

Feasibility Study Vertical Team Coordination: Key HQ and MSC Tasks

Version: July
2022

Purpose: Summarize key Vertical Team and Headquarters tasks associated with feasibility study coordination, review, milestone meetings, report approval and processing the final report package in preparation for a signed Chief's Report or Director's Report. It includes tasks delegated to the MSCs that have previously been a HQ responsibility associated with policy and legal review and milestone decision making. It does not include tasks/activities such as District Quality Control, Quality Assurance, technical reviews (Agency Technical Review or Independent External Peer Review), etc.

Acronyms, Who's Who, and Definition of Key Terms

CG: Commanding General (Chief of Engineers)

DCG-CEO: Deputy Commanding General for Civil and
Emergency Operations DCW: Director of Civil Works

Functional Team Lead: Head of a particular function at MSC or HQ (i.e., Plan
Form, RE, OC, ENG) IPR: In Progress Review

MSC: Major Subordinate

Command OWPR: Office of Water
Project Review

P&P: Planning and Policy Division (at HQ
or MSC) PA: Program Analyst

PGM: Project Guidance Memorandum (4-part comment structure, MS Word document)

Project Monitor: A database to assign projects to reviewers; it's for tracking reviews,
who is doing the reviews, due dates, etc.

RIT: Regional Integration Team (RIT Planner specifically)

RIT/MS: Action by either RIT or MSC based on decision authority of the
milestone/task. In either case, the other will be kept informed / cc'd.

RT: Policy and Legal Compliance Review Team

RM: Policy and Legal Compliance Review Manager; considered part of Review
Team unless role is specifically defined otherwise

Vertical Team: MSC, RIT, Review Manager and Review Team, others as needed
(e.g., functional reps, PCXs)

VTAM: Vertical Team Alignment Memo: Typically, a one-page document saying that
scope, schedule, and funding stream have been agreed upon by the vertical team;
must be signed by MSC P&P Chief.

Feasibility Study Vertical Team Coordination: Key HQ and MSC Tasks

Note: For tasks where responsibility is indicated as RIT/MSC, generally the RIT will have the lead on non-delegated studies, and the MSC will have the lead on delegated studies. However, it is recommended that the RIT and MSC coordinate at the start of the study to make sure their respective roles and responsibilities during the course of the study are understood.

Task	Primary Responsibility	Supported by	Timeline
ASSIGNING POLICY AND LEGAL COMPLIANCE REVIEW TEAM			
Notify MSC of need for RT	District		As early as practicable; no later than FCSA signed
Notify respective functional team leads of need for RT	Chief OWPR & MSC P&P Chief		
Coordinate to establish RT based on needs of study	HQ & MSC Functional team leads, including Chief OWPR and MSC P&P Chief		As early as practicable; within 30 days of FCSA signed
Approve RT and select RM, provide names to RIT	Chief OWPR & MSC P&P Chief		
Notification of RT of review responsibilities and projected timeline; document RT in the District Review Plan.	MSC P&P Chief		Identification of the team should occur within the first month of the study, other activities should occur as early as practicable, NLT Alternatives Milestone
Enter RT in Project Monitor	RIT		As early as practicable, NLT draft report release
THROUGHOUT STUDY			
Serve as District / Study POC	District Planning Chief		
Serve as MSC POC (usually the District Support Team (DST))	MSC P&P Chief	DST	
Serve as HQ POC	RIT		
Serve as policy and legal compliance review team POC	RM		
Ensure list of potential reviewers is up to date (that the people listed in Project Monitor are current, correct)	Functional Leads		
Schedule IPRs	RIT/MSC		As needed

Feasibility Study Vertical Team Coordination: Key HQ and MSC Tasks

Task	Primary Responsibility	Supported by	Timeline
Participate in IPRs	Vertical Team		As needed
VTAM for OMB	MSC & RIT		As needed
Schedule Milestone meetings	RIT/MSC		Target: 4 weeks in advance
Hold meeting to coordinate with District to ensure readiness for milestones	MSC P&P Chief		
Submit Read ahead materials to Milestone participants	District		NLT 1 week ahead of milestone meetings
Milestone Meeting logistics (room reservation, handouts, etc.)	RIT/MSC		
Participate in Milestone Meetings (ref: milestone PB 2018-01)	Vertical Team		
Development of Draft MFR and related Documentation	District		
Coordinate review and edits of Draft MFR with Milestone participants	RIT/MSC		
Submit Final MFR to Milestone participants (cc: RIT and MSC)	District		1-2 weeks after milestone meeting
Processing HQ and ASA(CW) Policy Exceptions (including 3x3x3 exceptions)	<i>Can occur at any time during the study process; this doesn't have to necessarily occur after ADM</i>		
Informal coordination and alignment on policy exception	MSC	Vertical Team	
Formal policy exception request	District		
Log in for policy review	RIT		1 week
Schedule panel briefing	RIT		
Pre-brief Panel	RIT	Vertical Team	As needed
Brief Panel	District Commander		
Develop MFR with Panel decision	RIT		
Brief DCG-CEO (for 3x3x3 exceptions)	District Commander	MSC Commander, Vertical Team	
Prepare and route exception request for submittal to ASA(CW)	RIT		
TSP MILESTONE			
Schedule pre-brief of decision maker if requested	RIT/MSC		As needed
Distribute read-ahead packets to TSP decision maker	RIT/MSC		
Pre-Brief decision maker	RIT/MSC	RM, RT	As needed
DRAFT REPORT			
Ensure draft report submission is complete	RIT/MSC		

Feasibility Study Vertical Team Coordination: Key HQ and MSC Tasks

Task	Primary Responsibility	Supported by	Timeline
Draft Report Log-in to Project Monitor	RIT		
Ensure coordination with Review Team	RIT/MSC		
Manage Draft Report Policy and Compliance Review	RM	RIT/MSC	3 weeks
Develop PGM for the draft report	RM		1 week
Approve and sign transmittal of PGM and transmit to RIT.	Based on delegation and/or study authority. MSC Chief P&P or HQ Functional Leads (ENV for AER, PF for FRM & CSRM, ECON for NAV & WS)		
Transmit PGM to the field	RIT/MSC		
Transmit PGM responses to the Review Team	RIT/MSC		Prior to ADM
Coordinate policy and legal compliance review assessment of responses	RM	RIT/MSC	
Manage policy and legal compliance issue resolution	RM	RIT/MSC	
Participate in issue resolution	Vertical Team	RIT/MSC	
AGENCY DECISION MILESTONE			
Verify delegation authority	MSC		
Schedule panel briefing	RIT/MSC		
Pre-Brief decision maker / panel	RIT/MSC	RM & RT	As needed
Brief Panel	District Commander	Vertical Team	
Develop MFR with Panel decision	District		
FINAL REPORT			
Ensure final report package is complete (Ref PGN Appendix H or current guidance)	RIT/MSC		NLT 5 business days after receipt
Final Report log-in to Project Monitor	RIT		Upon confirmation of completeness
Manage final report policy and compliance review	RM	RIT/MSC	3 weeks
Development of Final Report PGM	RM	RIT	1 week
Approve and sign transmittal of PGM, transmit to RIT.	Based on delegation and/or study authority. MSC Chief P&P or HQ Functional Leads (ENV for AER, PF for FRM & CSRM, ECON for NAV & WS)		
Transmit PGM to field	RIT/MSC		
Transmit PGM responses to Review Team	RIT/MSC		
Manage issue/comment resolution	RM	RIT/MSC, District	
Participate in issue resolution	Vertical Team	RIT/MSC, District	

Feasibility Study Vertical Team Coordination: Key HQ and MSC Tasks

Task	Primary Responsibility	Supported by	Timeline
Final Feasibility Report approval (when delegated, the Final Report is approved by MSC Commander and transmitted to HQ; when not delegated, Final Feasibility Report approval comes when DCW either signs the Director's Report or chops on the Chief's Report package.)	MSC Commander/ Chief OWPR		
CHIEF'S REPORT / DIRECTOR'S REPORT			
* = For Chief's Reports only; task not applicable for Director's Reports			
Develop Draft Chief's Report/Director's Report	RM	RIT & RT	
Ensure quality and consistency of Draft Agency IEPR Responses (if IEPR was conducted)	RIT	MSC	
Review IEPR responses for policy compliance	RM	RT	
Finalize Agency IEPR response document and memo for Chief of Engineers signature	RIT	MSC	
Finalize State & Agency mailing list*	RM	RIT	
Prepare S&A letters*	OWPR PA		
Review S&A letters for signature by Chief OWPR	RM	RIT, District	
Provide Final S&A letters to Chief OWPR for signature	OWPR PA		
Schedule Chief OWPR briefing*	RIT	RM	Scheduled for NLT 60 days after final report package logged in
Prepare Chief OWPR Read Ahead package*	RIT	RM	Target: 2 weeks ahead of briefing
Brief Chief OWPR (this decision is release of draft Chief's Report for S&A review)*	RIT, RM, District (lead as determined by this group)	As needed/requested; MSC P&P Chief, District Planning Chief, RT	Target: NLT 45 days from receipt of final report
Letters signed by Chief OWPR*	OWPR		
Transmittal of digital signed S&A letters to the District and MSC*	RIT		
Email signed S&A package (starts S&A review period)*	OWPR PA		
Coordinate draft response from field on S&A comments*	RM	RIT	

Feasibility Study Vertical Team Coordination: Key HQ and MSC Tasks

Task	Primary Responsibility	Supported by	Timeline
Review and finalize S&A comment response as needed*	RM	District, RT & RIT	Resolution of S&A comments signals the District to publish EIS/report on eNEPA.
Route S&A response letters for Chief OWPR signature*	RIT		
Finalize Chief's Report following S&A review*	RM	District, RT & RIT	
Develop Documentation of Review Findings	RM		Should be completed by Routing of Chief's Report/Director's Report for signature
Approve and sign transmittal of Documentation of Review Findings, provide to RIT for distribution to MSC	Chief OWPR	RM	
Prepare Chief's Report/Director's Report package	RIT	District, RM	
Brief DCG_CEO on Draft Chief's Report*	District Commander		
Route Chief's/Director's Report for Signature	RIT		
Brief Chief of Engineers*	District Commander	RM, Chief OWPR, HQ Chief of P&P	
Sign Chief's/Director's Report	CG/DCW		
Transmit Committee notifications	RIT		Copies to CW Future Directions for distribution
Transmit interested Congressional notification	RIT		Copies to District for distribution
Provide original signed Report to Chief of OWPR	RIT		
Notify MSC and District of signing of Chief's/Director's Report	RIT		
Prepare ASA(CW) Transmittal Package	RIT		
Obtain TMT tracking number (ASA's logging system)	RIT		
Submit Package to ASA(CW)	RIT		
Answer ASA(CW) and OMB questions	RIT	RM, MSC, District (as needed)	
Assist ASA(CW) in OMB Briefing	RIT	RM, MSC, District (as needed)	

If you have questions or recommendations to update this document, please let us know – email hqplanning@usace.army.mil