

WRRDA 7001 Submissions Package
U.S. Army Corps of Engineers

Proposal Name: St. George, Alaska Harbor Project

Submission Date: 09/16/2016

Proposal ID Number: 84a4bae3-28b4-492c-b5c1-88a37818529a

Purpose of Proposal: The continued existence of the community depends, immediately, upon the timely completion of this project. Without the project the community very likely dies, with the project, it will thrive. The St. George harbor is on one of the five islands in the Pribilofs located in the Central Bering Sea. It is an ice free, or ice-manageable port, year-round, which lies 47 miles south of St. Paul Island which is often iced-in during winter fisheries. It would therefore make an excellent harbor of refuge as increased vessel traffic transits the Arctic and for additional development of fisheries and other resources both in the Bering Sea and in the Arctic generally. The City is the non-Federal sponsor for the FCSA which was executed in October 2015. Future economic development expected to arise from the navigation improvements include shore-based fish and crab processing, cruise ship-based or other tourism, a seasonal ferry between St. George and St. Paul, and small businesses to service the fisheries, tourism and related activities. In sum, the navigational improvements will:

- Ensure community viability and survival—Allow vessel service connection to St. Paul.
- Provide more affordable access to goods, services, and marine resources.
- Improve access to subsistence resources and food security
- Reduce fuel costs
- Expand economic opportunities, including shore-based fish processing
- Transition the former commercial sealing economy to one with a self-sustaining marine resource based economy—allowing for the community to stabilize and grow.
- Reduce the cost of living
- Increase response capacity to environmental hazards (i.e. oil spills, ship wrecks)
- Increase the availability of dock space
- Promote increased commercial and subsistence harvests by eliminating current vessel insurance company restrictions upon using the existing harbor; and
- Provide a harbor of refuge.

1. Administrative Details

Proposal Name: St. George, Alaska Harbor Project

by Agency: City of St. George, Alaska

Locations: AK

Date Submitted: 09/16/2016

Confirmation Number: 84a4bae3-28b4-492c-b5c1-88a37818529a

Supporting Documents

File Name	Date Uploaded
map.pdf	09/19/2016
St. George Delegation Letter 5-2-16.pdf	09/19/2016
Alaska Delegation Letter from the City of St George.PDF	09/19/2016
20151015 StGeorgeSignedFCSA.PDF	09/19/2016
20160711 ST.GeorgePMP-11JUL2016-FINAL.PDF	09/19/2016

2. Provide the name of the primary sponsor and all non-Federal interests that have contributed or are expected to contribute toward the non-Federal share of the proposed feasibility study or modification.

Sponsor	Letter of Support
City of St. George(Primary)	In accordance with the will of the people who live in St. George, the City strongly supports the harbor project for the reasons articulated elsewhere in this application. The City Council has passed numerous resolutions in support of the project and is working cooperatively with USACE on the feasibility study for the project. The City has also worked cooperatively and diligently with other stakeholders as well as the Alaska State Legislature and Congress to secure the resources necessary to improve the harbor so as to bring long lasting economic, cultural, and other benefits to the Unagan people who live in St. George. Note: unable to upload letter of support so we will email it to you separately per the above instructions.
Aleutian Pribilof Island Community Development Association	Please see letter of support emailed to you separately.
St. George Tanaq Corporation	Please see letter of support emailed to you separately.
Alaska Congressional Delegation	Please see letter of support emailed to you separately.

3. State if this proposal is for a feasibility study, a modification to an authorized USACE feasibility study or a modification to an authorized USACE project. If it is a proposal for a modification, provide the authorized water resources development feasibility study or project name.

[x] Modification to an Authorized USACE Project : St. George Harbor dredging project

4. Clearly articulate the specific project purpose(s) of the proposed study or modification. Demonstrate that the proposal is related to USACE mission and authorities and specifically address why additional or new authorization is needed.

The continued existence of the community depends, immediately, upon the timely completion of this project. Without the project the community very likely dies, with the project, it will thrive. The St. George harbor is on one of the five islands in the Pribilofs located in the Central Bering Sea. It is an ice free, or ice-manageable port, year-round, which lies 47 miles south of St. Paul Island which is often iced-in during winter fisheries. It would therefore make an excellent harbor of refuge as increased vessel traffic transits the Arctic and for additional development of fisheries and other resources both in the Bering Sea and in the Arctic generally. The City is the non-Federal sponsor for the FCSA which was executed in October 2015. Future economic development expected to arise from the navigation improvements include shore-based fish and crab processing, cruise ship-based or other tourism, a seasonal ferry between St. George and St. Paul, and small businesses to service the fisheries, tourism and related activities. In sum, the navigational improvements will:

- Ensure community viability and survival—Allow vessel service connection to St. Paul.
- Provide more affordable access to goods, services, and marine resources.
- Improve access to subsistence resources and food security
- Reduce fuel costs
- Expand economic opportunities, including shore-based fish processing
- Transition the former commercial sealing economy to one with a self-sustaining marine resource based economy—allowing for the community to stabilize and grow.
- Reduce the cost of living
- Increase response capacity to environmental hazards (i.e. oil spills, ship wrecks)
- Increase the availability of dock space
- Promote increased commercial and subsistence harvests by eliminating current vessel insurance company restrictions upon using the existing harbor; and
- Provide a harbor of refuge.

5. To the extent practicable, provide an estimate of the total cost, and the Federal and non-Federal share of those costs, of the proposed study and, separately, an estimate of the cost of construction or modification.

	Federal	Non-Federal	Total
Study	\$1,500,000	\$1,500,000	\$3,000,000
Construction	\$80,000,000	\$20,000,000	\$100,000,000

Explanation (if necessary)

6. To the extent practicable, describe the anticipated monetary and nonmonetary benefits of the proposal including benefits to the protection of human life and property; improvement to transportation; the national economy; the environment; or the national security interests of the United States.

In our answer to Question No. 4, we noted that the navigational improvements will:

- Ensure community viability and survival
- Provide more affordable access to goods, services, and marine resources.
- Improve access to subsistence resources and food security
- Reduce fuel costs—Allow for vessel connection to St. Paul Community.
- Expand economic opportunities—Shore-based seafood processing.
- Transition the former commercial sealing economy to one with a self-sustaining marine resource based economy—allowing for the community to stabilize and grow.
- Reduce the cost of living
- Increase response capacity to environmental hazards (i.e. oil spills, ship wrecks)
- Increase the availability of dock space
- Promote increased commercial and subsistence harvests by eliminating current vessel insurance company restrictions upon using the existing harbor; and
- Provide a harbor of refuge in the central Bering Sea.

Additionally, we would note that now that the Arctic is opening, civilian and military vessel traffic is increasing and will continue to increase, so rescue and response capability must be forward-based. Fisheries resources continue to move north, putting St. George at the epicenter of additional development. It is difficult to put a monetary value on benefits like community survival, protection of crab and other fisheries resources, fur seal rookeries, other marine mammal and sea-bird habitat, a harbor of refuge, and the nation's security. That said, we would value all of these benefits at a minimum of one billion dollars.

7. *Does local support exist? If 'Yes', describe the local support for the proposal.*

Yes

Local Support Description

See above answers.

8. *Does the primary sponsor named in (2.) above have the financial ability to provide for the required cost share?*

Yes

Map Document

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map.pdf

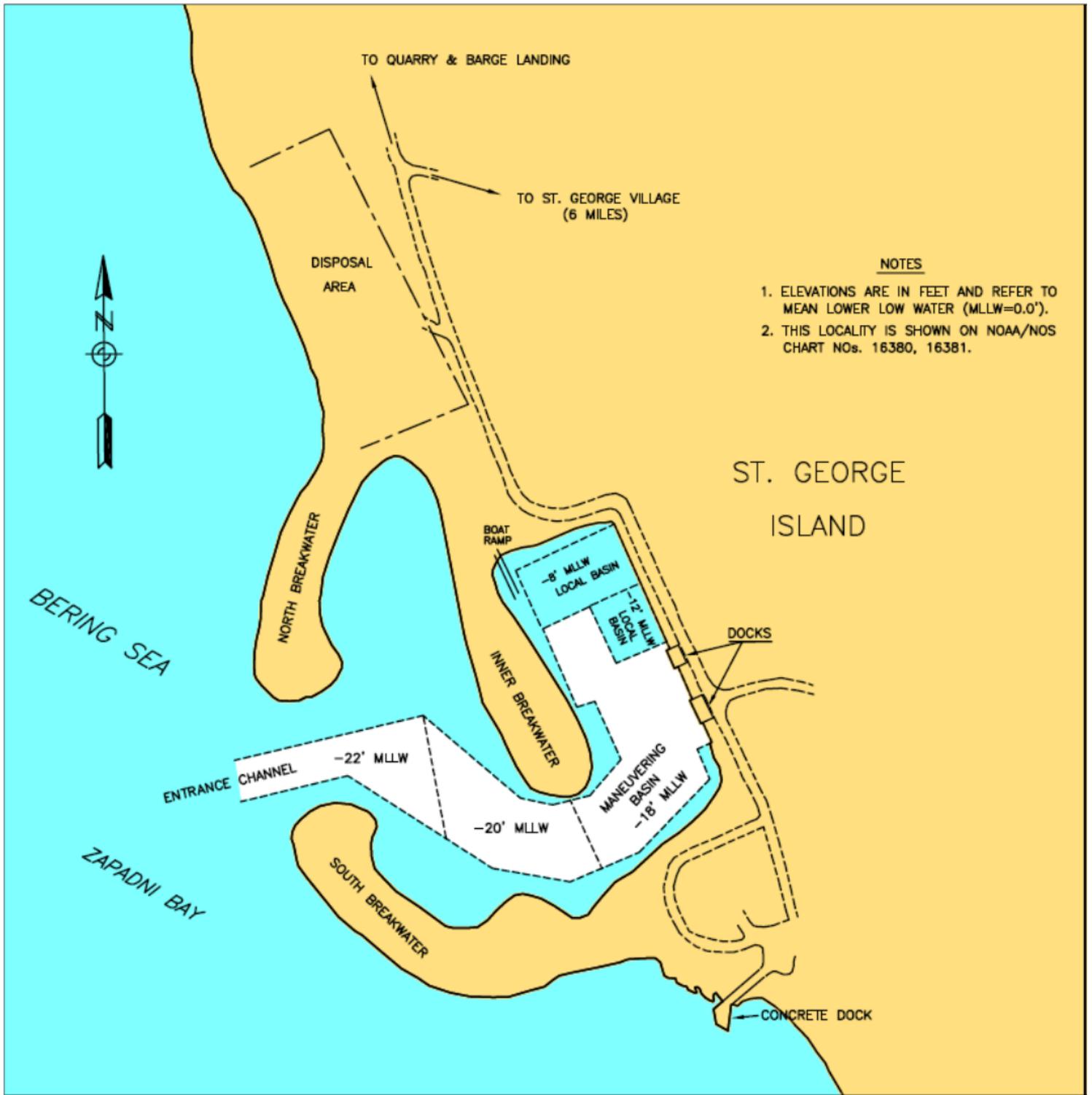


Figure 3: St. George Harbor - Federal maintained portion in white, local maintained portion in blue

Other Non-Federal Sponsors Letter(s) of Support

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St. George Delegation Letter 5-2-16.pdf

United States Senate

April 29, 2016

The Honorable Jo Ellen Darcy
Assistant Secretary of the Army (Civil Works)
108 Army Pentagon
Washington, D.C. 20310-0108

Dear Assistant Secretary Darcy:

We write to you in support of an important project in Alaska - the reconstruction of a harbor on St. George in the Pribilof Islands. The federal government has a long-standing obligation to complete the improvements needed to make St. George a fully operational harbor. We appreciate the Army Corps' work on this project to date, however we ask for your support and cooperation in doing everything within the Corps' abilities to complete the harbor study as soon as possible. The community of St. George is reaching a near breaking point.

The island of St. George is primarily home to Aleut people; Alaska Natives who were forcibly located to the Pribilof Islands and enslaved by the Russians years ago to commercially harvest fur seals. Following the purchase of Alaska by the federal government, the Aleuts were kept on the island under conditions only marginally better than those under Russian rule. Approximately 100 years later, when the U.S. subsequently ended commercial fur seal harvesting – an important part of the Aleut's sustenance and economy – it made a commitment to help both islands, St. George and St. Paul, transition to an economy independent of the fur seal trade. This has been and remains an unfulfilled promise until St. George has a safe and fully functioning harbor.

The current harbor was never properly completed and has severe problems, which have had a devastating impact on the community's private sector economy. There is no tax base, despite the fact that the island is located in the middle of the most productive fishing grounds in the United States, leaving the viability of the community in very serious doubt. However, if a functioning harbor is built, not only will the community survive, it can thrive. Without a functioning harbor soon the community may vanish, something we intend to prevent with the Corps' help, technical assistance, and expertise.

Our understanding is that, to date, the State of Alaska, the City of St. George, and APICDA, a fisheries Community Development Quota (CDQ) group, have already done significant work to complete the St. George harbor. This work includes the City securing \$5.5 million in State of Alaska funds to support the planning and construction of the St. George harbor, and entering into a contract with Alaska DOT to perform the modeling and design of the harbor.

Implicit in the contract was that the work would be performed at a level consistent with Corps requirements in order to reduce costs and time associated with the project. Alaska DOT subcontracted with an engineering firm to perform much of this work. To the best of our

knowledge, this work meets Army Corps standards and we strongly encourage the Corps to make the maximum use of the state-sponsored study and the local matching funds contributed to the project to move forward in the most expeditious manner possible.

We are aware that the City has also entered into a Feasibility Cost Share Agreement (FCSA) with the Corps and that the study is under way. We understand the City has the funding in place, through remaining state funds, to contract with engineers to bring the harbor design and related environmental work to "shovel-ready" status by late this fall. We believe that all that remains for the Corps to do is the economic analysis. We ask that the Corps does all it possibly can to have a Chief's Report completed by the end of this year or early next, or to work with us on language that will expedite the completion of the study and construction of the project.

Thank you for your attention to this request and we look forward to working with you immediately to bring the long-overdue St. George harbor project to completion.

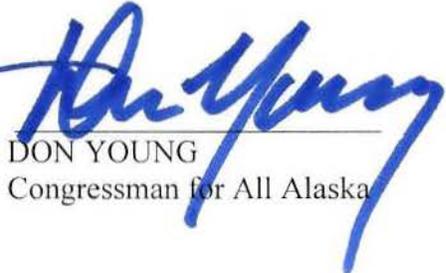
Sincerely,



LISA MURKOWSKI
United States Senator



DAN SULLIVAN
United States Senator



DON YOUNG
Congressman for All Alaska

Other Non-Federal Sponsors Letter(s) of Support

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Alaska Delegation Letter from the City of St George.PDF

April 14, 2016

The Honorable Lisa Murkowski
United States Senate
Washington, DC.

The Honorable Dan Sullivan
United States Senate
Washington, DC.

The Honorable Don Young
United States House of Representatives
Washington, DC.

Dear Senator Murkowski, Senator Sullivan, and Congressman Young:

Our three organizations have worked tirelessly for decades to have the St. George harbor reconstructed so that it is a safe and usable asset for the community. We are grateful for the strong and consistent support our Congressional delegation has provided for this project, particularly adding "Alaska" and other useful language to section 2006, the Remote and Subsistence Harbor provision in WRRDA '14.

We have reached the point now where we can no longer be patient and trust the system to deliver this project in a timely fashion. Although the City of St. George entered into a Feasibility Cost Share Agreement (FCSA) last September with the Army Corps of Engineers, in good faith that the three year Corps Smart planning process could be accelerated to two years or less, it is clear now that the ACE study/report process will take three years, which is simply too long.

The situation in St. George is increasingly desperate. As you know, all food must be shipped by air to the community since the harbor is, in essence, not safe. The accompanying cost is very high. There is no economy of consequence on the island, despite the fact the island sits in the central Bering Sea surrounded by the nation's greatest fisheries. The fact that APICDA holds both CDQ allocations and substantial catch share and processing rights is meaningless to St. George in the absence of a safe and reliable harbor. It is simply unbelievable that a community surrounded by such wealth is on the verge of bankruptcy and collapse.

This is made even more unbelievable since the federal government committed in the Fur Seal Act Amendments of 1983, and in related amendments thereto, to "transition" St. George to an economy other than fur sealing – which can mean nothing other than the commercial fishing industry, which fundamentally requires a safe and functional harbor. The failure to honor those commitments by the federal government cannot be contested, and simply confirms that the treatment of the Pribilovians prior to 1983 was not something the federal government really felt compelled to address.

We now face a myriad of problems beyond our control that will certainly determine whether our community continues to exist or not. The problems are not new – which is maddening – and continue to be the same problems we have faced year after year after year. They include:

- A ban on earmarks, which makes it nearly impossible to directly address the commitment made by the United States;
- The need for an authorization in order to get an appropriation (excepting, assuming the Corps concurs, that we can have access to Remote and Subsistence Harbor funding, and/or Section 107 (Continuing Authorities Program) to the current tune of \$10 million);
- The need for a completed Chief's Report to get an authorization (three years away according to the present Corps schedule), and the reluctance to do a WRDA authorization "contingent upon" a favorable Chief's Report; and
- Our inability to convince the Corps to move forward expeditiously to complete the study/report in 1.5 or 2 years instead of three years.

During the past three years we have secured \$5.5 million in state funds to support the planning and construction of the St. George harbor. The City entered into a contract with Alaska DOT to do the modeling and design of the harbor. Implicit in the contract was that the work would be performed at a level consistent with Corps requirements (in order to reduce costs and time associated with the project). Alaska DOT subcontracted with the engineering firm HDR to perform much of this work. HDR is well known to, and respected by, the Corps. To the best of our knowledge the HDR work meets Corps standards.

The Corps, however, insists upon recreating much of the work that has already been done, and initiating additional year-long and other studies that HDR maintains are nice, but not necessary if time and cost are important factors. They most definitely are. The Corps refuses to budge due to their internal rules and regulations.

We have the funding in place (remaining state funds) to contract with HDR to bring the harbor design to "shovel ready" status by early 2017, including environmental work. All that would remain is the economic analysis for the Corps. We could conceivably have a Chief's Report (final study/report) by that time if all parties would cooperate.

We now have three options. Option 1 is our obviously preferred option.

- Option 1: Alaska DOT and HDR move forward with development of a shovel ready project. The Corps works in tandem to critique and advise. The Corps completes the economic analysis and perhaps the environmental assessment. Our delegation readies the big lift necessary to put the appropriate language in WRDA to instruct the Secretary to construct a harbor in St. George within two years as defined by the shovel ready project. Under this scenario we can conceivably construct in 2018 or 2019 at the latest.

- Option 2: In conjunction with option 1 the Corps moves forward with their normal process. If we are unsuccessful in the WRDA bill at least we have this as a fall back plan.
- Option 3: Prepare to abandon the community and seek federal displacement assistance for each of the residents.

In our minds, the fulfillment of our nation's commitment to construct a safe and functioning harbor at St. George is as important as the Anchorage port, the completion of the road from King Cove to Cold Bay, and the construction of harbor improvements at Nome and Port Clarence. The survival of a community whose residents have provided so much for the United States of America should be compelling to anyone with a heart. We know our Delegation understands this, but Congress and the Corps should understand it too. There has to be a way to thread this bureaucratic and legislative needle.

We respectfully ask for your assistance as follows:

So far we have requested you, our Delegation, to do one or more, or all of the following:

- Provide a contingent authorization to construct the project in the upcoming WRDA bill. This is something Congress has done in the past (but we understand is less enamored with now) and would essentially give the needed construction authority contingent upon a favorable Chief's Report (the timing of such report must be accelerated however).
- Amend Section 2006 (Remote and Subsistence Harbors) to provide its own general, continuing construction authority, tied if need be, to a determination, perhaps using an "emergency" authority, that the survivability of a community is at stake, which is certainly the case with St. George.
- Amend the Section 107 "CAP" to increase the national amount of funding authorized and to increase the per project limit under CAP to \$20, \$30 million or as high as possible.

The Corps has said that if any or all of the items above can be accomplished in WRDA, it will be of great help, but even the above will not speed up the study/report (Chief's Report) process, so we ask that all efforts be made to creatively work with the Corps to expedite the report and to authorize construction in whatever manner will work. In talking extensively with the Corps we have, on our own, perceived that something similar to the following is needed: "The Secretary shall complete the design for, and construct, harbor improvements at St. George for safe access and moorage utilizing locally provided data and information to the maximum extent practicable." We also realize such language needs to be developed closely and "officially" with the Corps.

In any case, the Corps has said they are eager to work directly with the Delegation to provide "technical assistance" and expertise in crafting and implementing a solution that Congress directs

them to produce. We strongly urge that you engage in that process with the Corps as soon as possible.

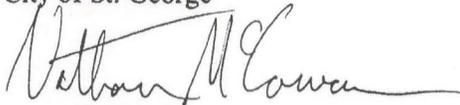
Additionally, under any of the scenarios outlined above, the City of St. George will likely go bankrupt long before construction begins, unless the city receives some sort of assistance from the federal government in the interim. At one point financial assistance was authorized under the Pribilof Transition Act and related amendments, but never funded. Some form of interim federal Financial Assistance is imperative to keep the City operational between now and the time the re-designed harbor comes on line. Please let us know how we can assist you in making this a reality.

Again, although we write with anguish regarding our situation, we highly respect and appreciate all you have already done for us, and pray that you can help save our community.

Sincerely,



Pat Pletnikoff, Mayor
City of St. George



Nathan McCowan, CEO
St. George Tanaq Corporation



Larry Cotter, CEO
APICDA

Additional Proposal Information

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20151015 StGeorgeSignedFCSA.PDF

AGREEMENT
BETWEEN
THE DEPARTMENT OF THE ARMY
AND
CITY OF SAINT GEORGE
FOR THE
ST. GEORGE HARBOR FEASIBILITY STUDY

THIS AGREEMENT is entered into this 15th day of October, 2015, by and between the Department of the Army (hereinafter the "Government"), represented by the U.S. Army Engineer, Alaska District (hereinafter the "District Engineer") and the City of Saint George (hereinafter the "Non-Federal Sponsor"), represented by the Mayor.

WITNESSETH, THAT:

WHEREAS,

Section 4010 of the Water Resources Development Act of 2007, Public Law 110-114, authorizes a study to determine the feasibility of providing navigation improvements at St. George Harbor, Alaska. ;

WHEREAS, Section 105(a) of the Water Resources Development Act of 1986, Public Law 99-662, as amended (33 U.S.C. 2215(a)), specifies the cost-sharing requirements; and

WHEREAS, the Government and the Non-Federal Sponsor have the full authority and capability to perform in accordance with the terms of this Agreement.

NOW, THEREFORE, the parties agree as follows:

ARTICLE I - DEFINITIONS

A. The term "Study" means the activities and tasks required to identify and evaluate alternatives and the preparation of a decision document that, as appropriate, recommends a coordinated and implementable solution for navigation improvements at Saint George Harbor, which is referred to locally as Zapadni Bay Harbor.

B. The term "shared study costs" means all costs incurred by the Government and Non-Federal Sponsor after the effective date of this Agreement that are directly related to performance of the Study and cost shared in accordance with the terms of this Agreement. The term includes, but is not necessarily limited to, the Government's costs for preparing the PMP; for plan formulation and evaluation, including costs for economic, engineering, real estate, and environmental analyses; for preparation of a floodplain management plan if undertaken as part of the Study; for preparing and processing the decision document; for supervision and administration; for Agency Technical Review and other review processes

required by the Government; and for response to any required Independent External Peer Review; and the Non-Federal Sponsor's creditable costs for in-kind contributions. The term does not include any costs for dispute resolution; for participation in the Study Coordination Team; for audits; for an Independent External Peer Review panel, if required; or for negotiating this Agreement.

C. The term "PMP" means the project management plan, and any modifications thereto, developed in consultation with the Non-Federal Sponsor, that specifies the scope, cost, and schedule for Study activities and tasks, including the Non-Federal Sponsor's in-kind contributions, and that guides the performance of the Study.

D. The term "in-kind contributions" means those planning activities (including data collection and other services) that are integral to the Study and would otherwise have been undertaken by the Government for the Study and that are identified in the PMP and performed or provided by the Non-Federal Sponsor after the effective date of this Agreement and in accordance with the PMP.

E. The term "maximum Federal study cost" means the \$1,500,000 Federal cost limit for the Study, unless the Government has approved a higher amount.

F. The term "fiscal year" means one year beginning on October 1st and ending on September 30th of the following year.

ARTICLE II - OBLIGATIONS OF THE PARTIES

A. In accordance with Federal laws, regulations, and policies, the Government shall conduct the Study using funds appropriated by the Congress and funds provided by the Non-Federal Sponsor. The Non-Federal Sponsor shall perform or provide any in-kind contributions in accordance with applicable Federal laws, regulations, and policies.

B. The Non-Federal Sponsor shall contribute 50 percent of the shared study costs in accordance with the provisions of this paragraph and provide required funds in accordance with Article III.

1. No later than 15 calendar days after the effective date of this Agreement, the Non-Federal Sponsor shall provide funds in the amount of \$25,000, for the Government to initiate the Study, including preparation of the PMP. In the event more funds are needed to develop the PMP, the Government shall provide the Non-Federal Sponsor with a written estimate of the amount of funds required from the Non-Federal Sponsor, and no later than 15 calendar days after such notification, the Non-Federal Sponsor shall provide the full amount of such funds to the Government.

2. As soon as practicable after completion of the PMP, and after considering the estimated amount of credit for in-kind contributions that will be afforded in accordance with paragraph C. of this Article, the Government shall provide the Non-Federal Sponsor

with a written estimate of the amount of funds required from the Non-Federal Sponsor to meet its share of the shared study costs for the remainder of the initial fiscal year of the Study. No later than 15 calendar days after such notification, the Non-Federal Sponsor shall provide the full amount of such funds to the Government.

C. The Government shall include in the shared study costs and credit towards the Non-Federal Sponsor's share of such costs, the costs, documented to the satisfaction of the Government, that the Non-Federal Sponsor incurs in providing or performing in-kind contributions, including associated supervision and administration. Such costs shall be subject to audit in accordance with Article VI to determine reasonableness, allocability, and allowability, and crediting shall be in accordance with the following procedures, requirements, and limitations:

1. As in-kind contributions are completed and no later than 60 calendar day after such completion, the Non-Federal Sponsor shall provide the Government appropriate documentation, including invoices and certification of specific payments to contractors, suppliers, and the Non-Federal Sponsor's employees. Failure to provide such documentation in a timely manner may result in denial of credit. The amount of credit afforded for in-kind contributions shall not exceed the Non-Federal Sponsor's share of the shared study costs.

2. No credit shall be afforded for interest charges, or any adjustment to reflect changes in price levels between the time the in-kind contributions are completed and credit is afforded; for the value of in-kind contributions obtained at no cost to the Non-Federal Sponsor; for any items provided or performed prior to completion of the PMP; or for costs that exceed the Government's estimate of the cost for such item if it had been performed by the Government.

D. To the extent practicable and in accordance with Federal laws, regulations, and policies, the Government shall afford the Non-Federal Sponsor the opportunity to review and comment on solicitations for contracts prior to the Government's issuance of such solicitations; proposed contract modifications, including change orders; and contract claims prior to resolution thereof. Ultimately, the contents of solicitations, award of contracts, execution of contract modifications, and resolution of contract claims shall be exclusively within the control of the Government.

E. The Non-Federal Sponsor shall not use Federal Program funds to meet any of its obligations under this Agreement unless the Federal agency providing the funds verifies in writing that the funds are authorized to be used for the Study. Federal program funds are those funds provided by a Federal agency, plus any non-Federal contribution required as a matching share therefor.

F. Except as provided in paragraph C. of this Article, the Non-Federal Sponsor shall not be entitled to any credit or reimbursement for costs it incurs in performing its responsibilities under this Agreement.

G. In carrying out its obligations under this Agreement, the Non-Federal Sponsor shall comply with all the requirements of applicable Federal laws and implementing regulations, including, but not limited to: Title VI of the Civil Rights Act of 1964 (P.L. 88-352), as amended (42 U.S.C. 2000d), and Department of Defense Directive 5500.11 issued pursuant thereto; the Age Discrimination Act of 1975 (42 U.S.C. 6102); and the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), and Army Regulation 600-7 issued pursuant thereto.

H. If Independent External Peer Review (IEPR) is required for the Study, the Government shall conduct such review in accordance with Federal laws, regulations, and policies. The Government's costs for an IEPR panel shall not be included in the shared study costs or the maximum Federal study cost.

I. In addition to the ongoing, regular discussions of the parties in the delivery of the Study, the Government and the Non-Federal Sponsor may establish a Study Coordination Team to discuss significant issues or actions. The Government's costs for participation on the Study Coordination Team shall not be included in the shared study costs, but shall be included in calculating the maximum Federal study cost. The Non-Federal Sponsor's costs for participation on the Study Coordination Team shall not be included in the shared study costs and shall be paid solely by the Non-Federal Sponsor without reimbursement or credit by the Government.

ARTICLE III - PAYMENT OF FUNDS

A. As of the effective date of this Agreement, the shared study costs are projected to be \$2,950,000, with the Government's share of such costs projected to be \$1,475,000 and the Non-Federal Sponsor's share of such costs projected to be \$1,475,000. These amounts are estimates only that are subject to adjustment by the Government and are not to be construed as the total financial responsibilities of the Government and the Non-Federal Sponsor.

B. The Government shall provide the Non-Federal Sponsor with quarterly reports setting forth the estimated shared study costs and the Government's and Non-Federal Sponsor's estimated shares of such costs; costs incurred by the Government, using both Federal and Non-Federal Sponsor funds, to date; the amount of funds provided by the Non-Federal Sponsor to date; the estimated amount of any creditable in-kind contributions; and the estimated remaining cost of the Study.

C. The Non-Federal Sponsor shall provide to the Government required funds by delivering a check payable to "FAO, USAED, Alaska District, J4" to the District Engineer, or verifying to the satisfaction of the Government that the Non-Federal Sponsor has deposited such required funds in an escrow or other account acceptable to the Government, with interest accruing to the Non-Federal Sponsor, or by providing an

Electronic Funds Transfer of such required funds in accordance with procedures established by the Government.

D. The Government shall draw from the funds provided by the Non-Federal Sponsor to cover the non-Federal share of the shared study costs as those costs are incurred. If the Government determines at any time that additional funds are needed from the Non-Federal Sponsor to cover the Non-Federal Sponsor's required share of the shared study costs, the Government shall provide the Non-Federal Sponsor with written notice of the amount of additional funds required. Within 60 calendar days of such notice, the Non-Federal Sponsor shall provide the Government with the full amount of such additional funds.

E. Upon conclusion of the Study and resolution of all relevant claims and appeals and eminent domain proceedings, the Government shall conduct a final accounting and furnish the Non-Federal Sponsor with the written results of such final accounting. Should the final accounting determine that additional funds are required from the Non-Federal Sponsor, the Non-Federal Sponsor, within 60 calendar days of written notice from the Government, shall provide the Government with the full amount of such additional funds. Should the final accounting determine that the Non-Federal Sponsor has provided funds in excess of its required amount, the Government shall refund the excess amount, subject to the availability of funds. Such final accounting does not limit the Non-Federal Sponsor's responsibility to pay its share of shared study costs, including contract claims or any other liability that may become known after the final accounting.

ARTICLE IV - TERMINATION OR SUSPENSION

A. Upon 30 calendar days written notice to the other party, either party may elect at any time, without penalty, to suspend or terminate future performance of the Study. Furthermore, unless an extension is approved by the Assistant Secretary of the Army (Civil Works), the Study will be terminated if a Report of the Chief of Engineers, or, if applicable, a Report of the Director of Civil Works, is not signed for the Study within 3 years after the effective date of this Agreement.

B. In the event of termination, the parties shall conclude their activities relating to the Study. To provide for this eventuality, the Government may reserve a percentage of available funds as a contingency to pay the costs of termination, including any costs of resolution of contract claims, and resolution of contract modifications.

C. Any suspension or termination shall not relieve the parties of liability for any obligation previously incurred. Any delinquent payment owed by the Non-Federal Sponsor pursuant to this Agreement shall be charged interest at a rate, to be determined by the Secretary of the Treasury, equal to 150 per centum of the average bond equivalent rate of the 13 week Treasury bills auctioned immediately prior to the date on which such payment became delinquent, or auctioned immediately prior to the beginning of each additional 3 month period if the period of delinquency exceeds 3 months.

ARTICLE V - DISPUTE RESOLUTION

As a condition precedent to a party bringing any suit for breach of this Agreement, that party must first notify the other party in writing of the nature of the purported breach and seek in good faith to resolve the dispute through negotiation. If the parties cannot resolve the dispute through negotiation, they may agree to a mutually acceptable method of non-binding alternative dispute resolution with a qualified third party acceptable to the parties. Each party shall pay an equal share of any costs for the services provided by such a third party as such costs are incurred. The existence of a dispute shall not excuse the parties from performance pursuant to this Agreement.

ARTICLE VI - MAINTENANCE OF RECORDS AND AUDIT

A. The parties shall develop procedures for maintaining books, records, documents, or other evidence pertaining to Study costs and expenses in accordance with 33 C.F.R. 33.20 for a minimum of three years after the final accounting. To the extent permitted under applicable Federal laws and regulations, the parties shall each allow the other to inspect such books, records, documents, or other evidence.

B. The Non-Federal Sponsor is responsible for complying with the Single Audit Act Amendments of 1996 (31 U.S.C. 7501-7507). To the extent permitted under applicable Federal laws and regulations, the Government shall provide to the Non-Federal Sponsor and independent auditors any information necessary to enable an audit of the Non-Federal Sponsor's activities under this Agreement. The costs of non-Federal audits shall be paid solely by the Non-Federal Sponsor without reimbursement or credit by the Government.

C. Pursuant to 31 U.S.C. 7503, the Government may conduct audits in addition to any audit that the Non-Federal Sponsor is required to conduct under the Single Audit Act Amendments of 1996. The Government's costs of audits for the Study shall not be included in shared study costs, but shall be included in calculating the maximum Federal study cost.

ARTICLE VII - RELATIONSHIP OF PARTIES

In the exercise of their respective rights and obligations under this Agreement, the Government and the Non-Federal Sponsor each act in an independent capacity, and neither is to be considered the officer, agent, or employee of the other. Neither party shall provide, without the consent of the other party, any contractor with a release that waives or purports to waive any rights a party may have to seek relief or redress against that contractor.

ARTICLE VIII - NOTICES

A. Any notice, request, demand, or other communication required or permitted to be given under this Agreement shall be deemed to have been duly given if in writing and delivered personally or mailed by certified mail, with return receipt, as follows:

If to the Non-Federal Sponsor:

City of Saint George
Mayor Patrick Pletnikoff
Saint George, AK 99591

If to the Government:

Army Corp of Engineers, Alaska District
PM-C-PM
P.O. Box 6898
Joint base Elmendorf-Richardson
Alaska 99506-6898

B. A party may change the recipient or address for such communications by giving written notice to the other party in the manner provided in this Article.

ARTICLE IX - CONFIDENTIALITY

To the extent permitted by the laws governing each party, the parties agree to maintain the confidentiality of exchanged information when requested to do so by the providing party.

ARTICLE X - THIRD PARTY RIGHTS, BENEFITS, OR LIABILITIES

Nothing in this Agreement is intended, nor may be construed, to create any rights, confer any benefits, or relieve any liability, of any kind whatsoever in any third person not a party to this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement, which shall become effective upon the date it is signed by the District Engineer.

DEPARTMENT OF THE ARMY

CITY OF SAINT GEORGE

BY: _____

Michael S. Brooks
Colonel, U.S. Army Corp of Engineers
Commander

BY: _____

Mayor Patrick Pletnikoff
Mayor

DATE: _____

15 OCT 2015

DATE: _____

10/15/2015

Additional Proposal Information

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**PROJECT MANAGEMENT PLAN
ST. GEORGE SMALL BOAT HARBOR
NAVIGATION IMPROVEMENTS FEASIBILITY STUDY
ST. GEORGE, ALASKA**

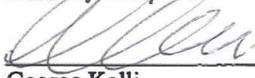
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St. George Small Boat Harbor
P2 Project #102847

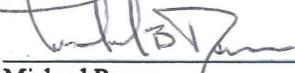
2.0 PDT MEMBERS SIGNATURES



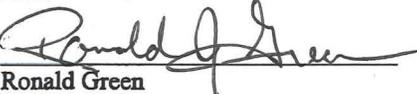
Thareth Casey
Civil Works Project Manager
Date 5/25/16



George Kalli
Plan Formulator
Date 5/25/16



Michael Rouse
Environmental Resources
Date 25 MAY 2016



Ronald Green
Real Estate
Date

Robert Weakland
Geotechnical Engineer
Date

Phil Santerre
Counsel
Date



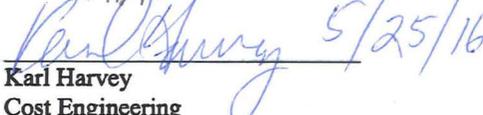
Louisiana Cutler
Legal Counsel, City of St. George, Date
5/23/16



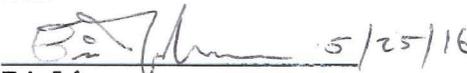
Patrick Pletnikoff
Mayor, City of St. George
Date 05/24/16



Lewis Nathan Epps
Hydraulics and Hydrology
Date 7/11/16



Karl Harvey
Cost Engineering
Date



Eric Johnson
Economics
Date



Don Tybus
Value Engineering
Date

Kirk Miller,
PM, AKDOT&PF
Date

**PROJECT MANAGEMENT PLAN
ST. GEORGE SMALL BOAT HARBOR
NAVIGATION IMPROVEMENTS FEASIBILITY STUDY
ST. GEORGE, ALASKA**

1.0 PROJECT TITLE

St. George Small Boat Harbor
P2 Project #102847

2.0 PDT MEMBERS SIGNATURES

Thareth Casey
Civil Works Project Manager
Date

Patrick Pletnikoff
Mayor, City of St. George
Date

George Kalli
Plan Formulator
Date

Lewis Nathan Epps
Hydraulics and Hydrology
Date

Michael Rouse
Environmental Resources
Date

Karl Harvey
Cost Engineering
Date

Ronald Green
Real Estate
Date

Eric Johnson
Economics
Date

Robert Weakland
Geotechnical Engineer
Date

Don Tybus
Value Engineering
Date

Phil Santerre
Counsel
Date

Kirk Miller,
PM, AKDOT&PF
Date


5/20/16

Louisiana Cutler
Legal Counsel, City of St. George, Date

**PROJECT MANAGEMENT PLAN
ST. GEORGE SMALL BOAT HARBOR
NAVIGATION IMPROVEMENTS FEASIBILITY STUDY
ST. GEORGE, ALASKA**

1.0 PROJECT TITLE

St. George Small Boat Harbor
P2 Project #102847

2.0 PDT MEMBERS SIGNATURES

Thareth Casey
Civil Works Project Manager
Date

Patrick Pletnikoff
Mayor, City of St. George
Date

George Kalli
Plan Formulator
Date

p.p.

Lewis Nathan Epps or Ken Eisses
Hydraulics and Hydrology
Date
Merlin Perterson, Acting Hydraulic and Hydrology Chief

Michael Rouse
Environmental Resources
Date

Karl Harvey
Cost Engineering
Date

Ronald Green
Real Estate
Date

Eric Johnson
Economics
Date

WEAKLAND.ROBERT
T.THOMAS.1119650
344

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WEAKLAND.ROBERT.THOMAS.1119650344
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ou=USA,
cn=WEAKLAND.ROBERT.THOMAS.1119650344
Date: 2016.07.11 13:39:10 -0800

Robert Weakland
Geotechnical Engineer
Date 11 July 2016

Don Tybus
Value Engineering
Date

p.p.

Phil Santerre
Counsel
Date 7/5/2016



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Date: 2016.07.05 12:19:33 -0800

Carl Olsen, Assistant District Counsel

Kirk Miller,
PM, AKDOT&PF
Date

Louisiana Cutler
Legal Counsel, City of St. George, Date

3.0 REVISIONS TO PMP

Revision Level	Approval Date	Section	Description of Revision
Initial			First issue of PMP

4.0 PROJECT DESCRIPTION

4.1 Project Location

The City of St. George (“St. George”) is located on the northeast shore of St. George Island, the southern-most of five islands in the Pribilofs. It lies 47 miles south of the St. Paul Island, 750 air miles southwest of Anchorage and 250 miles northwest of Unalaska (Figure 1). The population of St. George is 97 according to the 2013 State demographer’s estimate. The community of St. George lacks road access. St. George is only accessible by water and air. Access to the community of St. George’s harbor is hazardous and endangers mariners traversing through the entrance channel.

4.2 4.2 Project Purpose

The navigation problems experienced at St. George generally fall into one of three categories:

- Unsafe navigation at the entrance and within the harbor due to.
 1. Breaking waves in the harbor entrance
 2. A shoal affecting the harbor entrance and other locations
 3. A navigational channel too shallow in spots and difficult to dredge (e.g. rock pinnacles)
 4. Inconsistent depth in the inner harbor
 5. A degrading breakwater
 6. Inadequate navigation beacons
- Dangerous wave and seiche condition (otherwise known as a “bathtub” effect) in the inner harbor that damages vessels while moored.
- Degrading dock facilities.

The purpose of the project would be to help provide the following opportunities through navigational improvements:

- More affordable access to goods, services, and marine resources for the residents of St. George, including improved freight and barge service, a ferry service to St. Paul, and improved access to subsistence marine resources.
- Reduce fuel cost at St. George by increasing fuel delivery efficiency/increased volumes/access by large fuel barges
- Improved food security
- Develop a marine-based fisheries economy
- Reduce the costs of living
- Ensure future community viability and survival
- Function as the northernmost ice-free port and function as a “harbor of refuge”
- Improve response capabilities to environmental hazards (oil spill, ship wreck) with faster response times
- Increase the availability of dock space
- Diversify access to the community for health and safety purposes

The objectives of the project would be to:

- Provide access for crabbers in the 100 to 125 foot range to come into the harbor and offload their catch to a future developed processing facility
- Increase the safe accessibility of marine navigation to the community (the harbor entrance should be safely accessible with an opening similar to St. Paul)
- Provide usable moorage (vessels should be able to safely moor during storm conditions)
- The harbor should be able to accommodate the typical supply/fuel barges in a similar fashion to avoid the barge from having to sit off the shore for an indeterminate amount of time
- Provide an alternative safe moorage in the central Bering Sea

St. George has engaged technical assistance from the State of Alaska Department of Transportation and Public Facilities (AKDOT&PF) who is currently working with the community to help resolve their navigation issues. The City of Saint George is the non-federal sponsor (NFS) identified on the Feasibility Cost Sharing Agreement signed and executed on 15 September 2015 for the feasibility study conducted by the Corps of Engineers. AKDOT&PF will provide project development services (e.g. management, engineering and design, environmental, right-of-way, etc.) to St. George.

4.3 Study Authority

This feasibility study is being conducted under authority granted by Section 4010 of the Water Resources Development Act (WRDA) of 2007 which states: “*The Secretary shall conduct a study to determine the feasibility of providing navigation improvements at St. George Harbor, Alaska.*”

Additionally, Section 2104 of WRDA 2014 amended language for Remote and Subsistence Harbors to include Alaska. WRDA 2007 and WRDA 2014 authorize a study to determine the Federal interest in providing navigation improvements for commercial vessels at St. George.

The recommendation for the project is expected to utilize the authority of Section 2006 of WRDA 2007 – Remote and Subsistence Harbors.

5.0 SCOPE OF WORK

The study will follow the current planning process (listed below with estimated completion dates):

1. Development of an initial array of alternatives: *Alternatives Development*. (July 2016)
2. Detail analysis of the array of alternatives and development of the Tentatively Selected Plan: *TSP* (September 2017)
3. Prepare and Complete Feasibility Study Report & NEPA documents. (March 2018)
4. Prepare and complete Civil Work Review Board (July 2018)
5. Complete Chief’s Report (September 2018)
6. Send signed Chief’s Report to Congress (February 2019)

Alternatives Development

The St. George Planning Charrette was conducted January 13-15, 2016. The planning charrette was required as part of the planning process to initiate the Corps of Engineers feasibility study. The charrette involved the entire project development team including federal and non-federal team members and the Corps planning vertical team including District, Division, and Headquarters. Representation from other agencies included ADEC, NOAA/NMFS, & the Department of Homeland Security & Emergency Management. The St. George Tanaq Corporation, the St. George Traditional Council and APICDA also participated in the 3 day meeting. A total of almost 40 participants were involved in the St. George planning charrette. The planning charrette plays a key role in enlisting the buy-in during the initial stages of project development from all parties involved with the project.

The planning charrette was completed for roughly \$100,000. The cost share was 50% Federal and 50% Non-Federal (\$50,000 each). Outcomes of the charrette included reaching a consensus on the problem statement and objectives of the proposed project. It also included a discussion of the considerations and constraints for engineering, economics, environmental, and planning. It also articulated the important historical, social and political factors involved in the project. Existing data and current work was presented from the City-DOT&PF Feasibility Study described in the Report Synopsis and discussion of the use of the City-DOT&PF Feasibility Study for this new feasibility study began.

The outcome of the charrette was used to revise the Project Management Plan (PMP) and to create a plan to execute the next phase of the project (*Alternatives Development*). As a living document, the PMP will be updated with current information accordingly as the feasibility study

progresses. Any updates will be discussed with the Saint George project management team and concurrence from the team will be sought.

The development of an initial array of alternatives will be presented to the City of Saint George project management team for approval and then presented to the Corps Headquarters at the Alternatives Development milestone meeting. The result of the initial alternatives development will be conceptual drawings of viable alternatives and justification for eliminating non-viable alternatives, along with the initial planning documents.

Existing Work

The modeling, existing data, and design work previously completed in the City-DOT&PF Feasibility Study will be incorporated during both the Alternatives Development and TSP phases of the project. The Corps will make an effort to incorporate and use the existing data and City-DOT&PF Feasibility Study model and work to the maximum possible degree to integrate it into the existing study. Redundancy of work will be avoided and additional data needs will be discussed and agreed upon as to fulfill the requirements of the current feasibility study to abide by the policy and guidelines under the study authority.

The existing data and work includes, but is not limited to the following:

- St. George Harbor (Baseline Conditions Report)_Final (AKDOT, 2014-04-22)
- SG Harbor (30% Cost Estimate_Rev.2) (AKDOT, 2015-03-03)
- SG Harbor (30% Plans_Rev.2) (AKDOT, 2015-03-03)
- St. George Harbor (Preliminary Design Report)_FINAL DRAFT (AKDOT, 2015-05-18)
- St. George Harbor and Breakwater Improvements – EngineeringR2 (AKDOT, 2015-05)
- 1981 Dames & Moore Feasibility Report
- HDR Hydraulic Models
- Draft Geotechnical Engineering Report St. George Harbor and Breakwater Improvements Project (AKDOT&PF, 2015-01)
- Navigation Improvements Limited Reevaluation Report, Saint George, Alaska (USACE, July 2004)

Results of Joint Technical Meetings

After two technical meetings (March & April, 2016) were conducted with AKDOT&PF, HDR and the Corps technical staff, the following conclusions were made:

- *The initial array of alternatives can be analyzed by modifying the HDR Models*

- *Additional modeling is required to analyze the wave conditions and inner harbor seiche*
- *Sufficient sediment sampling has been done and the data provided for the Corps is sufficient for Corps review*
- *A new bathymetric survey is not necessary and new data collection could wait until an opportunistic time to save money*
- *Harbor wave data should be collected for a 1 year period to validate model results for all operating seasons*
- *It will be assessed whether a physical model is needed during the feasibility study by the TSP milestone. A physical model of the preferred alternative may be conducted during the feasibility study, before or after the TSP milestone, or in the design phase of the project, but will be required prior to preparation of final plans and specifications for construction of a harbor at St. George*
- *As more information becomes available and the study becomes more focused the PM and technical team will continue to work closely to assess the continued needs of the study.*
- *The PMP is a living document and may be revised with the consensus and expressed agreement from members of the PDT.*

Overarching Goals of the Feasibility Study

After dialogue with the City of Saint George and discussions at the joint technical meetings, the following overarching goals for the feasibility study has been articulated.

- *Provide access for crabbers in the 100 to 125 foot range to come into the harbor and offload their catch to a future developed processing facility*
- *The harbor entrance should be open in sea conditions similar as Saint Paul*
- *The vessels should be able to safely moor during storm conditions similar to Saint Paul*
- *The harbor should be able to accommodate the typical supply/fuel barges in a similar fashion to avoid the barge from having to sit off the shore for an indeterminate amount of time accommodating vessels similar to St. Paul*

Existing and additional data needs for H&H, Coastal, Economics, Planning, and Environmental will be discussed among the PDT and agreed upon as the study progresses.

The remainder of this PMP generally describes the path of a 3x3x3 compliant feasibility study. As a result of the review of the previous analysis and the planning charrette, this PMP will be modified to reflect the remainder of the tasks necessary to complete the feasibility study.

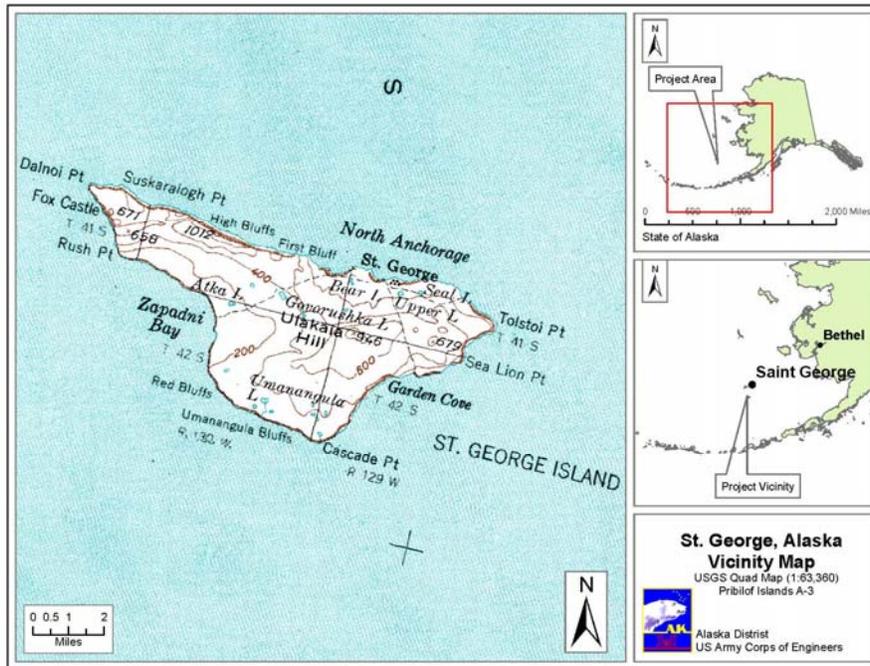


Figure 1. Study Area, St. George, Alaska

5.1 Scope Changes Since 905(b)

The 905(b) analysis investigated navigation issues at St. George. Many of the issues discussed in the draft 905(b) were related to safety issues for the fishing fleet and barge operations transiting through St. George's breakwater harbor structure.

5.1.1 Economic Conditions

- St. George is one of 65 communities eligible under the Western Alaska Community Development Quota Program to participate in harvest of fisheries off their coast (St. George belongs to the Aleutian Pribilof Island Community Development Association – APICDA). The revenues earned through the harvest of species such as Pollock, crab and halibut have funded critical infrastructure, developed local fisheries, provided funds for training and scholarships, grant programs, and needed social services.

- St. George is primarily a subsistence harbor. The 2007 Water Resources Development Act (WRDA) bill allows the Corps to conduct and recommend projects for construction that do not meet the NED thresholds but instead are eligible under the remote and subsistence harbors criteria. WRDA 2007 was modified by the WRRDA 2014 bill which changes the remote and subsistence harbors criteria to include Alaska harbors. St. George was eligible under the WRDA 2007 criteria and is now also eligible with the modified language of the WRDA 2014 bill.

- 33 U.S.C § 2242 specifically states that in conducting a study of harbor and navigation improvements the Secretary may recommend a project without demonstrating that the

improvements are justified solely by National Economic Development (NED) benefits, if the Secretary determines that the improvements meet the following criteria:

- The community to be served by the improvements is at least 70 miles from the nearest surface accessible commercial port and has no direct rail or highway link to another community served by a surface accessible port or harbor; or the improvements would be located in the State of Hawaii or Alaska, the Commonwealth of Puerto Rico, Guam, the Commonwealth of the Northern Mariana Islands, the United States Virgin Islands; or American Samoa:

- The harbor is economically critical such that over 80 percent of the goods transported through the harbor would be consumed within the community served by the harbor and navigation improvement; and

- The long-term viability of the community would be threatened without the harbor navigation improvement.

While determining whether to recommend a project under the criteria above, the Secretary will consider the benefits of the project to the following:

- Public health and safety of the local community, including access to facilities designed to protect public health and safety;

- Access to natural resources for subsistence purposes;

- Local and regional economic opportunities;

- Welfare of the local population; and

- Social and cultural value to the community,”

5.2 Study Framework

This study is not a CAP study because the estimated cost of this project is significantly greater than the \$10 million per project limit of the CAP Section 107 authority. Current estimates from initial work and the current review of initial array of alternatives estimates that a project that meets the planning objectives will cost on the order of \$100 million.

5.3 Study Process, Problems, Opportunities, and Objectives

The study will follow the SMART planning process.

5.3.1 Problem

The main navigation problem at St. George is access to the community through the existing harbor. The entrance channel is hazardous due to wave climate, overtopping of the existing breakwater, and existing pinnacles. The inner harbor also experiences a dangerous wave and seiche condition which threatens and damages vessels while anchored and berthed at the pier. The commercial fishing fleet is unable to use the harbor as it is presently configured and there is currently insufficient space for subsistence and commercial fishing fleets.

Furthermore, some barge operators are unwilling to deliver fuel and supplies to the community. Due to the adverse wave and seiche conditions, goods that are intended for St. George are often delivered to nearby St. Paul. The goods must then be transported to St. George as arranged for by the individual customer with local boat owners or by plane.

The overall goals of the project are to create a safer, more functional harbor that addresses and/or improves the issues described above and to provide the citizens of St. George with a stable and sustainable economy as envisioned in the Fur Seal Act Amendments of 1983. Literally, this project will determine whether the community survives. Based on input from the community, fishers, and other project stakeholders, alternative breakwater and basin configurations have been explored to help provide a more accessible, navigable and tranquil harbor, improve breakwater stability, and reduce entrance channel shoaling. In addition, provisions for an expanded inner basin and additional docking space have been considered.

5.3.2 Opportunities

Opportunities exist to increase the efficiency of delivery of goods and services to St. George. If safe and sufficient draft and passage existed for ocean-going barges to access shore side facilities, barge operators could resume service to the community and competition would increase which would reduce the cost of goods for the community. The following is a list of detailed opportunities that exist.

- Reliable access to goods, services, and marine resources. This includes improved freight and barge service, a ferry service to St. Paul, and improved access to subsistence resources
- Reduce the fuel cost at St. George
- Improved food security
- Expansion of economic opportunities including the use of rock or other material for community projects, reindeer herd (guided hunting), bring crabbing fleet and fisheries back to St. George, create jobs, bring tourism into St. George, increase the population, increase in-migration, and provide an opportunity for self-sustaining local economy
- Develop a marine-based fisheries economy
- Reduce the costs of living
- Function as the northernmost ice-free port and function as a “harbor of refuge”

- Ensure community viability and survival
- Increase response to environmental hazards (oil spill, ship wreck) with faster response times
- Reduce the risk of environmental hazards
- Increase the availability of dock space
- Diversify access to the community for health and safety purposes

5.3.2.1 *National Objective*

The national or Federal objective of water and related land resources planning is to contribute to National Economic Development (NED) consistent with protecting the nation’s environment, pursuant to applicable statutes, executive orders, and other Federal planning requirements. Contributions to NED are increases in the net value of the national output of goods and services, expressed in monetary units.

5.3.2.2 *Planning Objectives*

The St. George Navigation Improvements Feasibility Study is intended to provide a safe and functional harbor including but not limited to the following objectives:

- Increase the safe accessibility of marine navigation to the community
- Provide usable moorage
- Provide an alternative safe moorage in the central Bering Sea
- Ensure the survival of the Island community

6.0 PDT IDENTIFICATIONS

Table 1 lists the disciplines that compose the project delivery team (PDT). The study will be comprised of other teams, such as the Agency Technical Review (ATR) and Study Management Team.

Table 1. Project Delivery Team (PDT)

Name	Position	Affiliation
Thareth Casey	Project Manager	CEPOA-PM-C-PM
George Kalli	Plan Formulator	CEPOA-PM-C-PF
Patrick Pletnikoff	Mayor	City of St. George
Lewis Nathan Epps	Hydraulic Engineer	CEPOA-EC-G-HH
Eric Johnson	Economist	CEPOA-PM-C-EC
Mike Rouse	NEPA specialist	CEPOA-PM-C-ER
Al Arruda	Cost Engineer	CEPOA-EC-CE
Ronald Green	Realty Specialist	CEPOA-PM-RE
Rob Weakland	Geotechnical Engineer	CEPOA-EC-G-GM
Amanda Shearer	Tribal Liaison	CEPOA-PM-C-ER
Phil Santerre	Attorney	CEPOA-OC

Don Tybus	Value Engineering Officer	CEPOA-EC-CE
Kirk Miller	State of Alaska DOT&PF Project Manager	AKDOT&PF
Larry Cotter	CEO	APICDA
Louisiana Cutler	St. George Legal Counsel	St. George

6.1 DDN-PCX Coordination

Coordination has begun with the Deep Draft Navigation Planning Center of Expertise (DDN-PCX). SBH-PSCX is the Small Boat Harbor Center of Expertise and is a sub-center of the DDN-PCX. POA will engage SBH-PSCX through the DDN-PCX to involve their expertise for performing Agency Technical Review, model development and certification, and to maintain a level of independent expertise for study-related actions.

7.0 PROJECT SCHEDULE, BUDGET, MILESTONE, AND RISKS

7.1 Project Schedule and Milestones

7.1.1

List of Acronyms in Schedule (Table 2)

ADM	Agency Decision Milestone
ATR	Agency Technical Review
CWRB	Civil Works Review Board
DMP	Decision Milestone Plan
DQC	District Quality Control
DX	Directory of Experts
FCSA	Feasibility Cost Share Agreement
FR	Federal Register
FWOP	Future Without Project
IEPR	Independent External Peer Review
LPP	Locally Preferred Plan
MFR	Memorandum for Record
MSC	Major Subordinate Command (Alaska District)
NEPA	National Environmental Policy Act
NOA	Notice of Availability
OWPR	Office of Water Project Review
PDT	Project Development Team
PGM	Project Guidance Memorandum
PMP	Project Management Plan
QA/QC	Quality Assurance/Quality Control

RIT	Regional Integration Team (includes District and Division)
S&A	States & Agencies
TSP	Tentatively Selected Plan
VE	Value Engineering

7.1.2

The schedule is managed by the critical path method. This logic schedule will be updated at least monthly until all tasks are complete. Major milestones and their scheduled completion date are listed below in Table 2.

Because the PMP is a living document, revised as key study decisions are made that shape the tasks and level of detail of the study, no less frequently than each milestone in the study, the current estimate may be revised substantially as the project moves forward. This first PMP, by necessity, has less detail on tasks to be completed after initial decision points and milestones, including the selection of a tentatively selected plan/recommended plan. As the PMP is revised, it will provide updates of tasks that have been completed to date and additional tasks required to complete the feasibility study analysis and report.

Table 2. Schedule

Task/CW Milestone	Item	Duration (Days)	Date Begin	Date Complete
Start Alternatives Milestone Activities				
SCP1010	Develop Report Synopsis	30	16-Feb-14	16-Mar-16
SCP1020	Develop Risk Register	30	16-Feb-16	16-Mar-16
SCP1030	Develop Decision Management Plan	30	16-Mar-14	16-Apr-16
SCP1090	PDT Meeting for PMP Development	30	11-Feb-16	11-Feb-16
SCP1110	Prepare Initial Draft of PMP & Peer Review Plan	30	5-Nov-15	8-Mar-15
SCP1140	PMP Review	60	11-Feb-16	11-Apr-16
SCP1150/CW040	Signed PMP	30	12-Apr-16	12-May-16
SCP1130	Review the Peer Review Plan	15	12-Apr-16	27-Apr-16
SCP1170	MSC Review of Peer Review Plan	30	12-Apr-16	12-May-16
SCP1190/CW035	Peer Review Plan Approved and Posted	30	13-May-16	12-Jun-16
SCP1160/CW130	Execute FCSA	0	15-Sep-15	15-Sep-15
SCP1000	Pre-Charrette Data Collection	30	23-Oct-15	12-Jan-16
SCP1040	Prepare Charrette Read Ahead Material		13-Dec-15	13-Jan-16
SCP1050	Submit Charrette Read Ahead Material		1-Jan-16	13-Jan-16
SCP1060	Conduct Planning Charrette	3	13-Jan-16	15-Jan-16
SCP1185	Conduct NEPA Scoping/Coordinate w/Agencies		13-Jan-16	31-Dec-16
SCP1070/CW060	Charrette MFR	14	20-Jan-16	5-Feb-16
SCP1200	Update Risk Register	7	15-Feb-16	24-Feb-16
SCP1180	Prepare Notice of Intent (if needed)			

SCP1230	Publish Notice of Intent (if needed)			
SCP1210	Complete Preliminary Existing and FWOP		22-Feb-16	3-June-16
SCP1250	Identify Initial Array of Alternatives		1-Mar-16	3-June-16
SCP1260	Update Report Synopsis, Risk Register, & DMP	30	14-Jun-16	14-Jul-16
SCP1290	Prepare Read Aheads for Alternatives Milestone	10	24-Jun-16	14-Jul-16
SCP1270	DQC Alternatives Documentation	10	5-Jul-16	15-Jul-16
SCP1300	Submit Read Aheads for Alternatives Milestone	14	15-June-16	29-Jul-16
SCP1310/CW261	Alternatives Milestone Meeting	0		30-Jul-16
Alternatives Milestone: June 2016				
Start TSP Milestone Activities				
SCP1320/CW060	Alternatives MFR	7	30-Jul-16	6-Aug-16
SCP1220	Prepare Model Review Plan	26	7-Aug-16	2-Sep-16
SCP1240	Model Review Plan Approval	20	2-Sep-16	22-Sept-16
SCP1245	Model Certification	0	23-Sept-16	23-Sept-16
ALT1000	Analysis for Final Array of Alternatives	360	31-Jul-16	26-Jul-17
ALT1020	Initiate IEPR Contract	30	27-Jul-17	26-Aug-17
ALT1040	Negotiate IEPR Contract	30	27-Aug-17	26-Sep-17
ALT1090	IEPR Contract Awarded	1	27-Sep-17	27-Sep-17
ALT1010	Update Report Synopsis, Risk Register, & DMP	7	28-Sep-17	5-Oct-17
ALT1030	VE Study	7	27-Jul-17	3-Aug-17
ALT1050/CW195	VE Study Complete	14	4-Aug-17	18-Aug-17
	Draft Real Estate Plan	413	15-Jul-16	1-Sep-18
ALT1070	DQC of Draft Report	15	27-Jul-17	11-Aug-17
ALT1060	Cost Schedule Risk Analysis	15	27-Jul-17	11-Aug-17
ALT1080	Complete MSC QA/QC	30	12-Aug-17	11-Sep-17
ALT1100	Read Ahead Material for TSP	7	12-Sep-17	19-Sep-17
ALT1110/CW262	Submit TSP Milestone/Read Ahead Materials	7	20-Sep-17	27-Sep-17
ALT1120	TSP Milestone Meeting	0		28-Sep-17
TSP Milestone: September 2017				
Start Agency Decision Milestone Activities				
ALT1130/CW060	TSP MFR	0	29-Sep-17	29-Sep-17
ALT1140	Update Report Synopsis, Risk Register, & DMP	7	30-Sep-17	7-Oct-17
ALT1150	Prepare Draft Report for Concurrent Review	10	30-Sep-17	10-Oct-17
ALT1160	Complete Supporting Docs for Policy Review	10	30-Sep-17	10-Oct-17

ALT1165	MSC Review of Policy Review Package	7	11-Oct-17	18-Oct-17
ALT1170	Submit Draft Report to HQ	0		18-Oct-17
ALT1175	Prepare NOA	10	19-Oct-17	29-Oct-17
ALT1180	NOA Filed in Federal Register	0		30-Oct-17
ALT1190 (CW 250, 1002 -a)	Public Review Period Start	0		30-Oct-17
ALT1200	ATR of Draft Report	14	30-Oct-17	13-Nov-17
ALT1195	MSC Review	22	30-Oct-17	21-Nov-17
ALT1220	Policy Review	22	30-Oct-17	21-Nov-17
ALT1210	Public Draft FR/NEPA Comment Period	32	22-Nov-17	24-Dec-17
ALT1230	IEPR Review	30	26-Nov-17	24-Jan-17
ALT1240	Receive IEPR Comments	0	25-Jan-18	25-Jan-18
ALT1235	Develop Public Response Matrix	5	26-Jan-18	31-Jan-18
ALT1250	Respond to IEPR Comments	7	1-Feb-18	8-Feb-18
ALT1260	Receive Final IEPR Report	0	9-Feb-18	23-Feb-18
ALT1270	Prepare Read Ahead for ADM	5	24-Feb-18	1-Mar-18
FEA1000	ASA Policy Except Letter for LPP	1	2-Mar-18	3-Mar-18
FEA1010	Submit Read Ahead Material for ADM	0		10-Mar-18
FEA1020/CW263	Agency Decision Milestone	0		11-Mar-18
Agency Decision Milestone: March 2018				
Start Civil Work Review Board Milestone Activities				
FEA1030/CW060	ADM MFR	0		12-Mar-18
FEA1040	HQ Finalize Comments and PGM	10	12-Mar-18	22-Mar-18
FEA1060	Cost Certification from Cost DX	0	22-Mar-18	22-Mar-18
FEA1050	Additional Analysis, as needed	14	22-Mar-18	5-Apr-18
FEA1070	Complete Draft of Final FR/NEPA Document	22	5-Apr-18	27-Apr-18
FEA1080	Prepare CWRB Package	10	27-Apr-18	7-May-18
FEA1100 1002 - b	Final Report Complete	0		8-May-18
FEA1110 1002 - c	Submit Final Report (Division Engineer's Notice)	0		22-May-18
FEA1090	DQC of Final Report	20	4-Jul-18	24-Jul-18
CHR1000/CW245	CWRB Milestone	0		24-Jul-18
Civil Works Review Board Milestone: July 2018				
Start Chief Report Milestone Activities				
CHR1010	Prepare Package for State and Agency Review	10	25-Jul-18	4-Aug-18
CHR1020	S&A Review (Final FR/NEPA Document)	22	5-Aug-18	27-Aug-18
CHR1030	Response Letters to S&A comments	10	28-Aug-18	7-Sep-18
CHR1040	OWPR & RIT coordination of Final Report	22	6-Sep-18	28-Sep-18

CHR1050/CW270	Chief's Report Milestone	0		28-Sep-18
Chief's Report Milestone: September 2018				
Start Feasibility Report To Congress				
CHR1070/CW230	ASA(CW) Sign ROD	14	28-Sep-18	12-Oct-18
CHR1060	Chief's Report Forwarded to ASA(CW) by RIT	0	13-Oct-18	13-Oct-18
CHR1080	Feasibility Report Transmittal to Congress	120	13-Oct-18	10-Feb-19
CHR1090/CW180	Feasibility Report to Congress	0	11-Feb-19	11-Feb-19
Feasibility Report To Congress: February 2019				

Alternatives Milestone (Target Date: July 2016)

Alaska District seeks to achieve the Alternatives Milestone July of 2016. Prior to the Alternatives Milestone, the PDT will have accomplished the following tasks;

- Engineering review of existing work from State of Alaska and identification of the work that can be used for the Feasibility Study. This will be an ongoing process through entire feasibility study.
- Study Scope
- NEPA Scoping with Notice of Intent (if applicable)
- Approved Review Plan
- Identify Problems and Opportunities
- Fully Developed Existing and Future Without Project Conditions
- Formulations of Initial Alternative Array
 - Conceptual Alternative Layouts
 - Conceptual Alternative Narratives
- District Quality Control of Pre-Milestone Submittals

The following items will be submitted prior to the milestone meeting:

- Report Synopsis
- Decision Management Plan
- Risk Register
- Decision Log
- Project Study Issus Checklist

7.1.3 Tentatively Selected Plan Milestone (Target Date: September 2017)

Prior the Tentatively Selected Plan Milestone, the PDT will have accomplished the following tasks:

- All Tasks Required for Achievement of the Alternatives Milestone
- Approved Independent External Peer Review Exclusion Request (if applicable)
- Approved Locally Preferred Plan Waiver (if applicable)
- Completed MCACES Cost Estimate Summary
- Completed Project Risk Management Plan
- Completion of Draft Report, Appendices, and NEPA Document

- Completion of District Quality Control of Draft Report, Appendices, and NEPA Document
- Agency Technical Review of Economics and Other Focus Areas as Needed
- Approval/Certification of Planning Models
- Completed Legal Sufficiency Review of Draft Report
- Documentation and Certification of Completed Reviews
- District Quality Control of Pre-Milestone Submittals
- Formulation of Final Alternative Array
 - Wave and Water Level Analysis
 - Sedimentation Analysis
 - Fleet Requirement Analysis
 - Design Plans and Sections
- Evaluation of Final Alternative Array
 - Numerical Modeling of Alternatives
 - Comparison of Alternative Plans

The following items will be revised and submitted prior to the milestone meeting:

- Report Synopsis
- Decision Management Plan
- Risk Register
- Decision Log
- Project Study Issue Checklist

7.1.4 Agency Decision Milestone (Target Date: March 2018)

Prior the Agency Decision Milestone, the PDT will have accomplished the following tasks:

- All Tasks Required for Achievement of Previous Milestones
- Completed Agency Technical Review of Draft Report, Appendices, and NEPA Document
- Completed Public and Agency Review of Draft Report and NEPA Document
- Completed Independent External Peer Review (if applicable)
- Completed Policy Compliance Review of Draft Report per PB 2013-03
- District Quality Control of Pre-Milestone Submittals
- Physical Model Validation of TSP

The following items will be submitted prior to the milestone meeting:

- Draft ADM Agenda
- Report Synopsis
- One page abstract of the Report Synopsis
- Decision Management Plan
- Risk Register
- Summary of significant risks from the Risk Register including those that changed since the TSP milestone and the high risks that are expected to be carried forward through the feasibility level analyses phase to PED
- Decision Log

- Project Study Issue Checklist
- Review Summary
- Briefing Presentations
- A concurrent review summary outlining significant or controversial issues, any unresolved issues, and any issues that affect the plan selection

7.1.5 Civil Works Review Board Milestone (Target Date: July 2018)

Prior to the Civil Works Review Board Milestone, the PDT will have accomplished the following tasks;

- All Tasks Required for Achievement of Previous Milestones
- Completed Final Integrated Report with Appendices and Supporting Documentation per PB 2013-03
- Completed District Quality Control of Pre-Milestone Submittals

The following items will be submitted prior to the milestone meeting:

- Cover Page
- Table of Contents
- Civil Works Review Board Agenda
- List of Expected Attendees
- Project Map
- Decision Log
- Project Study Issue Checklist

7.1.6 Chief's Report Milestone (Target Date: September 2018)

Prior to the Chief's Report Milestone, the PDT will have accomplished the following tasks:

- All Tasks Required for Achievement of Previous Milestones
- Completed State and Agency Review
- Completed Final NEPA Review
- Completed Office of Water Project Review Documentation of Review Findings
- Completed Final HQUSACE Legal Certification
- Completed Final Policy Compliance Review
- Completed Chief's Responses to Independent External Peer Review Comments (if applicable)
- Completed District Quality Control of Pre-Milestone Submittals

The following items will be submitted prior to the milestone meeting:

- Chief's Report Submittal Package
- Final Integrated Report with Appendices and Supporting Documentation per PB 2013-03

7.2 Budget Assigned to Schedule

The budget to complete the feasibility study and necessary environmental documents is currently estimated to be approximately \$3.0 Million. Because the PMP is a living document, revised as key study decisions are made that shape the tasks and level of detail of the study, no less frequently than each milestone in the study, the current estimate may be revised substantially as

the project moves forward. This first PMP, by necessity, has less detail on tasks to be completed after initial decision points and milestones, including the selection of a tentatively selected plan/recommended plan. As the PMP is revised, it will provide updates of tasks that have been completed to date and additional tasks required to complete the feasibility study analysis and report. Federal funding for executing the Feasibility Cost Sharing Agreement and drafting Project Management Plan, Project Scope, Budget and Schedule was completed with federal funds that was previously received for this project.

Table 3. Budget Estimate

Discipline:	Person	Hours	Rate	Total: 50/50 Shared Cost
PM	Project Management	500	\$125.00	\$62,500
	PM Branch	400	\$100.00	\$40,000
PF	Planning	580	\$145.00	\$84,100
	Planning Chief	240	\$140.00	\$33,600
EC	Economics	500	\$70.00	\$35,000
	Economist Chief	240	\$140.00	\$33,600
HH	Hydraulic/Coastal Engineering	2250	\$130.00	\$292,500
	Modeling		\$817,000	\$817,000
	HH Chief	200	\$175	\$35,000
GM	Geotechnical Engineering	450	\$120.00	\$63,000
	GM Chief	240	\$140.00	\$33,600
RE	Real Estate	270	\$140.00	\$37,800
CE	Cost Estimate	550	\$150.00	\$82,500
	CE Chief	240	\$150.00	\$36,000
ER	Biology	400	\$150.00	\$60,000
	Archaeology	220	\$100.00	\$22,000
	Editing	50	\$120.00	\$6,000
	ER Chief	240	\$150.00	\$33,600
SY	Surveying	400	\$130.00	\$52,000
	SY Chief	200	\$140.00	\$28,000
GIS	GIS Specialist	90	\$140.00	\$12,600
DDN-PCX Coordination			\$30,000	\$30,000
Contract: LiDAR				\$25,000
Contract: Bathymetry				\$80,000
Contract: Geotechnical Borings				\$380,000
Travel				\$78,400

Branch Overhead				\$128,675
Project Development Team Total:				\$2,702,175
Agency Technical Review (ATR):				
PF	Planning Review	55	\$140.00	\$7,700
NEPA	NEPA Review	55	\$140.00	\$7,700
EC	Economics Review	55	\$140.00	\$7,700
HH	H&H Review	55	\$140.00	\$7,700
SG	Geotechnical Review	55	\$140.00	\$7,700
RE	Real Estate Review	55	\$140.00	\$7,700
CE	Cost Review	55	\$140.00	\$7,700
ATR Total:				\$53,900
VE Study				\$45,700
5% Contingency				\$138,095
IEPR			100% Federal	50%/50% Shared-Cost
Cost of IEPR Panel (100% federal cost)			\$50,000	
Cost to Preparing the IEPR panel review of report				\$50,000
Independent External Peer Review Total:			\$50,000	\$50,000
			100% Federal	Shared 50/50
Feasibility Study Total Breakdown:			\$50,000	\$2,950,000
Total Study Cost			\$3,000,000	\$2,950,000

The estimated allocation of funds are shown in the following table. The non-federal sponsor may provide more or less of the Work-In-Kind with the appropriate supporting documentation, which will be reviewed at the time of submission. These may include project management of the of the feasibility study, participation in Corps study meetings and other related work on the feasibility study report. It may also include technical work for the feasibility study conducted after the FCSA was executed and used directly in the feasibility study analyses.

Table 4. Allocations of Funds

Fiscal Year	Total Cost (\$000)	%	Non-Federal Cash (\$000)	Non-Federal Work-In-Kind (\$000)	Federal Cash (\$000)
2016	750	25.4	200	175	375
2017	1,450	49.2	350	350	750

2018	750	25.4	200	175	375
TOTAL	2950	100	750	700	1500

7.3 Risk Assessment

Known and foreseeable unknown risks associated with the feasibility phase of this project are listed in the Risk Assessment Table 5; health and safety risks are discussed separately in Section 7. These risks have been identified and quantified by the PDT, and are presented in decreasing order of impact to the scope, schedule, budget and quality of the feasibility study. Unforeseeable risks will be addressed if and when they occur or can be identified. The project contingency will provide some protection against these risks. Further refinement of risk will be captured in separate planning document Risk Register and updated periodically. This document will be submitted with the Alternatives Milestone package for the milestone meeting.

Table 5. Risk Assessment

Risks	Triggers	Potential Impact	Actions/Mitigation Measures
<u>Scope</u>	N/A	N/A	N/A
<u>Quality</u>	<ul style="list-style-type: none"> • Loss of data or samples • Communication errors 	<ul style="list-style-type: none"> • Schedule slippage • Re-sampling/re-analysis costs 	<ul style="list-style-type: none"> • Regular Team Meetings • Follow Data Management Plan
<u>Schedule</u> slippage due to unanticipated review requirements, funding limitations, or other conditions	<ul style="list-style-type: none"> • Environmental issues • USACE policy issues • Lack of funding • New listings of endangered species • Unresolved real estate status • Unknown archaeological sites • Weather delays of site work • Absence of site/regional data 	<ul style="list-style-type: none"> • Schedule slippage • Increased study costs • Requirements for new endangered species studies 	<ul style="list-style-type: none"> • Regular Team Meetings • Coordinate with POD on policy throughout study • Non-federal sponsor will fully fund study up front • Unlikely new T&E species will be present in area. • Work with RE early to determine RE status • Work with ER/SHPO on archaeological sites • Schedule field work during favorable weather windows where possible • Use best professional judgment where data gaps cannot be efficiently filled
<u>Cost</u> growth	<ul style="list-style-type: none"> • Schedule slippage • Unplanned starts & stops 	<ul style="list-style-type: none"> • Updates of economics/cost estimates 	<ul style="list-style-type: none"> • Regular Team Meetings • Coordinate with resource providers as much as possible

	<ul style="list-style-type: none"> • New listings of endangered species • Unknown archaeological sites • Weather delays of site work • Site contamination 	<ul style="list-style-type: none"> • Requirements for new endangered species studies • Relocation of site 	<ul style="list-style-type: none"> • New T&E listings unlikely in project area. • Works with ER and SHPO on discovered sites • Use best professional judgment where data gaps cannot be efficiently filled • Site is unlikely to be contaminated, work with sponsor if any is discovered
<u>Existing</u> Navigational Features	<ul style="list-style-type: none"> • Modeling Certification • Communication between different agencies 	<ul style="list-style-type: none"> • Cost Increase • Differing Construction methods 	<ul style="list-style-type: none"> • Design Modeling
<u>HTRW</u>	<ul style="list-style-type: none"> • HTRW testing • CERCLA testing methods and instigation 	<ul style="list-style-type: none"> • Cost increase • Schedule slippage 	<ul style="list-style-type: none"> • Development of HTRW disposal site • Coordination with EPA

7.3.1 Hazardous, Toxic, and Radioactive Waste (HTRW) Analysis and Coordination

Dredged material and sediments beneath navigable waters proposed for dredging qualify as HTRW only if they are within the boundaries of the site designated by the EPA or a state for a response action under Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), or if they are a part of a National Priority List (NPL) site under CERCLA. Dredged material and sediments beneath the navigable waters proposed for dredging shall be tested and evaluated for their suitability for disposal in accordance with the appropriate guidelines and criteria adopted pursuant to Section 404 of the Clean Water Act and/or Section 103 of the Marine Protection Research and Sanctuaries Act (MPRSA) and supplemented by the Corps of Engineers Management Strategy for Disposal of Dredged Material.

7.3.2 Value Engineering

Value Engineering (VE) is a process to facilitate and encourage the understanding, consideration, and integration of the needs of all sponsor, PDT members, and stakeholders. This process follows the guidance and requirements of PMBP REF 8023 G and ER 11-1-321 Change 1. This is a Civil Work construction project with an estimated total project cost greater than \$10 million. The project is in the pre-Feasibility Study Phase. Therefore, the following VE requirements apply:

- The Project Manager will coordinate scheduled and actual P2 Milestones with the VE Officer (VEO) to include Feasibility Phase Start and Finish, PED Start and Finish, VE Start and Finish.
- The VEO will be part of the PDT and notified of the progress of the project and invited to participate in project reviews.
- As a project with an estimated total project cost of greater than \$10 million, a VE study is required during both the Feasibility and PED phases.

7.3.3 Acquisition Strategy

The feasibility study will be conducted by in-house, approved “in-kind” services from the sponsor, and contract labor if needed. Contract activities will be obtained through existing District open end Architect/Engineer contracts, service contracts (survey, geotechnical, etc.), or firm fixed price contracts. Activities performed outside the District include sponsor contracts as “in-kind” services. This project-specific strategy is consistent with the current version of the District’s *Advance Acquisition Strategy* document as described in CEPOA-7.1-1. Such activities may include:

1. Coordination Act Report preparation (USFWS)
2. Surveys and geotechnical engineering services
3. Engineering services
4. Economic analyses
5. Modeling (USACE laboratories)
6. Environmental services (NEPA, special studies and investigations)
7. Cost estimating
8. Agency Technical Review (ATR) services
9. Independent External Peer Review (IEPR) services

7.3.4 Real Estate Asset Documentation Plan

A Real Estate Plan will be developed for this study as required by policy.

7.3.5 Closeout Strategy (including Administrative Record Plan)

Funds reserved for After Action Review. This plan will assist with developing out-year O&M and CG budget requests and will produce new projects.

8.0 PUBLIC INVOLVEMENT PLAN

The purpose of a Public Involvement Plan is to communicate with the public in a collaborative, open, and transparent manner. It seeks to:

- Build awareness of the project
- Gain an understanding of the concerns and desires of the community
- Inform and educate
- Correct misconceptions and rumors
- Generate mutual respect for differences

- Generate appreciation for complexity of the problems and support for the proposed solutions
- Explain the legal authorities that apply to the project
- Meet regulatory requirements such as NEPA during project development by seeking public input
- Get public engagement into the assessment process
- Move the project forward

8.1 Internal Communications Plan

The Project Manager will take the lead role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix below. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and to whom to communicate.

Table 6. Internal Communication Matrix

Communication Type	Description	Frequency	Format	Participant s/ Distribution	Deliverable	Owner
Status Report	Email summary of project status	Quarterly	Email	Project Sponsor, Team	Status Report	Project Manager
Project Team Meeting	Meeting to review action register and status	Monthly	In Person	Project Team	Updated Action Register	Project Manager
Project Gate Reviews	Present closeout of project phases and kickoff next phase	As Needed	In Person	Project Sponsor, Team	Phase completion report and phase kickoff	Project Manager
Technical Design Review	Review of any technical designs or work associated with the project	As Needed	In Person	Project Team	Technical Design Package	Project Manager

Project team directory for all communications is:

Table 7. Communications Directory

Name	Title	E mail	Office Phone
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Thareth Casey	Project Manager	Thareth.Y.Casey@usace.army.mil	907-753-2861
George Kalli	Plan Formulator	George.A.Kalli@usace.army.mil	907-753-2594
Lewis Nathan Epps	H&H Engineer	Lewis.N.Epps@usace.army.mil	907-753-5760
Eric Johnson	Lead Economist	Eric.D.Johnson@usace.army.mil	907-753-2503
Mike Rouse	Environmental	Michael.B.Rouse@usace.army.mil	907-753-2743
Robert Weakland	Geotech Engineer	Robert.T.Weakland@usace.army.mil	907-753-2633
Ronald Green	Real Estate	Ronald.J.Green@usace.army.mil	907-753-2848
Karl Harvey	Cost Estimating	Karl.J.Harvey@usace.army.mil	907-753-5738
Don Tybus	Value Engineering	Donald.P.Tybus@usace.army.mil	907-753-5655
Kirk Miller	State of Alaska	kirk.miller@alaska.gov	907-465-1215
Patrick Pletnikoff	Mayor	Pat714swet@yahoo.com	907-859-2263
Larry Cotter	CEO	lcotter@apicda.com	907-586-0161
Louisiana Cutler	Legal Counsel	louisiana.cutler@klgates.com	907-777-7630

8.1.1 Communications Conduct:

8.1.1.1 Meetings

The Project Manager will distribute a meeting agenda at least 1 day prior to any scheduled meeting and all participants are expected to review the agenda prior to the meeting. During all project meetings the PM will ensure that the group adheres to the times stated in the agenda and take all notes for distribution to the team upon completion of the meeting. It is imperative that all participants arrive to each meeting on time and all cell phones be turned off or set to vibrate mode to minimize distractions. Meeting minutes will be distributed no later than 24 hours after each meeting is completed.

8.1.1.2 Email

All emails pertaining to the Project should be professional, free of errors, and provide brief communication. Email should be distributed to the correct project participants in accordance with the communication matrix above based on its content. All attachments should be in one of the organization's standard software suite programs and adhere to established company formats. If the intent of the email is to bring an issue forward then it should discuss what the issue is, provide a brief background on the issue, and provide a recommendation to correct the issue. The Project Manager should be included on all emails where schedule and/or budget are discussed or where otherwise appropriate.

8.1.1.3 Informal Communications

While informal communication is a part of every project and is necessary for successful project completion, any issues, concerns, or updates to schedule and budget that arise from informal discussion between team members must be communicated to the Project Manager so the appropriate action may be taken.

8.2 External Communications Plan

The Project Manager will take the lead role in ensuring effective communications on this project. The communication requirements are documented in the Communication Matrix below. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and to whom to communicate.

8.2.1 Stakeholder Identification and Engagement

There are a number of stakeholder groups that may express an interest in this study including local residents, local business owners, elected officials, the public at large, agencies from the local, Borough, State, and Federal level, marine and riverine fishermen, environmental groups, Alaska Native entities, etc.

8.2.1.1 Stakeholder Identification

8.2.1.1.1 Federal

Congressional Delegation (Sen. Murkowski, Sen. Sullivan, Rep. Young)
U.S. Army Corps of Engineers (POA, POD, DDN-PCX, HQ)
U.S. Fish and Wildlife Service
National Marine Fisheries Service
Bureau of Indian Affairs
Environmental Protection Agency

8.2.1.1.2 Tribes and Tribal Organizations

St. George Traditional Council

8.2.1.1.3 Non-Federal

State of Alaska, AKDOT&PF
City of St. George

8.2.1.1.4 Public

Aleutian Pribilof Island Community Development Association (APICDA)
St. George Tanaq Corporation
Interested Community Members
Land Owners
Residents of St. George

8.2.1.2 Public Engagement Strategy

There are a number of stakeholder groups that may express an interest in this study including local residents, local business owners, elected officials, the public at large, agencies from the local, Borough, State, and Federal level, marine and riverine fishermen, environmental groups, Alaska Native entities, etc.

Table 1. External Communication Matrix

Communication Type	Description	Frequency	Format	Participants/ Distribution	Deliverable	Owner
City of St. George	City Council Meeting	As Needed	In Person or by Phone	Project Sponsor, PDT	Various	PM
Public	Public Meeting	As Needed	In Person or by Phone	Project Sponsor, PDT	Various	PM
Public	Decision Documents, Review Plans, NEPA Documents placed on Internet	As Documents are Completed	PDF on Internet	Public	Documents Uploaded	PM / Public Affairs Office (PAO)

8.2.2 Media Engagement Process

To the extent practicable, all media inquiries to USACE will be directed to the Alaska District Public Affairs Office (PAO). The primary point of contact for media inquiries within the Alaska District PAO is Tom Findtner, Chief of Public Affairs, 907-753-2522, Tom.Findtner@usace.army.mil.

Media inquiries to the sponsor will be handled at the sponsor’s discretion through their own means. On some matters, the sponsor may wish to coordinate with USACE on their responses. In these cases, the sponsor should coordinate with the PM and Alaska District PAO.

At this time, no press releases or newspaper announcements are planned. However, should these become necessary, the PDT will work with PAO and the sponsor to determine how best to fill these needs.

8.2.3 Public Response Process

During the study, USACE may field calls from members of the general public about the project. In these cases, the Planner or PM should truthfully answer questions to the extent practicable but should not speculate about outcomes, future events, deadlines, or discuss the internal workings of the Corps as they relate to this study beyond established milestones that apply to any feasibility study. The Planner or PM should feel free to refer these matters to the PAO.

9.0 CHANGE MANAGEMENT STRATEGY

The PDT is responsible for determining when amendment to this PMP is required. PDT members are responsible for monitoring their work items and identifying when changes should be recommended and for assessing the impact of the proposed change. Significant changes will require the generation of a change request form in P2 and updating the PMP as noted in CEPOA-7.1-6, Develop PMP. For the purposes of this project, “significant” category changes will include:

- Unanticipated environmental, economic, cultural resource, or social issues;
- Congressional funding reductions;
- New sites with additional data-gathering requirements;
- Sponsor-requested changes or betterments;
- Schedule changes delaying project authorization;
- Any change that affects study costs and/or delivery schedule.

All other changes will be considered “minor”, and will be documented by the PM in the PMP revision log, as also noted in CEPOA-7.1-6.

10.0 QUALITY MANAGEMENT PLAN

The objective of the Project Quality Management Plan (PQMP) is to ensure the successful completion of the study and delivery of high-quality study reports and supporting documents, within budget and on time. In addition, the PDT will adhere to the Alaska District quality management procedures detailed in the Quality Management Information System (QMIS), particularly the Standard Operating Procedures (SOPs) for studies, design and construction.

10.1 Project Delivery Team

The PDT is responsible for the quality, adequacy, and accuracy of the work products as well as the continuing adequacy and suitability of this PMP over the life of the project. PDT members will seek assistance from peers and the section chiefs and will advise the PM and PDT team leader of work priority conflicts as they arise. They will collect and analyze data, evaluate the alternatives, identify the National Economic Development (NED) plan and prepare the NEPA document. The NEPA document will be prepared to document study assumptions, data sources, analytical methods employed, evaluations, and identification of the NED, Locally Preferred Plan (LPP) if applicable, and the recommended plan. Deviations of the recommended plan from the NED plan will be documented and the basis for the selection of the recommended plan will be explained.

10.2 Model Approval

The model review process will be documented in the model Review Plan. The economics model will be a single use model that will be approved prior to use for identifying the Tentatively Selected Plan (TSP).

10.3 District Quality Control Team

The DQC Team is made up of personnel with experience in the major disciplines. The team's purpose is to ensure that all products meet District standards for quality and completeness prior to ATR. DQC will be completed commensurate with CEPOA-CW-6.1-2-WI-01.

10.4 Agency Technical Review Team

The ATR Team is made up of Corps personnel with experience in the major disciplines from outside the Alaska District. The team's purpose is to provide an independent technical review of all elements of the study to ensure that planning, analysis, and design conform to applicable standards, policy, and guidance of the Corps of Engineers. The ATR Team will be identified in the Review Plan. The Review Plan will be approved prior to execution of the Feasibility Cost Sharing Agreement consistent with Planning Bulletin (PB) 2014-02.

10.5 Independent External Peer Review (IEPR)

IEPR (Type I) is mandatory if any of the following are true:

- The project poses a significant threat to human life
- The estimated cost of the project is greater than \$45 million
- The Governor of an affected State requests independent expert peer review
- The project is controversial due to the size, nature, or effects of the project or the economic or environmental costs or benefits of the project

In addition to this, IEPR (Type I) may be required for decision documents in cases where the following mandatory triggers are met:

- The study includes an Environmental Impact Statement
- The study is controversial
- The project has an adverse impact on scarce or unique tribal, cultural, or historic resources
- The project has a substantial impact on fish and wildlife species and their habitat prior to the implementation of mitigation measures
- The project has a substantial impact on listed species prior to the implementation of mitigation measures

IEPR (Type II) may be required for decision documents under certain circumstances.

IEPR is the most independent level of review, and is applied in cases that meet certain criteria where the risk and magnitude of the proposed project are such that a critical examination by a qualified team outside of USACE is warranted. A risk-informed decision, as described in EC 1165-2-214, is made as to whether IEPR is appropriate. There is a chance that this study will not meet any of the aforementioned conditions necessary for execution of IEPR (Type I). If that is

the case, a risk-informed decision on whether to seek an exclusion from IEPR (Type I) will be made in accordance with EC 1165-2-214 at that time.

IEPR panels will consist of independent, recognized experts from outside of the USACE in the appropriate disciplines, representing a balance of areas of expertise suitable for the review being conducted. Type II IEPR, or Safety Assurance Review (SAR), are managed outside the USACE and are conducted on design and construction activities for hurricane, storm, and flood risk management projects or other projects where existing and potential hazards pose a significant threat to human life. Type II IEPR panels will conduct reviews of the design and construction activities prior to initiation of physical construction and, until construction activities are completed, periodically thereafter on a regular schedule. The reviews shall consider the adequacy, appropriateness, and acceptability of the design and construction activities in assuring public health safety and welfare.

10.6 Study Management Team

The Study Management Team consists of selected PDT members who are responsible for carrying out the day-to-day direction and management of the study. The Study Management team will keep the PDT and others informed of the progress of the study and of significant pending issues and actions. Although Saint George is the non-federal sponsor named in the FCSA and is a member of the PDT, the community is also in partnership with the State of Alaska. AKDOT&PF representing the State of Alaska will serve as the non-federal sponsor technical management team on the St. George Harbor Feasibility Study. The Study Management team is as follows:

Table 2. Study Management Team

Name	Position	Affiliation
Thareth Casey	Project Manager	CEPOA-PM-C-PM
George Kalli	Plan Formulator	CEPOA-PM-C-PL
Patrick Pletnikoff	Mayor	City of St. George
Louisiana Cutler	Legal Counsel	City of St. George
Kirk Miller	AKDOT&PF Project Manager	State of Alaska
Larry Cotter	CEO	APICDA

10.7 Executive Committee

The Executive Committee consists of senior representatives of the Alaska District Corps of Engineers, and the project sponsor. The committee’s purpose is to provide general oversight and to resolve issues that are brought to it by the study management team. In the event there are issues the committee is unable to resolve, those issues will be referred to the Alaska District Engineer together with the committee’s recommendations. The District Engineer will consider such recommendations in good faith, but has the discretion to accept, reject, or modify the committee’s recommendations. The Study Management Team will keep the Executive

Committee informed of the progress of the study and of issues requiring resolution. Members of the Executive Committee are as follows:

Table 3. Executive Committee

Name	Position	Affiliation
Patrick Pletnikoff	Mayor	City of St. George
Bruce Sexauer	Chief, Civil Works Project Management	CEPOA-PM-C

The aforementioned teams will be responsible for several processes selected to ensure that the quality requirements of the sponsor are achieved. These include:

10.8 Evaluation of Lessons Learned / After Action Review Information

The PDT will evaluate the lessons learned database (see CEPOA-8.5-1, “Lessons Learned”) located at: O:\EN\Public\CW\Lessons Learned\ to determine whether or not quality issues or suggested improvements have been developed on similar projects. Relevant information will be considered in the development of the written work products for this phase of the project.

10.9 Periodic Team Meetings

Meetings of the PDT will be conducted to coordinate the efforts of its members as noted in CEPOA-7.1-4, “Establish PDT” and CEPOA-7.1-6, “Develop Project Management Plan (PMP).” The meetings will be used to discuss the study process, issues, budget, and schedules. PM will be responsible for scheduling the meetings. The PM will issue a meeting agenda prior to each meeting and provide minutes of the meetings to the study team.

10.10 Vertical Team Coordination

The PM will be responsible for working with the planner to brief the vertical team on an ongoing and frequent basis. This can be accomplished in an informal manner such as periodic phone calls and emails throughout the study process. However, in cases of formal meetings such as in progress reviews and milestone meetings, a more formal framework should be employed with proper read ahead materials submitted two weeks prior to the meeting, where required.

10.11 Technical Requirements

Studies conducted as part of the feasibility study may be subject to the technical requirements contained in the following references and other appropriate applicable guidance.

- Planning Guidance Notebook, ER 1105-2-100
- Planning Bulletin 2014-02
- Planning Bulletin 2013-03
- U.S. Army Corps of Engineers Business Process, ER 5-1-11
- Digest of Water Resources Policies and Authorities, EP 1165-2-1
- Economic and Environmental Principles and Guidelines for Water and Related Land Resources Implementation Studies, U.S. Water Resources Council
- Procedures for Implementing NEPA, ER 200-2-2
- Engineering and Design for Civil Works Projects, ER 1110-2-1150

- Civil Works Cost Engineering, ER 1110-2-1302
- Technical and Policy Compliance Review, EC 1165-2-203
- Civil Works Review, EC 1165-2-214
- Real Estate Handbook, ER 405-1-12
- Hazardous, Toxic, and Radioactive Waste Guidance for CW, ER 1165-2-132
- Storm Surge Analysis and Design Water Level Determination, EM 1110-2-1412
- Water Levels and Wave Heights for Coastal Engineering Design, EM 1110-2-1414
- Coastal Littoral Transport, EM 1110-2-1502
- Tidal Hydraulics, EM 1110-2-1607
- Ice Engineering, EM 1110-2-1612
- Hydraulic Design of Small Boat Harbors, EM 1110-2-1615
- Hydraulic Design of Small Boat Navigation Projects, ER 1110-2-1457
- Hydraulic Design of Shallow Draft Navigation Projects, ER 1110-2-1458
- Beneficial Uses of Dredged Material, EM 1110-2-5206
- Dredging and Dredged Material Disposal, ER 1110-2-5025
- Environmental Engineering for Small Boat Basins, EM 1110-2-1206
- Civil Works Cost Engineering, ER 1110-2-1302

10.12 Specific Quality Requirements

The PDT will ensure the quality of the work products are in accordance with CEPOA-7.1-11, Study Quality Management.

10.13 Sustainability Considerations

The PDT will ensure that appropriate elements of the current version of *USACE Environmental Operating Principles and Implementation Guidance* are considered in the development of the written work products required as a result of this study.

10.14 Review Requirements

Project quality control is provided by the PDT and in-house reviews in accordance with CEPOA-7.3-4, Agency Technical Review/Design Review. Draft and final reports will undergo PDT and section chief reviews before being released for external use. Quality assurance is provided by external review as required by EC 1105-2-408 and 410. A risk-informed decision on whether to seek an exclusion from IEPR (Type I) will be made in accordance with EC 1165-2-214 at a later time. External review will be discussed in detail in the Review Plan to be developed prior to execution of the Feasibility Cost Sharing Agreement in accordance with PB 2014-02.

10.15 Lessons Learned and After Action Review

The PDT will document lessons learned throughout the study period and will conduct an AAR after completion of study in accordance with CEPOA-8.5-1-WI-02, After Action Review.

10.16 Quality Objectives

10.16.1 Project-Level Quality Objectives:

- Develop solutions to the navigational inefficiencies
- Develop cost-effective and environmentally acceptable solutions that meet study criteria and policy
- Perform study on-time and within budget

10.16.2 District-Level Quality Objectives:

- Timeliness in Project Execution - measured by comparison of actual to baseline
- Realistic schedules
- Fully staffed PDT
- Current PMP
- Consistent use of change management system
- Risk analysis
- Appropriate funding

11.0 DATA MANAGEMENT AND STORAGE PLAN

All spatial data collected for the St. George Navigation Improvements Feasibility Study will be in GIS format. This includes all survey, soil boring, and hydraulic data. In addition, some old data that will be used in current analyses will be converted to GIS format. The PDT will ensure that all spatial data is compliant with the Spatial Data Standards for Facilities, Infrastructure and Environment (SDSFIE) requirements as funding allows.

All documents that are part of the St. George Navigation Improvements Feasibility Study and/or For Official Use Only will be stored at O:_Projects by Location\Saint George\013721 Saint George Harbor Improvement with access permissions restricted only to those who are required access are part of their official duties. The Program Manager is responsible to ensure that access permissions are maintained and that all appropriate data is stored at this location.

This Project Management Plan has been reviewed and is approved.


APPROVED 7/11/16
DATE

Randall Bowker
Chief, Programs and Project Management Division