



January 15, 2010

The City of Knoxville
South Waterfront Development Office
400 Main Street, Room 503
Knoxville, Tennessee 37902

Attention: Mr. David Hill, Senior Director

Subject: **Proposed Scope of Services for Environmental Consulting**
South Waterfront Redevelopment Area
Community-Wide Petroleum and Hazardous Substance Assessment Grant
S&ME Proposal No. 3409583R2

Dear Mr. Hill:

S&ME, Inc. (S&ME) is pleased to provide you with our revised Proposed Scope of Services for Brownfield Consulting services in support of the South Waterfront Redevelopment Area Community-Wide Petroleum and Hazardous Substance Assessment Grant (Grant). This letter provides our understanding of the general Scope of Services to be performed and preliminary budgetary estimate, and addresses your comments received on January 6, 2010. Using Microsoft Project, S&ME used the schedule contained within the grant application and established a schedule in accordance with the grant deadlines. Based upon our discussion during our meeting on December 2, 2009, S&ME will perform the services described herein on a time and materials basis. We understand that the City of Knoxville (City) will issue a contract to S&ME for these services.

PROJECT INFORMATION

S&ME understands that the City has received a Brownfield Assessment Grant from the Environmental Protection Agency (EPA) to establish a Brownfields assessment program to aid in the redevelopment of the South Waterfront. The Grant will allow the City to conduct environmental site assessment activities within the redevelopment area to develop a further understanding of the existing environmental site conditions and potential remedial efforts which will be essential to the overall redevelopment effort. The City has selected S&ME to assist with implementing the environmental site assessment activities.

PROPOSED SCOPE of SERVICES

S&ME proposes that the implementation of the Brownfield assessment be conducted using a phased approach divided into four main task groups: a Project Area Environmental Data Inventory, Phase I Environmental Site Assessments (Phase I ESAs), Quality Assurance Project Plan Preparation and Phase II ESAs, and Project Management and Client Support which may include preliminary remedial planning, progress reporting and assistance with the City's ongoing community outreach efforts. This proposal does not include individual property-specific cost estimates for each task listed above, but does include a budgetary estimate for each general task. Although the general approach is

provided herein, the specific scope of services associated with assessing selected areas or properties will be developed as specific information becomes available through the Environmental Data Inventory and Phase I ESA process.

Task 1 Project Area Environmental Data Inventory

Due to the size and extent of the South Waterfront Redevelopment Area and the volume of existing environmental data that may exist, S&ME recommends that an Environmental Data Inventory be conducted to compile and organize existing information for the redevelopment area. The objective of the data inventory will be to begin to build a searchable database of environmental and spatial data early in the project which could streamline the decision making process in identifying candidate areas or sites that will require further assessment.

As discussed during our meeting on December 2, 2009, S&ME recommends that a meeting be held with appropriate representatives from the City, and the Tennessee Department of Environment and Conservation (TDEC) Division of Solid Waste Management and Division (DSWM), Division of Remediation, and Division of Underground Storage Tanks (DUST) to determine the extent of existing public-domain regulatory information that is available for review and use by the city. The information gathered during the meeting and subsequent regulatory file reviews would be integrated into the data inventory.

In addition to existing assessment data that you have provided, information such as historical Sanborn[®] Fire Insurance Maps and historic aerial photographs would also be compiled and integrated into the database. The compiled reports and data would be integrated with the spatial information by S&ME via Geographic Information System (GIS) using existing GIS data layers provided by the City (KGIS). Please note that data collected during the term of the Agreement between the City and S&ME would be provided to the City in an electronic format that can be manipulated and configured by the City.

Task 2 Phase I Environmental Site Assessment

Phase I Environmental Site Assessments (ESAs) will be conducted for properties or groups of properties in the Redevelopment Area that are targeted for acquisition by the City. S&ME requests that the City, through the South Waterfront Redevelopment Office, facilitate initial communication with owners of property where Phase I ESAs are to be conducted. Following the City's initial communication, S&ME will coordinate with the property owner to obtain the site access agreement.

The most widely utilized standard for performing Phase I assessments is the standard developed by the American Society for Testing and Materials (ASTM) entitled E 1527-05, *Standard Practice for Environmental Assessments: Phase I Environmental Site Assessment Process*. An assessment performed in accordance with this standard satisfies requirements for *All Appropriate Inquiries (AAI)* as presented in 40 CFR Part 312, and thus, fulfills one requirement for the User to qualify for certain *Landowner Liability Protections (LLPs)*.

Accordingly, the purpose of the assessment is to identify *recognized environmental conditions* (as defined by ASTM) in connection with the property.

S&ME's approach to performing Phase I ESAs under the ASTM E 1527-05 Standard Practice includes a review of the public record, interviews, a site reconnaissance and preparation of a written report containing findings, opinions and conclusions.

Review of the Public Record

For each Phase I ESA, a review of public records for the site and the immediate vicinity will be conducted to characterize environmental features of the site and to identify past and present land use activities, on or in the vicinity of the site, which may indicate a potential for *recognized environmental conditions*. The review of the public record will include:

1. Review of federal, state and tribal standard environmental record sources as well as selected local records in accordance with the minimum search distances specified in ASTM E 1527-05. The search of most records will be performed by a firm specializing in this service [i.e., Environmental Data Resources, Inc. (EDR)] subcontracted to S&ME with results presented in a written report that will be appended to S&ME's Phase I ESA report.
2. Examination of one or more of the following historical sources: aerial photographs, fire insurance maps, property tax records, street directories, USGS 7.5 minute topographic maps, building department records, and zoning/land use records of the site and vicinity for evidence suggesting past uses that might have involved hazardous substances or petroleum products.

Site Reconnaissance

Upon receiving written authorization for site access from the subject property owner(s) a site reconnaissance will be performed by S&ME to identify visual signs of environmental conditions on or adjoining the site, and to evaluate evidence found in the review of public record that might be indicative of activities resulting in hazardous substances or petroleum products being used or deposited on the site. The site reconnaissance will include the following activities:

1. A visual reconnaissance of the site and adjoining properties will be performed to observe signs of spills, stressed vegetation, buried waste, underground or above ground storage tanks, subsidence, transformers, or unusual soil discoloration which may indicate the possible presence of hazardous substances (as per CERCLA) or petroleum products.
2. The periphery of the property will be viewed and a walk-through of accessible areas of the site interior, including any on-site buildings, will be conducted.
3. Areas of the site will be photographed to document the current use(s) of the property as well as significant conditions such as unusually discolored soil, stressed vegetation, or other significant features associated with the property.

Where appropriate, S&ME will, on behalf of the City, obtain site access authorization to conduct assessment activities from property owners. S&ME understands that this process may include meetings with individual property owners or groups of property owners to explain the Brownfields process and the purpose of the Phase I ESAs, along with the program benefits, in an effort to encourage participation. S&ME further understands that the time required for successful receipt of property access authorization may vary between the various property owners or groups of property owners involved. Subsequently, S&ME has included an estimated time in our proposed task schedule for this process.

Interviews

Interviews with appropriate local officials will be conducted to consider any local knowledge of hazardous substances or petroleum products on the subject property or on adjacent properties. In addition, current property owner(s), operators and occupants will be interviewed regarding the potential for contamination at the subject property to the extent they have been identified by the client. Interviews with past owners, operators and occupants may be necessary, particularly if the current owner has held title for less than two years, or if past owner interviews are necessary to fill data gaps.

Written Report

Upon completion of the public record review, interviews and site reconnaissance, S&ME will prepare a written report documenting findings, opinions and conclusions. The conclusions will be presented in terms of the presence or absence of *recognized environmental conditions* as defined in ASTM Standard Practice E 1527-05. Unless otherwise directed, we will produce three print copies of the report as well as one electronic copy in PDF format. The location of the Phase I ESA will also be added to the GIS database.

Phase I Typically Excluded Services

Unless specifically authorized by the EPA as an addition to the Phase I ESA scope of services, the assessment will not address environmental conditions not specifically included in the ASTM E 1527-05 standard including, but not limited to sampling of materials (i.e., soil, surface water, groundwater or air), or the assessment of business risk issues such as asbestos, lead-based paint, wetlands; lead in drinking water; mold, fungi or bacteria in on-site buildings; regulatory compliance; cultural/historic resources; industrial hygiene; health/safety; ecological resources; endangered species; indoor air quality, including vapor intrusion; radon; or high voltage power lines. Some of these issues may be addressed in follow-up Phase II assessments, as discussed in Task 3.

Limitations of the Phase I ESA

As indicated in ASTM E 1527-05, the practice is intended to constitute *all appropriate inquiries* to permit the User to satisfy one requirement to qualify for *Landowner Liability Protections* including the innocent landowner, contiguous property owner or bona fide prospective purchaser limitations on CERCLA liability in an approach that is both commercially prudent and reasonable. As such, the ASTM standard practice seeks to reduce, but not eliminate, uncertainty regarding the potential for *recognized environmental conditions* in connection with the property. Further, *appropriate inquiry*

does not imply an exhaustive assessment of real property, but instead calls for the environmental professional to identify a balance between competing demands of limited cost and time and the reduction of uncertainty about unknown conditions. A conclusion of “no evidence of recognized environmental conditions” should not be interpreted as a guarantee or warranty that the property is “clean” or free of all contaminants. Environmental conditions may exist on the property that may not be identified through the scope of ASTM E 1527.

The effort and resulting cost involved in completing a Phase I ESA is dependent upon the size and location of the property and the extent of research necessary to document the past use(s) of the property to satisfy the AAI standard. As such, our experience is that the cost per Phase I ESA typically ranges between \$3,000 and \$10,000 per site. Therefore, the opinion of probable cost portion of this proposal assumes an average cost of \$6,000 per Phase I ESA project. For budgeting purposes, it is also assumed that 12 Phase I ESAs will be conducted for the assessment. The final number of Phase I ESAs will be determined once the data inventory has been completed.

Task 3 Quality Assurance Project Plan Preparation, Phase II ESA and Preliminary Remedial Planning

Information from the Environmental Data Inventory and from Phase I ESA findings will be used by the City to determine which properties will be selected for Phase II assessment. Whenever samples are collected as part of a site assessment or cleanup project under the EPA Brownfields Program, a Quality Assurance Project Plan (QAPP) must be prepared and approved by EPA before site work begins. S&ME will prepare a generic QAPP in accordance with current EPA protocol. The generic QAPP will be prepared and submitted to EPA for review and approval before the specific sites are identified. The generic QAPP will provide specific information concerning EPA Data Quality Objectives (DQOs), project organization and responsibility, historical and proposed assessment activities and quality assurance objectives. The DQO process will be used in planning for on-site activities. The DQO process will also assist with the determination of the level of data quality required for specific data collection activities.

We recommend that the generic QAPP be completed and submitted to EPA for approval as early as possible in the overall project schedule. Once a generic QAPP is developed and approved by EPA (EPA Region 4 Brownfields Designated Approving Official requires a 30 day review period), the document will have a 5-year shelf life with an annual review and update. When a site is identified for Phase II assessment, a site specific QAPP Addendum, linked to the generic QAPP, will be prepared and submitted for EPA review and approval. Site specific QAPP Addenda are the project plans for the site assessment or cleanup work to be performed at a particular site.

When a property is identified for Phase II assessment the potential Phase II scope of services will be discussed with the City and the current property owner prior to finalizing the site specific QAPP. Input from these parties will be necessary to develop a Phase II scope that meets current and future objectives for the site. Because these parties will be involved in the scoping process, this proposal does not include a comprehensive project

scope or detailed cost analysis associated with Phase II assessment or planning activities at this time. The specific scope of services and an opinion of probable cost associated with conducting a Phase II assessment at a site will be developed as additional project specific information becomes available. We anticipate that the site or area specific Phase II scopes may include soil gas sampling, soil, groundwater and/or sediment sampling and vapor intrusion assessments, and may also incorporate geophysical and geotechnical evaluations where applicable. Based on our experience with similar projects, budgets for EPA Brownfield driven Phase II assessments typically range from \$15,000 to \$60,000 per site. This range of costs anticipates soil or groundwater assessments at petroleum sites with relatively shallow or focused source areas as well as more complex sites having hazardous or co-mingled contamination that would require a phased assessment approach and more costly sample collection and analytical methods (i.e., a site having both petroleum hydrocarbons and chlorinated solvent contamination in a karst or complex geologic environment).

Following Phase II assessment and approval of the Phase II Report by EPA, preliminary remedial planning may be appropriate. The need for preliminary remedial planning will be based on the findings of the Phase I and II assessments and the redevelopment plans for the property. S&ME will assist with design for remedial approach and planning including determination of budgetary costs. For the sites that may require a negotiated Brownfield Voluntary Agreement, S&ME will contract with Cannon & Cannon, Inc. to survey property boundaries and provide plat recording services.

S&ME will also utilize data derived from the Phase I and Phase II assessments to identify the nature of impact resulting from previous property uses and determine material/waste management options for that specific media. Any data collected regarding the property will be configured and provided to the City in such a manner that the City will have the ability to integrate that information into the KGIS system. Based upon the results from this review, S&ME will then utilize this information to assist the City with determining options available for management of the waste as it relates to redevelopment plans for the property. Where additional health and safety oversight is determined necessary for the identification and management of wastes, S&ME would contract with Environmental Safety and Health (ES&H).

Health and Safety Plan

S&ME is committed to a formal written safety program designed to establish and promote compliance with the Occupational Safety and Health Act. Prior to the implementation of any Phase II site assessment activity, S&ME and/or ES&H will develop a Project Health and Safety Plan which will include a description of the known existing site conditions as they may affect health and safety; will describe which activities will be taking place at the site as part of the project; will reiterate health and safety requirements; describe the levels of personal protective equipment (PPE) that may be required and the criteria for such protection, and provide contingency planning for site communication, emergency equipment, and emergency planning. In addition, the plan will provide mechanisms for amendments and for assuring that project personnel have read the plan and have met its health and safety requirement such as medical surveillance and training.

Task 4 Project Management and Client Support

S&ME understands that our role as consultant to the City will include providing client support and coordination for the Brownfields program development activities. The specific tasks associated with this Scope of Services may include:

- Attending meetings with community representatives or with other regional organizations that have existing Brownfields programs
- Collaboration with the City staff to establish and maintain a geographical information system (GIS) database for potential assessment sites
- Assistance with Federal Grant compliance including but not limited to the preparation of the Assessment Cleanup Redevelopment Exchange System (ACRES) reporting and quarterly progress reporting
- Community Outreach support
- Obtaining Property Access Agreements,
- City facilitated and organized meetings with property owners to promote understanding of the Grant and the Brownfield process and encourage participation (S&ME will not conduct or participate in meetings with the public regarding the South Waterfront Development without the written approval of the South Waterfront Development Office)

Regarding Brownfield Grant related reporting to the EPA, the City will provide S&ME with access to the ACRES login information in order to allow S&ME to prepare and submit on behalf of the City the site information necessary to comply with the online ACRES-specific reporting requirements. S&ME agrees to provide draft information to the City prior to completing the online ACRES reporting.

Because the quarterly reports include information on City project-related activities, we strongly recommend that quarterly reports to the EPA (including MBE forms and budgetary information) be reviewed by the City. The quarterly reports are due within 30 days of the end of the quarter. In support of the quarterly reporting by the City, S&ME will submit a written draft report which will include a summary of S&ME's assessment grant activities 10 days prior to the end of each quarter, with "follow-up" communication 15 days following the end of the quarter to verify that the City has received the necessary information. The draft report will be provided to the City 10 days prior to the due date. The City is responsible for reviewing the draft report, and providing S&ME with any City costs and MBE forms and returning it to S&ME within 5 days of the due date. If the City does not return the draft report within the 5 days, the quarterly report will be submitted by S&ME.

We anticipate that written deliverables (Phase I ESAs, generic QAPP, Phase II ESAs) to the City and EPA may result in written requests for clarification, revision or additional information following City and/or regulatory review. S&ME will endeavor to provide timely and complete responses to the City and/or agency requesting the response, so as to maintain project scheduling requirements as well as to maintain the efficacy of the Grant.

SCHEDULE AND COST

We understand that the term of the assessment Grant is three years. Our experience with other Brownfield assessment grants has been that an aggressive schedule for property identification, access and Phase I assessment should be established and implemented, since the per-site or area expenditures in both time and budget are potentially highest in the Phase II planning and assessment stages. We will therefore work in conjunction with the City to develop a schedule which will establish clear assessment objectives and milestones. Attached is a proposed project schedule in Microsoft Project format, which includes milestone related internal and public meeting and Grant compliance reporting dates. We understand that this schedule is subject to revision as the three year project progresses. The project schedule is dependent upon the City's redevelopment plans and interaction with the EPA and TDEC.

S&ME understands that the City has a budget of \$382,000 for the environmental assessment contractual portion of the Grant. The Scope of Services outlined herein will be conducted on a time and materials basis according to the attached Fee Schedule and will not exceed the assessment Grant budget. A budgetary estimate is attached which includes preliminary estimates of expenditures for each task group described above.

LIMITATIONS

Without attempting to be a complete list or description of all services or potential services that will be excluded from this proposal, the following services are specifically excluded from this Scope of Services:

- Feasibility or treatability studies to evaluate potential cleanup technologies
- Performing numerical modeling of contaminant migration, and
- Site remediation

An Opinion of Probable Cost for performing these services can be provided if required at an appropriate point in the project.

CLIENT RESPONSIBILITIES

It is our understanding the client will provide the following:

- Copies of environmental data or background information for S&ME review
- Assistance with obtaining signed access agreements for the Phase I and Phase II sites

- Coordination of Brownfield related community outreach meetings
- Coordination of community meetings
- access to existing KGIS data

CLIENT CONTACT

S&ME understands the primary contact for this project will be Mr. David Hill, the South Waterfront Project Senior Director. All Work Authorization Requests, draft reports, final reports and other project related submittals will be provided to Mr. Hill as the designated client contact.

CONTRACTUAL ARRANGEMENTS

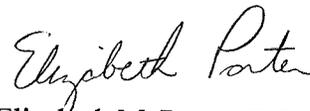
As previously stated, we understand that the Scope of Services will be conducted under a contract issued by the City. When property-specific tasks are identified (Phase I ESAs, Phase II ESAs), S&ME will submit a Work Authorization Request which will identify the subject property, the task-specific scope of services, task schedule and budget. A copy of a sample Work Authorization Request form is attached.

Again, thank you for the opportunity to be of service to you on this project. If you should have any questions, or need any further information, please do not hesitate to contact us.

Sincerely,
S&ME, Inc.



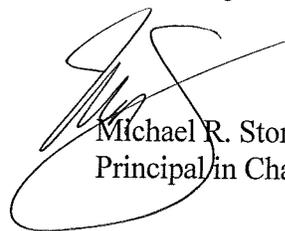
James R. Bruce, P.G.
Project Manager



Elizabeth M. Porter, P.G.
Senior Project Manager



Eric M. Solt, P.G.
Environmental Services Manager



Michael R. Stomer, P.G.
Principal in Charge

cc: Mr. Boyce Evans
Ms. Alyson Eberting

Attachments: S&ME Fee Schedule
Budgetary Estimate
Sample Work Authorization Request
Proposed Project Schedule

S&ME, Inc.
Environmental Services Fee Schedule
City of Knoxville - South Waterfront Redevelopment Area
Community Wide Petroleum and Hazardous Substance Assessment Grant
S&ME Proposal No. 3409583R1

PROFESSIONAL SERVICES

Senior Consultant/Project Director, per hour	\$ 140.00
Senior Professional-Project Manager; Registered Engineer or Geologist, Certified Industrial Hygienist, per hour	\$ 125.00
Senior Professional-Project Manager; Registered Engineer or Geologist, per hour	\$ 105.00
Staff Professional; Engineer, Geologist, Safety Professional; or Scientist, per hour	\$ 95.00
Staff Professional-Engineer; Geologist; Industrial Hygienist; GIS Professional; Safety Professional; or Scientist, per hour	\$ 75.00
Technician, per hour.....	\$ 65.00
Secretarial Services, per hour.....	\$ 45.00
Travel by Vehicle, per mile.....	\$ 0.60
Other Supplies and Materials, Special Handling, Subcontract and Specialty Services (includes but not limited to Laboratory Analytical, Subcontract Drilling, etc.)	Cost + 15%

ENVIRONMENTAL SERVICES EQUIPMENT

Flame Ionization Detector, per day	\$ 110.00
Explosimeter/O ₂ Meter, per day.....	\$ 75.00
pH Meter, per day.....	\$ 50.00
Conductivity Meter, per day.....	\$ 50.00
Water Level Indicator, per day.....	\$ 35.00
Oil/Water Interface Probe, per day.....	\$ 50.00
Disposable Bailer, each	\$ 10.00
Multi-parameter Water Quality Meter, per day.....	\$ 50.00
Magnetic Locator/ Metal Detector, per day	\$ 35.00
Soil /Groundwater Sampling Supplies, per day	\$ 50.00
Sub-Meter GPS Receiver/data logger, per day	\$ 150.00

S&ME Inc.
Project Budgetary Estimate
South Waterfront Community-Wide Brownfield Assessment
Knoxville, Tennessee
S&ME Proposal No. 3409583R1

	Sub Task Description	Cost
Task 1 Area Environmental Data Inventory	City/TDEC Meeting	\$ 3,500
	GIS Database Build	\$ 7,500
	File Reviews	\$ 5,500
	Expenses	\$ 1,000
	Task Subtotal	\$ 17,500
Task 2 Phase I ESAs	Phase I ESA (Assume Average cost of \$6,000 each, includes EDR)	\$ 12,000
	Access Agreement assistance	\$ 72,000
	Assume 12 Phase I ESAs	
Task Subtotal	\$ 84,000	
Task 3 Assessment Planning Phase II Assessment	Generic QAPP	\$ 12,000
	Health and Safety Plan	\$ 4,500
	Site Specific QAPPs (Assume average cost of \$2,250 Each)	
	Assume 8 SSQAPPs	\$ 18,000
	Phase II Assessments (assume 8 sites at \$25,000 each)	\$ 200,000
Task Subtotal	\$ 234,500	
Task 4 Project Management and Client Support	Assistance with Grant Compliance / Reporting (\$4,000/year)	\$ 12,000
	Preparation for and Attendance to Public Meetings	\$ 8,000
	Technical Correspondence with TDEC and EPA	\$ 6,000
	Remedial Planning	\$ 10,000
	Contingency	\$ 10,000
	Task Subtotal	\$ 46,000
Total Project Budgetary Estimate		\$ 382,000

WORK AUTHORIZATION No. X

between

S&ME, Inc.

and

**The City of Knoxville
South Waterfront Development Office**

Project Name: Identified Property - Phase I ESA

Project Location: Address/Parcel Identification, Knoxville Tennessee

It is agreed S&ME will perform the following work in accordance with the provisions of the Proposal (S&ME Proposal No. 3409583R1) and Contract (Contract No. XXXXXX) between The City of Knoxville and S&ME, Inc. dated December XX, 2009.

Scope of Work: Phase I Environmental Site Assessment per ASTM E 1527-05

Date to Complete: If applicable

Opinion of Probable Cost:

Agreed as to scope of services, time schedule and budget:

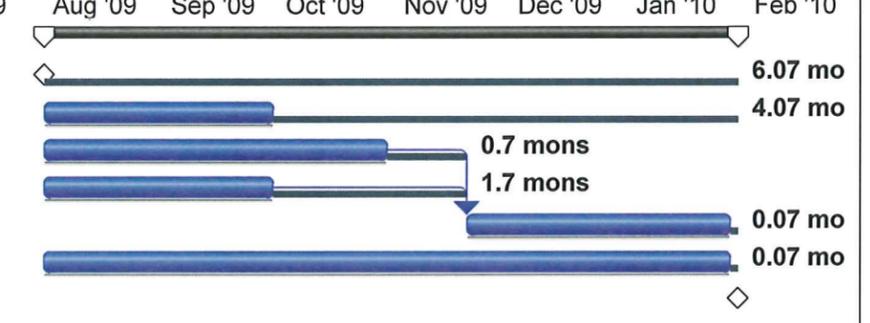
Mr. David Hill
For: South Waterfront
Development Office

James R. Bruce, P.G.
For: S&ME, Inc

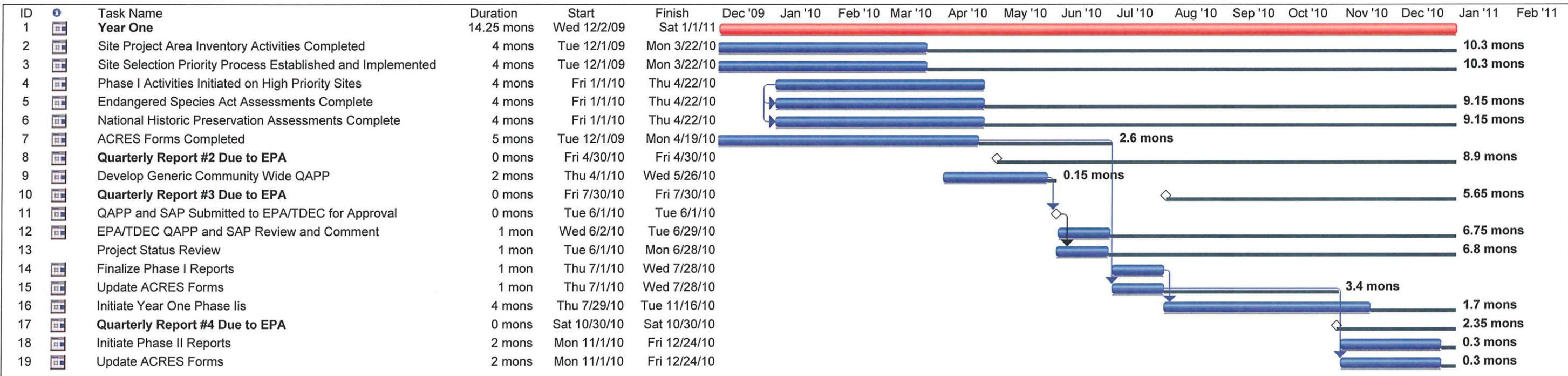
Date: _____

Date: _____

ID	Task Name	Duration	Start	Finish	Jul '09	Aug '09	Sep '09	Oct '09	Nov '09	Dec '09	Jan '10	Feb '10
1	Planning	6.07 mons	Sat 8/1/09	Sat 1/30/10								
2	Grant Award to City of Knoxville	0 mons	Sat 8/1/09	Sat 8/1/09								
3	Revise and Finalize Work Plan	2 mons	Sat 8/1/09	Tue 9/29/09								
4	Prepare RFP for Contractor	3 mons	Sat 8/1/09	Thu 10/29/09								
5	First Meeting with Community Advisory Board (CAB) to Select Contractor and Set Meeting Schedule	2 mons	Sat 8/1/09	Tue 9/29/09								
6	S&ME Contract Negotiation Complete	2.3 mons	Fri 11/20/09	Wed 1/27/10								
7	Kick Off Meeting held with City of Knoxville, CAB, S&ME, EPA, TDEC	6 mons	Sat 8/1/09	Wed 1/27/10								
8	Quarterly Report #1 Due to EPA	0 mons	Sat 1/30/10	Sat 1/30/10								



Project: South Waterfront Planning Ph Date: Fri 1/15/10	Critical		Progress		Summary		External Tasks	
	Critical Split		Milestone		Project Summary		External Milestone	
	Task		Slack		Rolled Up Critical		Deadline	
	Split		Slippage		Rolled Up Critical			



Project: South Waterfront Year One.m Date: Fri 1/15/10	Critical		Split		Slack		Project Summary		External Tasks	
	Critical Split		Progress		Slippage		Rolled Up Critical		External Milestone	
	Task		Milestone		Summary		Rolled Up Critical		Deadline	

ID	Task Name	Duration	Start	Finish	Dec '10	Jan '11	Feb '11	Mar '11	Apr '11	May '11	Jun '11	Jul '11	Aug '11	Sep '11	Oct '11	Nov '11	Dec '11	Jan '12	Feb '12
1	Year Two	15 mons	Wed 12/1/10	Thu 1/12/12															
2	Quarterly Report #5 Due to EPA	0 mons	Sun 1/30/11	Sun 1/30/11															
3	Finalize Phase II Reports from Year One	2 mons	Tue 2/1/11	Mon 3/28/11															
4	Phase I Planning for Initiation of Phase II for community-wide grants for Year Two	6 mons	Tue 2/1/11	Thu 7/14/11															
5	Year Two Phase Is Initiated	3 mons	Tue 3/1/11	Thu 5/19/11															
6	Finalize ACRES Forms Information	6 mons	Tue 2/1/11	Thu 7/14/11															
7	Initiate Clean-up Planning (ABCA) on Sites Where Clean-Up Funds to be Requested	6 mons	Tue 2/1/11	Thu 7/14/11															
8	Submit Clean-Up Funding Requests to EPA/TDEC for Review/Comment for Year One Sites	6 mons	Tue 2/1/11	Thu 7/14/11															
9	EPA/TDEC Review/Comment	6 mons	Tue 2/1/11	Thu 7/14/11															
10	Project Status with EPA/TDEC to Discuss Work Plan Budget or Scope of Work Changes	0 mons	Tue 2/1/11	Tue 2/1/11															
11	Quarterly Report #6 Due to EPA	0 mons	Sat 4/30/11	Sat 4/30/11															
12	Quarterly Report #7 Due to EPA	0 mons	Sat 7/30/11	Sat 7/30/11															
13	Two Year Milestone	0 mons	Mon 8/1/11	Mon 8/1/11															
14	Final Grant Plans Finalized	0 mons	Mon 8/1/11	Mon 8/1/11															
15	All QAPPs and SAPs for Phase Is Due to EPA/TDEC	0 mons	Mon 8/1/11	Mon 8/1/11															
16	Quarterly Report #8 Due to EPA	0 mons	Sun 10/30/11	Sun 10/30/11															
17	Year Two QAPP and SAP Submitted to EPA/TDEC for Approval	4 mons	Sun 5/1/11	Wed 8/17/11															
18	EPA/TDEC QAPP and SAP Review and Comment	1 mon	Wed 8/17/11	Tue 9/13/11															
19	Initiate Year Two Phase II ESAs	4 mons	Sat 9/17/11	Mon 1/2/12															
20	Initiate Phase II Reports	0 mons	Thu 12/1/11	Thu 12/1/11															
21	Update ACRES Forms	1 mon	Thu 12/1/11	Wed 12/28/11															

Project: South Waterfront Year Two R Date: Fri 1/15/10	Critical		Split		Slack		Project Summary		External Tasks	
	Critical Split		Progress		Slippage		Rolled Up Critical		External Milestone	
	Task		Milestone		Summary		Rolled Up Critical		Deadline	

ID	Task Name	Duration	Start	Finish	Oct '11	Nov '11	Dec '11	Jan '12	Feb '12	Mar '12	Apr '12	May '12	Jun '12	Jul '12	Aug '12	Sep '12	Oct '12
1	Year Three	14.3 mons	Sat 10/1/11	Wed 10/31/12													
2	Finalize Year Two Phase II Reports	2 mons	Sat 10/1/11	Thu 11/24/11													
3	Initiate Clean-up Planning (ABCA) on Sites Where Clean-Up Funds to be Requested	4.45 mons	Sat 10/1/11	Wed 2/1/12													
4	Submit Clean-Up Funding Requests to EPA/TDEC for Review/Comment For Year Two Sites	4.45 mons	Sat 10/1/11	Wed 2/1/12													
5	Initiate Funding Search to Support Clean-Up	4.45 mons	Sat 10/1/11	Wed 2/1/12													
6	Quarterly Report #9 Due to EPA	0 mons	Mon 1/30/12	Mon 1/30/12													
7	Finalize ACRES Forms Information	1 mon	Thu 12/1/11	Wed 12/28/11													
8	Thirty Month Milestone	0 mons	Wed 2/1/12	Wed 2/1/12													
9	Initiate Preparation for Grant Closing	1 mon	Wed 2/1/12	Tue 2/28/12													
10	Quarterly Report #10 Due to EPA	0 mons	Mon 4/30/12	Mon 4/30/12													
11	Quarterly Report #11 Due to EPA	0 mons	Mon 7/30/12	Mon 7/30/12													
12	Reconcile Grant Accounts	1 mon	Sun 7/1/12	Thu 7/26/12													
13	Collect Remaining Invoices for Submission	1 mon	Sun 7/1/12	Thu 7/26/12													
14	Gather Deliverables for Final Close-out Report	1 mon	Sun 7/1/12	Thu 7/26/12													
15	Grant Closes	0 mons	Wed 8/1/12	Wed 8/1/12													
16	Quarterly Report #12 Due To EPA	0 mons	Thu 8/30/12	Thu 8/30/12													
17	Final Close-Out Report Due to EPA	0 mons	Thu 8/30/12	Thu 8/30/12													
18	Submit Final Request for Reimbursement with Final FSR	2 mons	Sat 9/1/12	Thu 10/25/12													

Project: South Waterfront Year Three.
Date: Fri 1/15/10

Critical		Split		Slack		Project Summary		External Tasks	
Critical Split		Progress		Slippage		Rolled Up Critical		External Milestone	
Task		Milestone		Summary		Rolled Up Critical		Deadline	