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February (2011) Monthly Progress Report

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Coversheet

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Project Management Coordination Cell Support Project

February Monthly Progress Report (Reporting period: Jan 26, 2011 –Feb 26, 2011)

Issued February 28, 2011

Title: FEBRUARY MONTHLY PROGRESS REPORT
Project Name: Project Management Coordination Cell Support Project
Sponsoring Office: USAID-Haiti
Contract Number: EDH-I-00-08-00026-00
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Introduction

On May 26, 2010, the United States Agency for International Development (USAID) awarded¹ Task Order No EDH-I-01-08-00026-00 to Parsons Global Services, Inc. under the existing USAID Global Architect-Engineer Infrastructure Services A&E IQC agreement. The Task Order required Parsons to establish and run a Project Management Unit (PMU) for six months, from May 26 to November 25, 2010, to support the United Nations-Government of Haiti (GoH) Donor Coordination Steering Committee (CSC). On November 17, USAID and Parsons agreed to Task Order Mod 1, which amended the Estimated Task Order Completion Date from November 25, 2010 to March 26, 2011. An Administrative Mod (Mod 2) was executed on Nov 22 to reflect a change in the option to extend clause.

This is a 'capacity building' project. The PMU activities and skills are to be transferred to the GoH at the conclusion of the Period of Performance (PoP).

As a condition of the Task Order, Subsection C, V, E requires Parsons to submit a Monthly Progress Report to USAID, commencing one month after contract signing, which summarizes progress of the major activities during the period of performance, identifies any problems encountered, and proposing remedial actions as appropriate. In addition, the Subsection requires Parsons to notify the Contracting Officer (CO) and the Contract Office Technical Representative (COTR) immediately of any problems, delays, or adverse conditions that materially impair Parsons' ability to meet the requirements of the Contract.

This document is the ninth Monthly Progress Report submitted to USAID-Haiti. This Monthly Progress Report covers the 30-day period from January 26 to February 26, 2011.

Progress of the Major Activities

Mobilization

Subsection C, VII of the Task Order requires Parsons to provide immediate staffing assistance to the Project Management Coordination Cell (PMCC) office with four staff possessing specific technical and language skills prior to June 1.

Parsons completed the mobilization task during the June Monthly Progress Reporting period.

Detailed Work Requirements

1. Assist CSC with Urban Planning and Disaster Management

Subsection C, IV, 1 of the Task Order requires Parsons to provide expert advice to the CSC by staffing the PMCC with expatriate and Haitian experts experience in Urban Planning and in creating and managing GIS systems capable of tracking population migrations.

¹ Task Order award per proposal/negotiation in response to RFTOP No. 521-10-006 requesting management consulting services to be provided by a Program Management Unit (PMU) in support of the Government of Haiti for humanitarian assistance due to the January 12, 2010 earthquake.

On the instruction of USAID's COTR, Parsons did not hire an urban planner or GIS expert as the Government of Haiti did not respond to a proposal for transitioning skills from the PMCC to the appropriate government agency. Parsons did, however, provide Haitian staff or Haitian Diaspora through its two Teaming Partners, CEEPCO and ECCO, in support the the PMCC's goals. Both CEEPCO and ECCO employ either Haitian or Haitian Diaspora staff.

During the February Progress Reporting period, Mr. Nicolas Adrien, a Haitian Diaspora and the project environmental engineer:

- Met with Engineer Lionel Rabel of Steaci to obtain a quotation for soil and water analysis;
- Attended the Build Back Better Expo Conference;
- Met with Mr. Chery and obtained a quotation for soil and water analysis to be conducted by the firm Xtraconsult;
- Met with Ono Takuya (Technical Coordinator) and Igor Chantefort (Shelter / NFI Program Manager) of IOM to learn of IOM's plans for permanent shelters;
- Met with Centre National d'Informations GeoSpatiales' (CNIGS) Mrs. Barbara Jean and obtained a list of available documents;
- Attended the Solid Waste Sectors Table on Feb 16 with about 45 people representing GoH ministries, the press, NGOs, international organizations, and including the Mayors of a few towns from the metropolitan area; plus a dozen members of the MTPTC and technical consultants. During the meeting, the consultants presented their report *Preparation of a Strategic Policy to Manage Solid Wastes in the Port-au-Prince Metropolitan Area* dated December 2010;
- Met with Mrs. Colins to discuss a planned meeting with IDPs who are to occupy the Rosemberg Settlement (Village);
- Met with current IDP residents of the Rosemberg Settlement to obtain their input on the proposed settlement and shelter designs;
- Met with Ing. Yves Vancol Junior, Chef du Service de la Planification, Ministry of the Environment who had worked for 8 months on resettlement activities in the Gressier-Leogane-Grand'Goave-Petit'Goave area and offered a number of recommendations;
- Met with Mr. Georges Baudin and Ms. Yanite Georges of the Bureau des Relations Publiques and Ing. Donald Augustin, Responsable du Service Cartographique des Relations Publiques, Institut Haitien de Statistique et d'Informatique (IHSI), and obtained census data;
- Met separately with Ing. Hygen Raymond, Directeur Adjoint, Direction des Travaux Publics and Ing. Sainlo Saint-Victor, Directeur Adjoint, LNBTP who strongly recommend Parsons write to the Minister of TPTC, Ing. Jacques Gabriel, with copy to the Direction des TP (Ing. Alfred Piard, Director) requesting authorization to implement the project, and the project conduct a geotechnical study before starting any construction ;
- Mr. Reimers to discuss employment opportunities at the Vaudreuil settlement site;
- Meeting with Ing. Claude Prepetit, Consulting Engineering-Geologist, Bureau des Mines et de l'Energie- Direction Geologie. Ing. Prepetit recommends that the Shelter Project (a) include protection against natural disasters, particularly earthquakes and hurricanes ; (b) before construction, undertake a minimum of geotechnical testing, not necessarily as extensive as proposed by LNBTP, but sufficient to identify soils and their risks of liquefaction during construction;
- Received detailed precipitation data for 1962-2009 from Yvelt Chery, and forwarded the data to the EA Team for review and analysis; and
- Contacted Pierre Marcellus of the WINNER project and acquired precipitation data and forwarded it to the EA Team for review and analysis.

2. Assist CSC to Understand Response Priorities, Gauge Trade-Offs, and Optimize Use of Scarce Resources

Subsection C, IV, 2 of the Task Order requires Parsons to provide expert advice to the CSC by staffing the PMCC with expatriate and Haitian experts experience in requirements definition, analysis of alternatives, needs assessments, gap analysis, and creating execution criteria based upon course of action and probability of success.

Commencing at mobilization, Parsons has staffed the PMCC office with two project managers; one is an American and the other a Haitian. The project managers provide debris removal and camp mitigation project management skills.

With execution of Mod 1, the COTR and the CO agreed that Parsons' project staff will be limited to the CoP, one Project Engineer (a Haitian), and one environmental engineer or environmental expert (an American-Haitian). The COTR stated that a DCoP position is not a requirement; hence the environmental engineer or environmental expert need not be a Parsons employee. The CO and the COTR agreed that during the term of Mod 1, Parsons will not have the budget to fill any other project positions.

Mr. Nicolas Adrien commenced work as the Project Environmental Engineer in Parsons' Port au Prince office on January 3. Mr. Adrien is a Haitian Diaspora with existing ties to the Haitian community and knowledge of the Government of Haiti's operations, local cultural and social issues, and of environmental issues relevant to USAID's settlement projects.

On February 17, Caroline Zennie, the Haitian Project Engineer submitted her letter of resignation, effective March 2.

3. Recommending Resource Requirements, Timelines, and Milestones

Subsection C, IV, 3 of the Task Order requires Parsons to ensure the Performance Monitoring Plan (PMP) includes information on each activity and sub-activity.

The Performance Monitoring Plan was approved on July 22. As part of the monitoring plan, Parsons scheduled an evaluation of the seven performance indicators against the initial criteria to determine how well the project was performing after 90-days. The 1st Quarterly Evaluation was submitted to USAID on August 25. The Final Evaluation for the initial Task Order was initially due November 25. With Task Order Mod 1, the November 25 submission will be an interim evaluation, and the Final Evaluation will be submitted on March 26, 2011.

4. Present Plans to Leverage and Maximize Donor Resources, and provide Opportunities for Donor Investment

Subsection C, IV, 4 of the Task Order requires Parsons to establish a Knowledge Management (KM) environment and protocols, and prioritize needs in order to maximize donor resources.

A KM environment typically focuses on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization. KM efforts overlap with organizational learning, and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge.

The PMCC office has historically been a clearinghouse for information between individual project executors and the international and NGO community at large. Parsons supported this approach throughout the November Progress Reporting period by hosting weekly PMCC Coordination Meetings on camp mitigation, camp settlement, and debris removal.

Parsons' PMCC support staff developed a Debris Removal Strategy Proposal Concept Note (PCN), disseminating the plan's provisions to the CSC, government representatives, and contractors. Parsons' PMCC support staff are also collecting and disseminating required project tasks and subtasks for resettlement of IDPs from temporary settlements to their communities. During the February Progress Reporting period, the focal point for information relating to debris collection and reclamation projects began to transfer from the PMCC to the Early Recovery Cluster chaired by the UNDP.

5. Assume Responsibilities as Assigned and Distribute Information

Subsection C, IV, 5 of the Task Order requires Parsons to establish an Initial Work Plan that addresses quality-assurance methods, organizational updates, and changes to the plan within five days of receiving the Notice to Proceed (NTP).

Parsons completed this Work Requirement during the June Progress Reporting period.

6. Document and Update CSC Resettlement and Related Plans

Subsection C, IV, 6 of the Task Order requires Parsons to staff the PMCC with expatriate and Haitians experienced in: Urban Planning, creating and managing GIS systems capable of tracking population migrations, requirements definition, analysis of alternatives, needs assessments, gap analysis and creating execution criteria based upon courses of action and probability of success for complex problems.

See response to Work Requirements #1 and #2.

On November 15, Parsons subcontracted with ECCO, a Haitian engineering firm and one of Parsons' Teaming Partners, to perform a topographical and boundary survey of the four USAID settlement sites, and to provide detailed drawings and a final report. Work on this activity was modified during the February Progress Reporting period in that the DLA Site 4 was removed from the scope of work, and the DLA Sites 3 and 5 were added to the scope.

On December 15, Parsons subcontracted with CEEPCO, a Haitian Diaspora 8A firm located in Florida and another of Parsons Teaming Partners, to provide the Civil Engineering Site Designs for each of the four settlement sites. Work on this activity was modified during the February Progress Reporting period in that the DLA Site 4 was removed from the scope and replaced by the Dumay-settlement and Reimers design rework. CEEPCO is unable to complete the Vaudreuil civil engineering site design as the property owner had not given his approval of the master plan early enough to complete the work prior to the end of the Task Order term.

On December 23, Parsons subcontracted with Nicolas Adrien (a Haitian Diaspora) to be the environmental expert (consultant) on the project team, working full time from Parsons' Port-au-Prince project office. Mr. Adrien is an employee of CEEPCO, and commenced his activities in Parsons' Port au Prince office on January 3, 2011.

7. Track Plan and Task Implementation Progress

Subsection C, IV, 7 of the Task Order requires Parsons to provide a brief daily update on the status of Parsons' PMCC activities to the COTR, and to hold weekly progress meetings with the COTR.

Parsons' CoP has provided, and will continue to provide the COTR with daily reports summarizing Parsons' PMCC activities.

Parsons' CoP and the COTR have agreed to schedule Weekly Progress Meetings each Wednesday afternoon, typically from 1:30 to 2:30 p.m. Prior to each meeting, the CoP

distributes a suggested Meeting Agenda. Five Weekly Progress Meetings were held during the reporting period (on January 26 and Feb 2, 9, 16, and 23). Following each meeting, the CoP prepared and distributed Meeting Minutes.

8. Prepare Daily Status Reports of Main PMCC Achievements

Subsection C, IV, 8 of the Task Order requires Parsons to provide a brief daily update on the status of Parsons' PMCC activities to the COTR, and to hold weekly meetings with the COTR.

See response to Work Requirement #7.

9. Serve as a Resource Center and Clearing House for Conceptual Designs

Subsection C, IV, 9 of the Task Order requires Parsons to provide PMCC staff experienced in establishing the procedures for a resource center and clearing house where reconstruction project data necessary for the Planning & Design Cell and Operations Cell can be stored and searched rapidly.

The PMCC resources and project data are maintained on the MINUSTAH server, which PMCC, MINUSTAH, and other staffs have access to. Parsons' Project Managers are maintaining the directory library and file structures to allow data to be stored efficiently, and searched rapidly.

10. Identify Implementation Issues and Constraints that Require CSC Action

Subsection C, IV, 10 of the Task Order requires Parsons to provide PMCC staff with experience in requirements definition, analysis of alternatives, needs assessments, gap analysis, and creating execution criteria based upon courses of action and probability of success for complex problems.

See response to Work Requirement #2.

11. Support CSC Disseminate Standards in Program Planning

Subsection C, IV, 11 of the Task Order requires Parsons to provide PMCC staff with experience in requirements definition, analysis of alternatives, needs assessments, gap analysis, and creating execution criteria based upon courses of action and probability of success for complex problems.

See response to Work Requirement #10.

12. Provide Limited Scope or Short-Term Reach Back Services

Subsection C, IV, 12 of the Task Order requires Parsons to provide reach back services for preliminary concepts, plans or final drawings, sketches, changes and plan blueprints, aerial photographs and other topographical, geological or related data used to plan and review projects.

See response to Work Requirement #1. During the February Progress Reporting period, Parsons used its reach back capabilities to commence development of the Environmental Assessment Report.

During the December, January, and February Progress Reporting periods, at the request of the COTR, Parsons used its Teaming Partners, CEEPCO and ECCO, and local Haitian firms to provide topographical surveys, civil engineering designs, and soil and water analysis to support USAID's settlement projects.

On Parsons February 14, Parsons proposed to provide civil engineering design oversight (QA/QC) at an hourly basis, using reach back services, with a ROM of ~\$4k per civil site design. The COTR declined the offer of these services.

13. Monitor Adequacy and Progress of Delivered Goods

Subsection C, IV, 13 of the Task Order requires Parsons to establish an Initial Work Plan that addresses quality-assurance methods, organizational updates, and changes to the plan within five days of receiving the Notice to Proceed (NTP).

See response to Work Requirement #5.

Parsons completed this Work Requirement during the June Progress Reporting period.

14. Build Haitian Capacity to Perform the Work of the PMCC Support Unit.

Subsection C, IV, 14 of the Task Order requires Parsons to prepare and submit a brief paper, within NTP+90 days, describing options for transferring the work and capacity of the PMCC Support Unit to the GoH or another partner. The paper is to include a discussion of the pros, cons, and feasibility of each option; plans for continuing the PMCC as part of the institutional architecture under consideration by the GoH.

The 90-Day Transition Plan was submitted to the COTR on September 13.

Deliverables

Initial Work Plan

Subsection C, V, A of the Task Order requires Parsons to submit an Initial Work Plan to the COTR within five days of the Contract Award.

Parsons prepared and Initial Work Plan and submitted it to the COTR within five days of the Contract Award.

Security Plan

Subsection C, V, B of the Task Order requires Parsons to submit a Security Plan to the COTR. No deadline for delivery of the Security Plan is stipulated within the Task Order.

Parsons prepared a Security Plan and submitted it to the COTR during the June Progress Reporting period.

Weekly Progress Meetings

Subsection C, V, C of the Task Order requires Parsons to organize and participate in weekly meetings with the COTR to discuss progress and resolve problems as required.

Parsons' CoP and the COTR have agreed to schedule Weekly Progress Meetings each Wednesday afternoon, typically from 1:30 to 2:30 p.m. Prior to each meeting, the CoP distributes a suggested Meeting Agenda. Five Weekly Progress Meetings were held during the reporting period (on January 26 and Feb 2, 9, 16, and 23). Following each meeting, the CoP prepared and distributed Meeting Minutes.

Daily Updates

Subsection C, V, D of the Task Order requires Parsons to provide a brief daily update on the status of PMCC support activities.

Parsons' CoP has provided Daily Reports to the COTR throughout the February Progress Reporting period.

Monthly Progress Reports

Subsection C, V, E of the Task Order requires Parsons to provide a Monthly Progress Report beginning one month after Contract signing.

This report is the ninth Monthly Progress Report, and is to be submitted on February 28, 2011.

Performance Monitoring Plan

Subsection C, V, F of the Task Order requires Parsons to submit a Performance Monitoring Plan (PMP) to the COTR within 30 days of the Contract award.

The COTR approved the PMP on July 22, 2010. The 1st Quarterly Evaluation was submitted to USAID on August 25. The Final Evaluation for the initial Task Order was initially due November 25. With Task Order Mod 1, the November 25 submission will be an interim evaluation, and the Final Evaluation will be submitted on March 26, 2011.

Report on Options to Transfer Work and Capacity to GoH

Subsection C, V, G of the Task Order requires Parsons to submit a paper describing options for transferring the work and capacity of the PMCC staff to the GoH or another partner. This paper is due three months after the Contract is implemented.

Parsons prepared the 90-Day Transition Plan and submitted it to the COTR on September 13, 2010.

Final Report

Subsection C, V, H of the Task Order requires Parsons to submit a Final Project Report.

Parsons' CoP has not yet commenced drafting the Final Report. The Final Report is scheduled to be delivered to the COTR on March 26, 2011.

Success Stories

Subsection C, V of the Task Order requires Parsons to prepare and submit to USAID three Success Stories and other outreach materials that can be utilized to publicize important developments resulting from the work of this contract.

Parsons drafted and submitted its first Success Story, highlighting the PMCC's Haitian staff, to the COTR on July 23, 2010. Success Story #1 was approved by USAID on July 26. The second Success Story, highlighting PMCC's role in providing the coordination and support necessary to complete the construction of transitional shelters (T-shelters) throughout the Corail Community, was submitted on October 9. The third Success Story, highlighting PMCC's successes in consolidating and disseminating debris removal and dumpsite information, was submitted to the COTR on October 19. Parsons is waiting for USAID's acceptance/approval of Success Stories #2 and #3.

Identification of Any Problems Encountered

PMCC was first established as a multilateral partnership with MINUSTAH, OCHA, UNDP, USAID, US Force, and GoH. Its primary reporting line was the Head of OCHA and the CSC. Functions included supporting the implementation of complex humanitarian relief projects such as IDP site emergency engineering works, movement to IDPs to new sites, the construction of new IDP sites, and most importantly management and planning of debris removal operations.

As the humanitarian situation stabilized it was hoped that the PMCC would begin to support longer term developmental assistance initiatives and more importantly play a capacity building role with the GoH. To this end, USAID funded staff augmentation of the PMCC to support its continued operations. Acceptance by the GoH has not yet been achieved. The focus of camp mitigation works has now been turned back to the cluster system and continued works on Corail are drawing down. PMCC continues to play a key role in keeping the completion of Corail moving, but that work is being closed out with the final elements transitioning back to camp management and the clusters. International management of the camp will cease at the end of April. MTPTC has agreed to permanently host the debris meetings every second Thursday morning (meetings have been rescheduled to biweekly). UNDP and PMCC will continue to manage the Agenda and take/distribute minutes and will continue to take responsibility for collecting debris removal data (UNOPS will provide printing support for GIS mapping). UNDP has hired a GIS technician to manage the debris database project. While this does not meet the full definition of “transitioning work to the GoH”, it does represent progress. At the start of the Task Order, PMCC was not able to get GoH to attend the debris removal meetings. Now, they are not only attending the meetings, but they are hosting and participating in running the meetings.

During the February Progress Reporting period, the security situation in Haiti has remained uncertain due to the possibility of violent demonstrations or protests resulting from election decisions. While Parsons was able to travel within the metropolitan area of Port au Prince, careful planning was required to ensure no demonstrations, protests, and barricades had been erected along the planned travel routes. This additional planning required additional time, but was not an undue burden on Parsons’ local operations. Parsons also acquired additional accommodation supplies during this period, should it become necessary to work from the house for an extended period of time.

Proposed Remedial Action

During the February Progress Reporting period, ECCO, provided topographical survey expertise through a local Haitian firm, Compac. Compac received a subcontract agreement in November to complete topographic and boundary surveys of the four settlement areas: Dumay, Vaudreuil, Rosenberg, and DLA Site 4. In February, Parsons had not received permission for the field survey crews to access DLA Site 4. Compac therefore agreed to substitute other sites for the DLA Site 4 at the same per Hectare fee, and commenced topographic and boundary surveys of the DLA Sites 3 and 5. Compac agreed to complete the survey of these two sites prior to the end of the Task Order term (March 26).

During the February Progress Reporting period, CEEPCO, commenced detailed design of the Dumay-Amedee and Colins-Rosenberg sites. On February 11, the Shelter Team provided a revised Dumay Master Plan layout to CEEPCO, and was approved to proceed with the civil engineering design on the revised layout. CEEPCO will have a final design completed no later than March 25. A revised layout for the Reimer-Vaudreuil site was received on

February 9; however, authority to proceed with the revised site was not received, and CEEPCO was unable to commence work on the design.

Changes to the Colins-Rosemberg were initiated during the February Progress Reporting Period. The topographic survey was incorrectly oriented, and needed to be rotated approximately 90 degrees for true north. Also, the site shown by the property owner was approximately 50 meters too narrow to accommodate the proposed master plan. The property owner also changed their agreement with the Shelter Team, resulting in the master plan showing the settlement approximately 150 meters south of the owner's approved location. These errors were identified on February 23, and corrected by Feb 25. The Shelter Team has yet to provide detailed designs for the storm water discharge, location of owner-plot's septic fields, and other designs. CEEPCO are attempting to complete the civil engineering design prior to March 25, but will not be able to do so if the Shelter Team is unable to provide the additional design details.

Parsons EA Team prepared and distributed a Scoping Questionnaire to the 16 key stakeholders requesting their input prior to January 28. As of February 20, only the municipal government of Croix des Bouquets has responded.

An initial Environmental Assessment Scoping Statement was submitted on February 1 for review, and a final draft, addressing submitted comments or incorporating proposed revisions, was submitted on February 10 for USAID Approval.

Problems, Delays, Adverse Conditions that Material Impair Parsons' Ability to Meet the Contract Requirements.

At a meeting between Parsons and USAID on October 27, the COTR requested Parsons complete a number of tasks that would allow construction of approximately ten thousand permanent housing units to commence prior to January 12. The four tasks were: soil and water analysis; topographical and boundary survey; civil engineering site design, and an Environmental Impact Assessment. Parsons was not able to meet this schedule for a variety of reasons. USAID then instructed Parsons to complete the work prior to the end of the Task Order Term (March 26, 2011).

On January 25, the Shelter Team advised Parsons that the DLA Site 4 land dispute was more involved than originally thought, and it may not be possible to access the site. The Shelter Team suggested substituting other sites (DLA 1.5, 3, and 5, and Orangier) for the DLA Site 4. Substitution was approved by the COTR and Parsons' subcontractors. Although the general area of the DLA Sites 3 and 5 were known, it took a full week to identify the exact corners of the properties, and squatters on the properties and adjacent to the properties provided further delay to the field survey work by denying the field crew access to the sites. As of February 26, USAID has not identified any additional properties for topographic surveys.

CEEPCO was anticipating delivery of the Master Settlement Plans in AutoCAD file formats; however, they were delivered in McDraft, which could not be converted to AutoCAD. CEEPCO was forced to redraw each of the Master Plans to ensure the scale was maintained, resulting in a schedule delay. After the Dumay Settlement and Vaudreuil sites had been redrawn, it was discovered that the Dumay property boundaries were significantly different than initially proposed, and the settlement master plan had to be redrawn again. On the Vaudreuil site, the owner asked that the owner's properties be moved to the outside of the settlement, which also resulted in discarding the initial effort to layout the Vaudreuil master plan. Once the revised Vaudreuil master plan was provided to the property owner, the owner failed to approve

the revised layout until it was no longer possible for CEEPCO to complete the work prior to the end of the Contract Term.

Delays were also experienced with the Rosenberg property. The owner directed the topographic survey crew to survey land that was different to the land shown to the Shelter Team. An initial orientation error also caused a short delay, but the surveyed land was narrower than the settlement master plan, so additional field work was required prior to CEEPCO commencing the final civil design.

Project Schedule

The Task Order was executed on May 26, 2010. The initial duration of the Task Order was 6 months (until November 25, 2010). Task Order Mod 1 extended the Task Order term to March 26, 2011. The following Gantt chart illustrates the status of key deliverables and milestones. All components of this project are on or ahead of schedule.

Figure 1: PMCC Support Staff Task Order Schedule - updated to February 26, 2010

