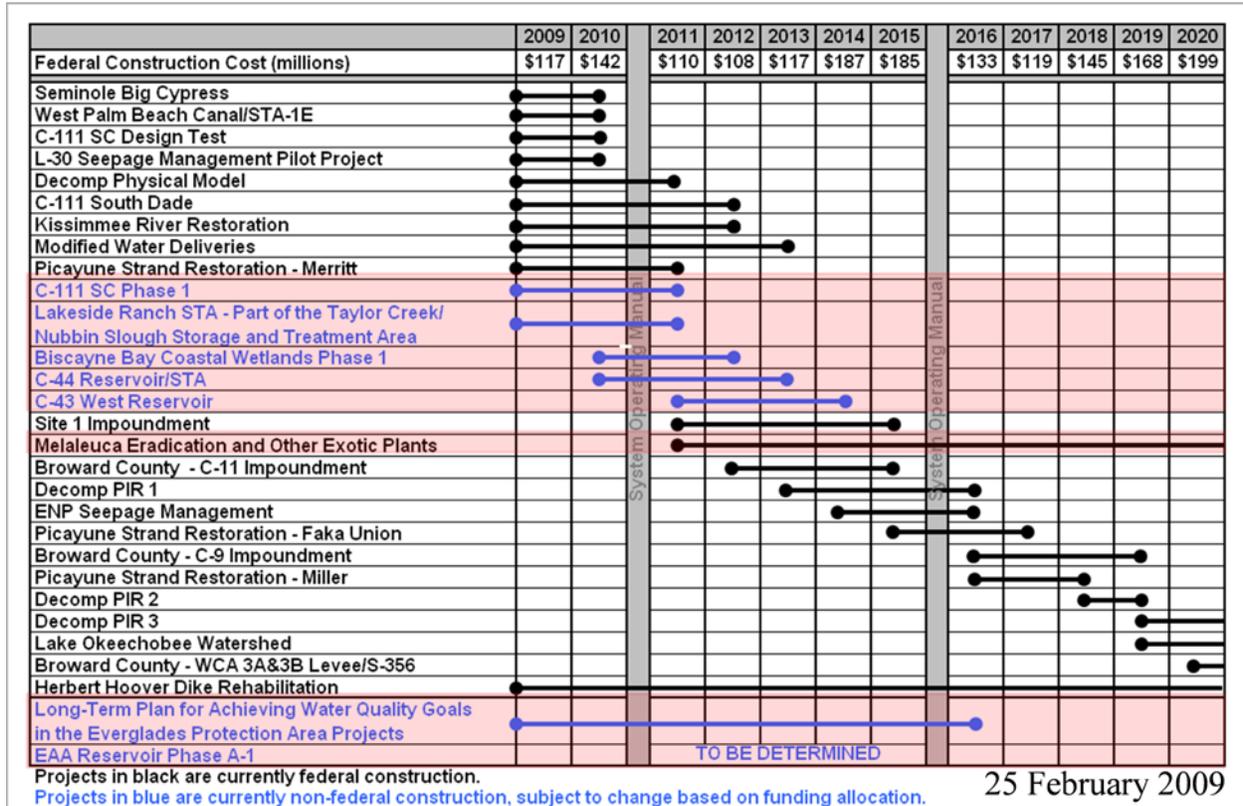
5. Initial IDS

Ultimately the hybrid approach was selected to collaboratively develop the initial IDS. The initial IDS included project sequencing through 2020, and it was agreed upon by the Task Force in September 2008. The team decided to focus on the first 10 years of the IDS as the initial approach.

6. IDS Change Control Process

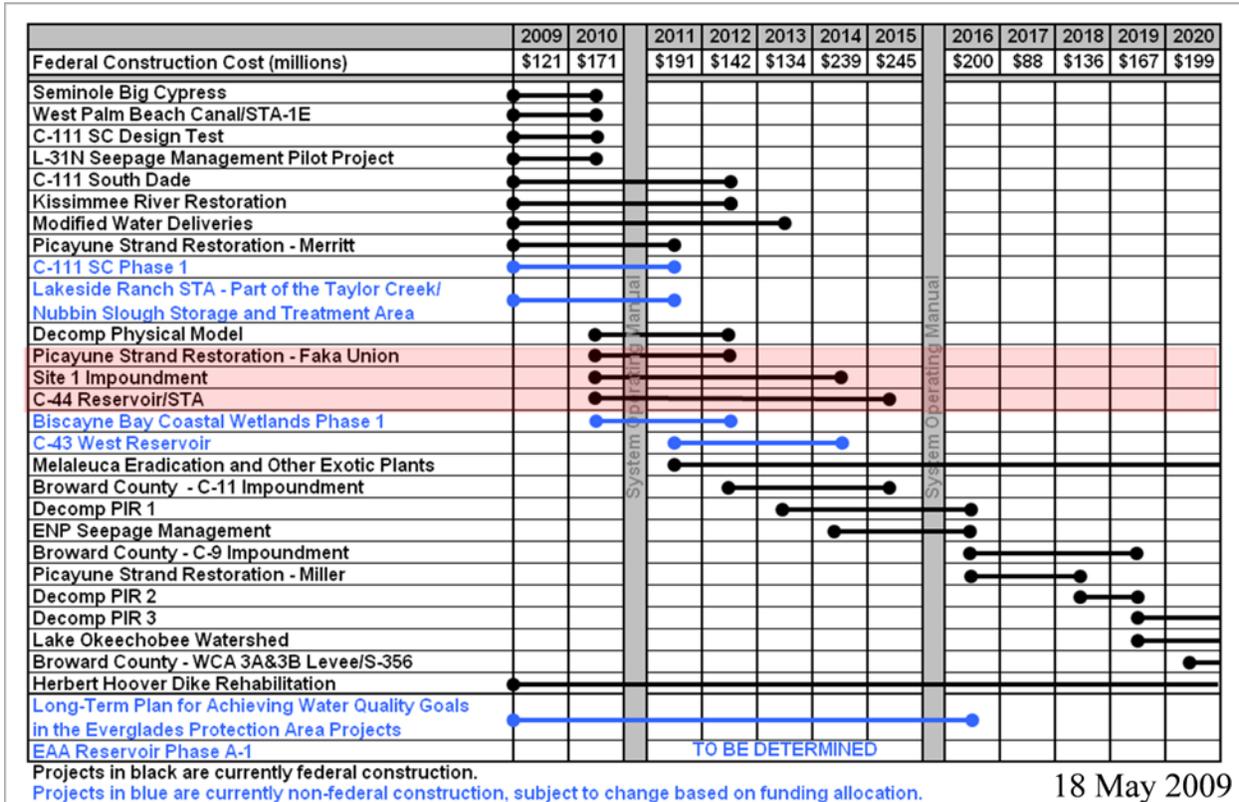
Since the initial IDS was developed and agreed upon by the Task Force, seven minor revisions have been made due to project schedule and funding changes. Minor changes to the IDS will be documented using the Change Control Request (CCR) procedures jointly used by the Corps and SFWMD to document changes in projects (to include budget, schedule, and scope changes). This process will allow changes to be tracked and documented for the future. The CCRs will be signed and approved by the Corps and SFWMD agencies and the Task Force and Working Group will be provided the updated IDS. Recommendations for major changes to the IDS will be discussed and coordinated with the Task Force and Working Group before being made.

February 2009 Version



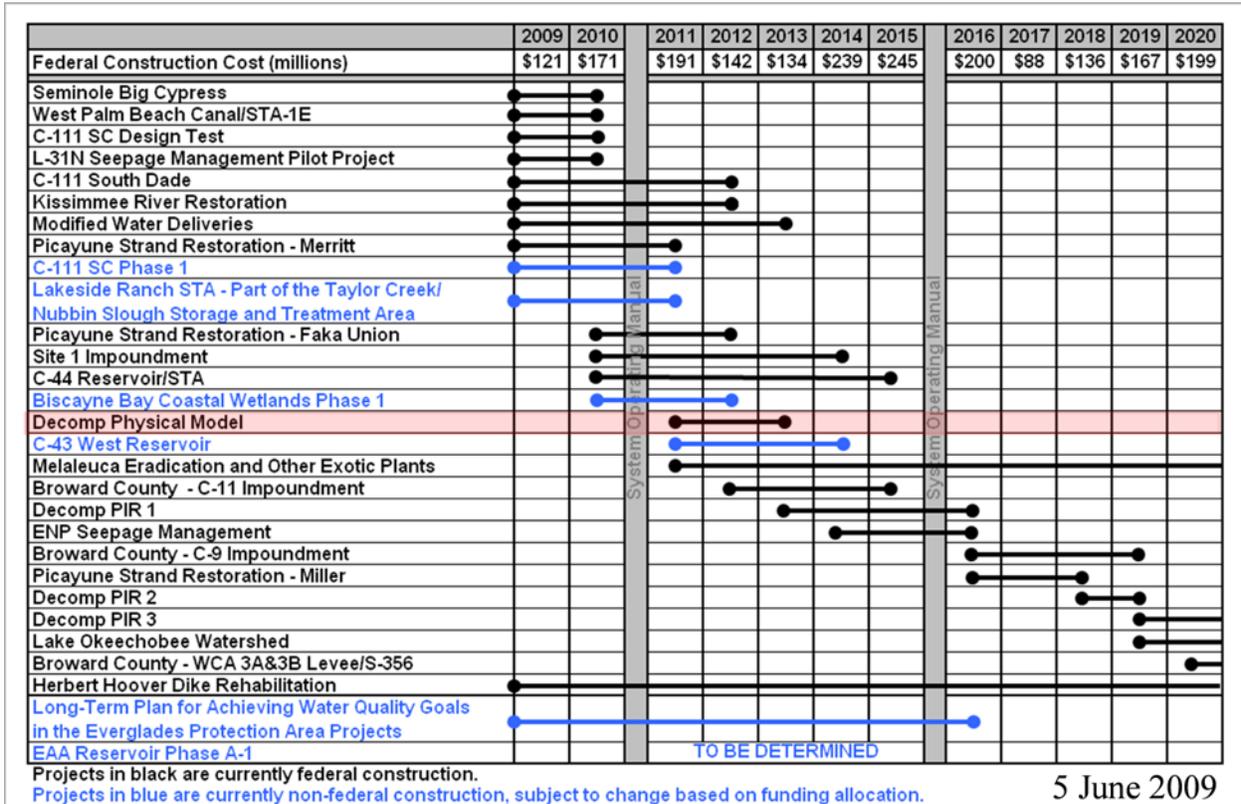
On 25 February, the IDS was updated to reflect schedules for several projects state projects initially listed as “To be determined,” as the River of Grass initiative was better defined. The Melaleuca Eradication project was added for USACE.

May 2009 Version



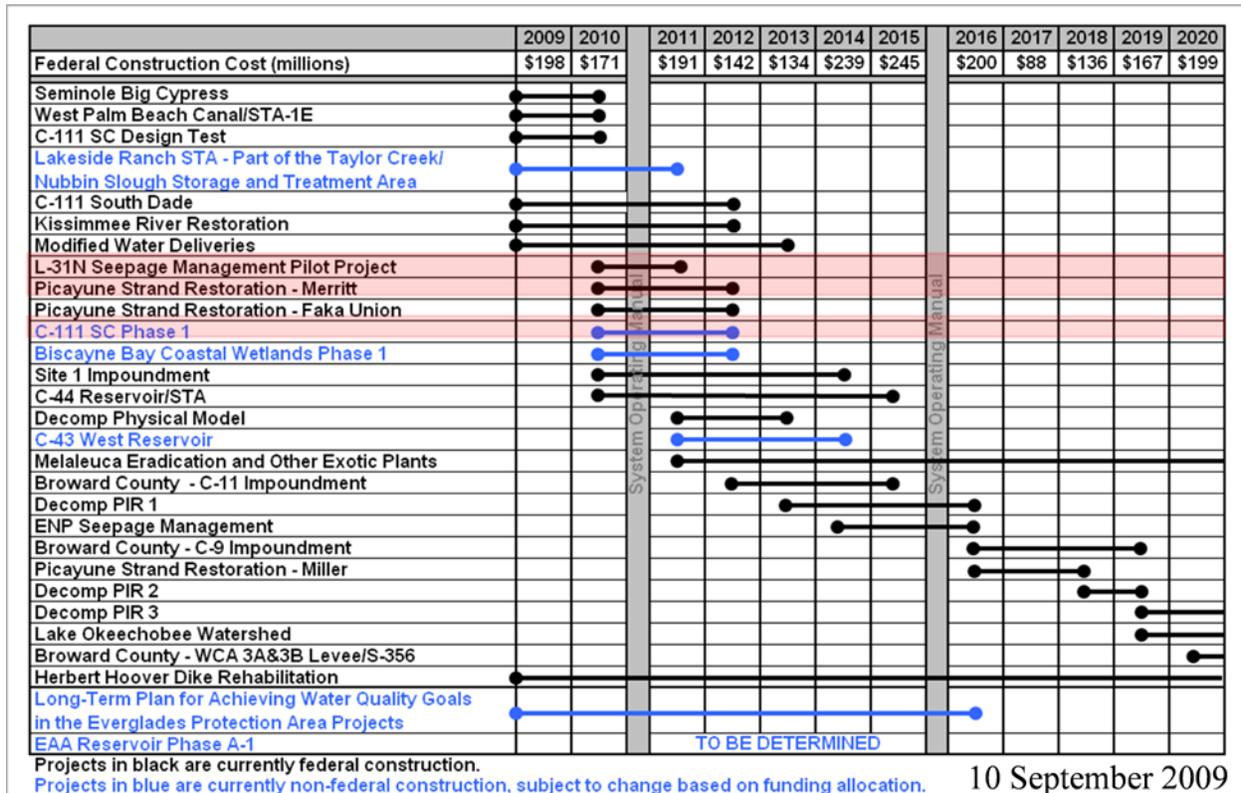
On 18 May 2009 the C-44 project was moved to USACE for construction, and the FY09, FY10, and stimulus funding allowed the Site 1 and Picayune Strand Restoration-Faka Union projects to be pulled forward.

June 2009 Version



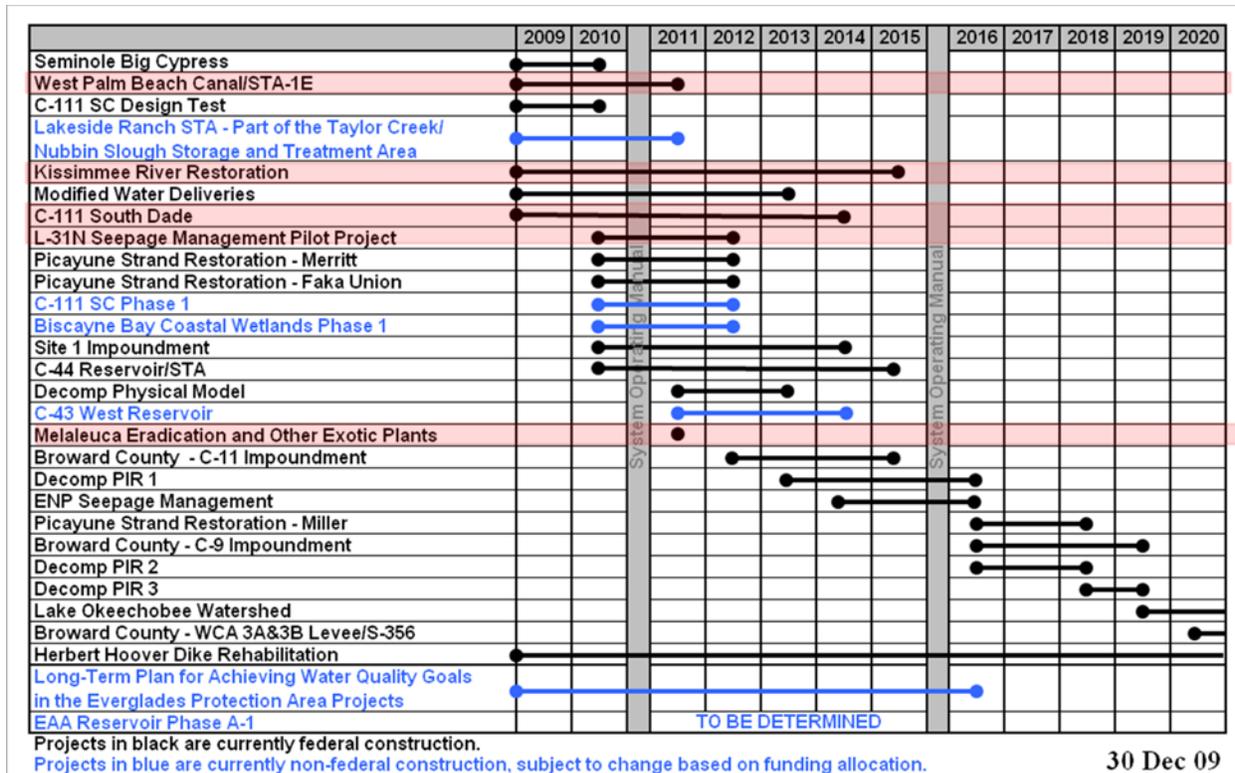
On 5 June 2009, the Decomp Physical Model schedule was changed to reflect a one-year slip.

September 2009 Version



On 10 September 2009, the Picayune Strand Restoration-Merritt, L-31 North, and C-111 Spreader Canal Phase 1 projects had construction starts move a few months from late FY09 to FY10. These delays were largely the result of policy decisions necessary to successfully implement these first CERP projects.

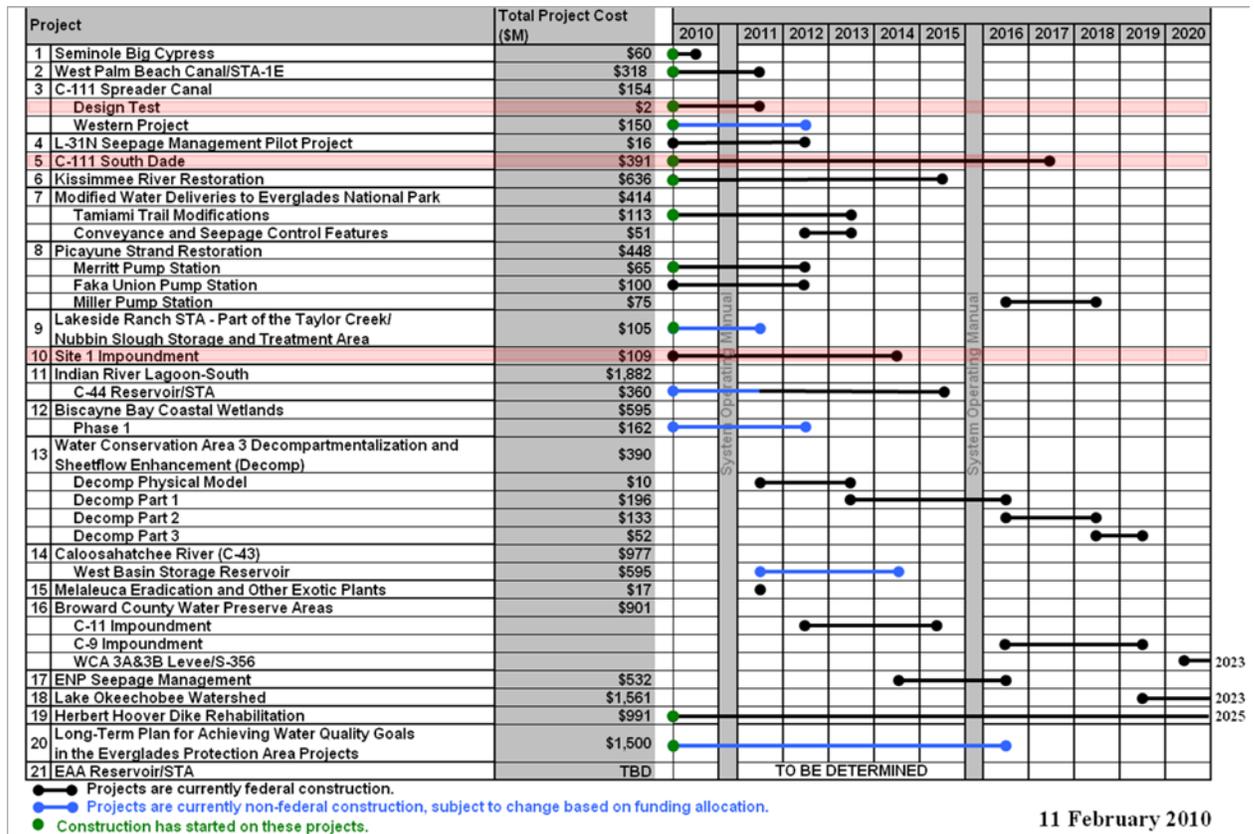
December 2009 Version (House Report Version)



The IDS was updated in December 2009 for the House of Representatives Appropriations Committee Report on Everglades Restoration.

- The construction completion date for West Palm Beach Canal/STA-1E was extended one year to FY11 for PSTA completion and project deficiency repairs
- The construction completion date for Kissimmee River Restoration was extended to FY15
- The construction completion date for C-111 South Dade was extended to FY14 due to land valuation issues
- The installation and testing completion date for the L-31N Seepage Management Pilot Project was extended to FY12 to include all the necessary monitoring would be complete
- The rearing and releasing of biological control organisms for Melaleuca Eradication will be funded under O&M, so the construction period was updated to reflect facility construction only in FY11

February 2010 Version

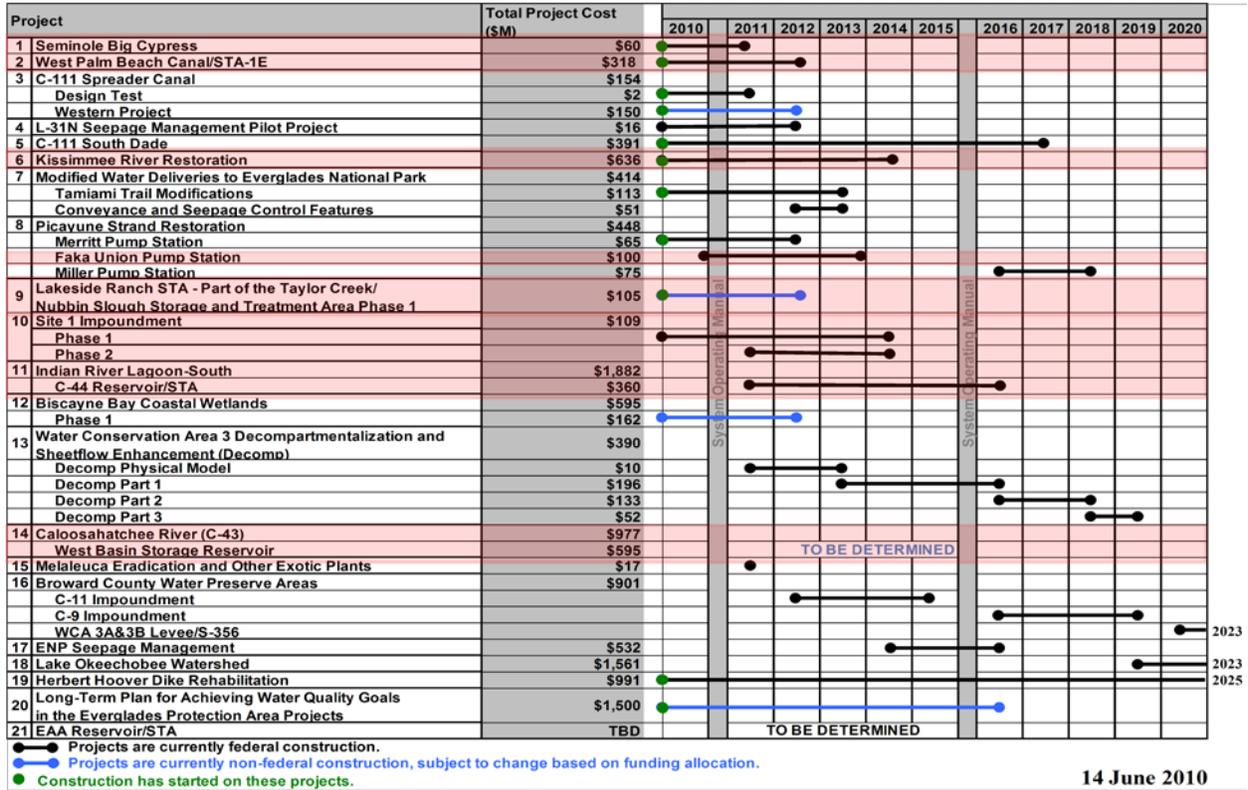


The format of the IDS was changed in late 2009/early 2010 to group project components together. Project costs were added, as were indicators for projects that have already started construction.

IDS project changes included:

- The C-111 Spreader Canal Design Test was corrected from earlier versions to extend into FY11
- The construction completion date for C-111 South Dade was extended to FY17 due to real estate issues and PPA requirements.
- The construction completion date for Site 1 Impoundment was shortened one year to FY14 due to ARRA funds allowing earlier construction start

June 2010 Version (Draft)



Seminole Big Cypress completion date was extended to 2012 due to delay in Basins 2 and 3 caused by seepage issues. Kissimmee River Restoration was updated to complete in 2014 as agreed upon at the April JPRB. C-43 WBSR was changed to "To Be Determined" due expected 50/50 cost share balance. Faka Union Pump station was moved to begin at the end of FY10 and to complete at the end of FY13 due added required time for Contract Peer Review requirement and 50/50 cost share balance. Lakeside Ranch was updated to show completion of phase 1 in 2012.