

NAVIGATING POLICY AND LEGAL COMPLIANCE REVIEW

(REVIEW MANAGER SOP WEBINAR PART 3)

Planning Community of Practice Webinar
24 July 2025

Presenters:

Judy McCrea (OWPR)

Kendall Zaborowski (OWPR)

Chris Bouquot (OWPR)

Dan Hughes (NWD / POD RIT)

Jennifer Ryan (MVD)



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WHICH BEST DESCRIBES YOU? (PICK ONLY ONE)

1

Review
manager
(past or
present)

2

P&LCR team
member
(but never
been RM)

3

I respond to
P&LCR
comments

4

I'm involved in
other tasks in
the RM SOP
(not covered
by 1-3)

5

I don't know
(yet) how the
SOP is
relevant to me



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WEBINAR TOPICS

3

February 13

RM SOP Contents

May 29

1. Evolution of P&LCR roles and responsibilities

2. Dos and Don'ts - Study initiation → Final report
submittal

July 24

1. Dos and Don'ts – Final report review → Chief's Report

2. Additional best practices / pitfalls

3. MSC review manager perspective

PRESENTERS AND ROLES

MAY 29

Judy McCrea
Plan Formulation
Reviewer
Office of Water
Project Review



Kendall Zaborowski
Plan Formulation
Reviewer
Office of Water
Project Review



Chris Bouquot
Economics
Reviewer
Office of Water
Project Review



Dan Hughes
Senior Planner
NWD / POD
Regional
Integration Team



Jennifer Ryan
Senior
Archaeologist &
Tribal Liaison
Mississippi Valley
Division

JULY 24



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WHY DOES USACE CONDUCT THE POLICY AND LEGAL COMPLIANCE REVIEW?

5

PROVIDE DECISION QUALITY ASSURANCE (DQA) FOR THE RECOMMENDATIONS OF THE CHIEF OF ENGINEERS.

DQA = Process that ensures that decisions account for objectives, risks, implications, and agency and governmental regulations (NIH Office of Management, 2025).

For USACE, this means:

- The P&LC serves as an independent, unifying voice that validates that the work falls in line with laws, Executive Orders, and other directives governing the development of water resources solutions.

Why does USACE need a unifying voice?

- The Board of Engineers for Rivers and Harbors was created in 1902 by Congress to address inconsistent treatment of proposed river and harbor projects by Corps officers reporting from across the country and to ensure that all localities and projects were treated fairly before recommending approval or disapproval. The Board reviewed most of the Corps' planning studies for civil works projects until 1992.

WHEN WE LAST LEFT OUR HEROES....

1. Formation of the P&LCR Team
2. Between study initiation and TSP
3. Review of draft document
4. Between Draft and Final Report
5. During Command Validation Milestone
6. Between CVM and Final Report

7. Review of the Final Report
8. IEPR: Agency Response
9. Chief's Report (CR) or Director's Memorandum/ Report (DM/DR)
10. State & Agency review
11. After State & Agency Review
12. After Chief's Report Signing



We are here





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7 – REVIEW OF THE FINAL REPORT

7

Tasks are similar to those for draft report but include:

- Ensure P&LCR team review of the Draft Agency Response to the IEPR and facilitating finalization
- Owning the Chief's Report (CR) or Director's Memorandum / Report (DR)*
- Initiation of the State & Agency Review
- Coordinate with RIT on CR or DR schedule expectations.
- Drafting the Documentation of Review Findings (DoRF)



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7 – REVIEW OF THE FINAL REPORT

8



DO:

- Become the “Master of the Comments”
- Contact the P & LC review team (e-mail, meeting, carrier pigeon, etc.) and follow up with anyone who does not respond.
 - Send out the documents, **clearly list the deadline**, and include four-part comment structure if team is new-ish.
- Continue drafting the Documentation of Review Findings (DoRF) (mentioned in Step 6). This will need to incorporate the S&A comment summary after S&A is complete.
- Ensure the report has the correct decision authority

DON'T:

- **Close comments without checking with the reviewer.**
- Don't refrain from making substantive comments on the Final Report if something is not correct (there is no shot clock on finding a substantive issue).



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8 – IEPR: AGENCY RESPONSE

9

Remember that this is drafted by the District but written in the voice of the Chief of Engineers and USACE – not of the District or PDT. PCX IEPR Lead conducts QC.

RM and P&LC will work closely with the RIT – they will review responses for proper tone, technical level, and length. **Audience is primarily congressional staffers, project stakeholders, and the public**

Responses should clearly identify the actions taken or actions to be taken as well as where changes were made in Final Report documents

Agency responses must summarize the longer technical PDT responses

Draft Agency Response (not PDT's response to the panel) is provided with Final Report submittal package. Director of Civil Works or the Commanding General will approve and sign the Agency Response

Link to IEPR SOP: https://planning.erdc.dren.mil/toolbox/library/Misc/IEPR%20SOP_FINAL_2022-04-21.pdf

Remember to retain funding for finalizing Agency Response

POP QUIZ, HOT SHOT...

Who writes the initial agency response to IEPR comments?

- A) Policy and Legal Compliance Team
- B) District Commander
- C) Project Delivery Team
- D) HQ Representative

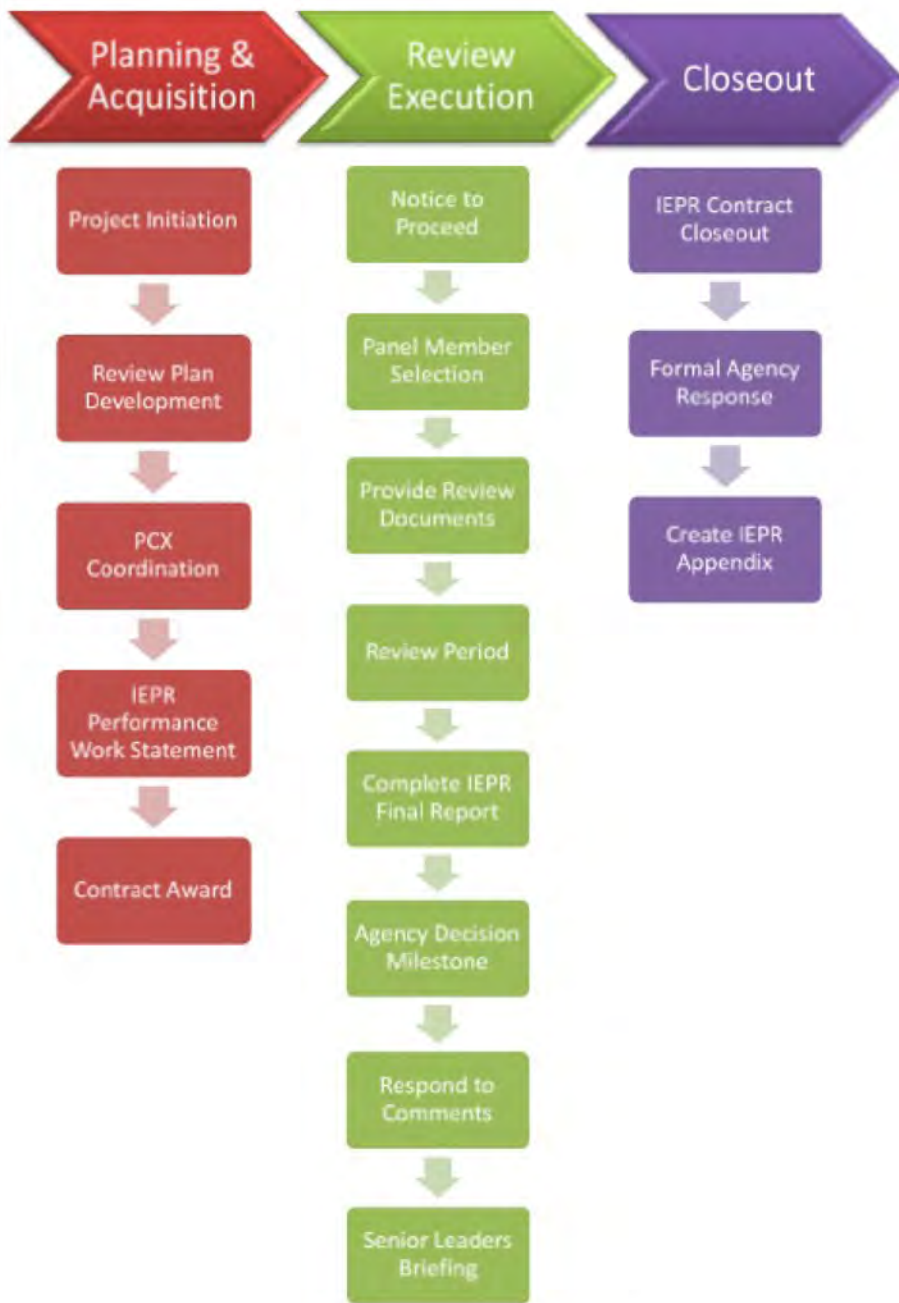


Figure 2. IEPR Process Diagram

8 – IEPR: AGENCY RESPONSE

Do:

- Continue to be a Master of Comments. In other words, be aware and have in depth knowledge of the key issues brought up by the IEPR and the responses generated by the PDT.
- **Incorporate IEPR comments into the Documentation of Review Findings (DoRF).**
- Check out Appendix E of the Type I Independent External Peer Review – Standard Operating Procedures

Don't:

- Work in a bubble



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9 – CHIEF'S REPORT (CR) OR DIRECTOR'S REPORT / MEMORANDUM / (DR / DM)

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Until final routing to Chief/ DCW for approval, the P & LC RM owns the CR, DR, or DM.

RM should provide a “final” draft CR at least one day prior to the S&A Briefing. The draft will be fully reviewed by the P&LCR team, HQ Counsel, and Real Estate (RE). The RM should inform the Chief of OWPR if the final Draft Chief's Report is not ready time; the Chief of OWPR, at their discretion, may choose to delay the briefing.

The RIT is the action officer for any project leading to CR, DR, or DM and should always be included on any transmittals and discussions.

CHANGE NOTIFICATION

OWPR now recommends the PDT draft the initial CR, DR, or DM (this is different what is listed in the SOP). However, subsequent drafts are the responsibility of the RM / OWPR.

9 – CHIEF'S REPORT (CR) OR DIRECTOR'S REPORT / MEMORANDUM/ (DR/DM)

DO:

- Encourage the PDT to begin drafting the proposed CR or DR/M based on the appropriate template as early as possible. Templates for the CR, DR, or DM are available on the Planning Community Toolbox (<https://planning.erdc.dren.mil/toolbox/index.cfm>).
- Coordinate with PDT, P&LC Review Team, and every other acronym within USACE.
- Delve into all the review products (DQC, ATR, P&LCR, IEPR, S&A) to put the relevant concerns within the document.
- Ensure the CR/DM/DR details match the final report.

DON'T:

- Expect zero changes will be made to the draft.
- Assume changes are personal.

**What document asks for
new Congressional
authorization?**

- A) Director's Memo
- B) Chief's Report
- C) Director's Report
- D) Tiddlywinks Report



QUIZ!



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10 – STATE & AGENCY REVIEW

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If the study leads to a Chief's Report, the Review Manager is responsible for overseeing the S&A Review process.

Review Manager should begin drafting the Documentation of Review Findings (DoRF) while S&A Review is being conducted.



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10 – STATE & AGENCY REVIEW

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DO:

- Ensure the PDT / District has set up a website for the state and agencies to find the documents.
- Encourage PDT to work with the Public Affairs Office and notify Commanders of posting.
- Talk to District tribal liaison to ensure Tribal contact list is correct and not overwhelming tribal contacts.
- Coordinate the S&A mailing list with the RIT and Office of Project Water and Review (OWPR)
 - o Suggestion: Work from list for recent project if possible

DON'T

- Use a NEPA mailing list for the state and agency mailing list
- **Forget to check the e-mail account set up by OWPR Programming Assistant throughout the S&A review period!**

11 – AFTER STATE & AGENCY REVIEW

- If comments are received-draft responses and route for signature.
 - Work with District to incorporate any needed changes to the report.
- Lead IPR if significant comment received to discuss path forward.
- Finalize the PGM if not already complete
- Develop the Documentation of Review Findings (DORF)
- Chief of OWPR will sign the DORF.
- Finalize the DORF and Send to the RIT.
- Finalize Chief's Report and send to RIT.

Don't:

- **Procrastinate.** Final Documents are #1 priority.

TIPS:

- ✓ The sooner we get all this finalized the sooner the RIT can start routing.
- ✓ While routing at HQ be prepared to participate in ad hoc Senior Leader meetings to clarify questions or concerns.
- ✓ All materials to be completed 30 days before Chief's report signing.



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AFTER STATE & AGENCY REVIEW

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- Final report package will start routing at HQ.
 - Additional comments may come in from reviewers.
- While routing of Chief's Report Package
 - Request for additional briefing to Senior Leaders.
- Brief DCG
- Chief's Report briefing (District Commander)



TIPS:

- ✓ Update cost and economics to current FY across ALL products, not just the final report
- ✓ Be prepared to respond to requests for information as things can move quickly at this stage.



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COORDINATION LEADING TO A CHIEF'S REPORT

Post State & Agency Review:

- Continue to work Final report package.
- Finalize the DORF
- Finalize the Chief's report.
- Review all materials!

Review
Manager/RIT
briefs OWPR
Chief

4 months from final report to Chief's Report.

State & Agency Review of Proposed
Chief's Report

Chief's Report Signing

TIP:

- ✓ Stay connected with your RIT Planner.



Briefings for DCW
& DCG-CEO

District
Commander briefs
Chief of Engineers



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REPORT PACKAGE CONTENTS

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CHIEF'S REPORT PACKAGE:

- ☐ Final integrated feasibility / NEPA report with appendices
- ☐ Report summary (include map, schedule with accurate dates, congressional delegations for study area, BCR at 7% discount rate).
- ☐ Project Briefing slides for OMB.
- ☐ Placemat
- ☐ Unsigned ROD or FONSI (in required format)
- ☐ Peer and Legal Review certifications (and reports)
- ☐ Cost certification and Total Project Cost Summary
- ☐ Agency Response to IEPR (or waiver)
- ☐ State and Agency review summary and letters
- ☐ Documentation of Review Findings
- ☐ Any applicable project specific implementation guidance or policy waivers
- ☐ Non-federal sponsor's signed letter of support and financial self-certification
- ☐ Final Chief's Report
- ☐ Committee Chairs and Congressional notification letters

DIRECTOR'S REPORT PACKAGES:

- ☐ Includes the same information as the Chief's Report Package except:
 - ☐ It does not include State and Agency review summary and letters
 - ☐ Includes draft Director's Report

Tip:

Documents are read by Senior USACE leaders, OASA(CW), and OMB. Make sure that documents are consistent, accurate, and concise. These leaders and Agencies are making decisions concerning your project.



PROJECT PLACEMATS

Self-briefing, stand-alone product:

- What is the problem being addressed?
- Why does the problem need to be fixed?
- What is the solution?
- Compelling reasons OMB should support the project – be clear!
- Clearly label and number project features

TIPS:

- ✓ Make sure the numbers are consistent with other Chief's Report documents
- ✓ Do not provide planning details (e.g., opportunities, and constraints; alternatives analysis).
- ✓ Use clear images and label features!
- ✓ **Effective project placemats featuring compelling reasons will greatly help your projects get through these reviews!!!**
- ✓ Request examples from your RIT planner or review manager.



Akutan Harbor Navigational Improvements Feasibility Study

Non-Federal Sponsors: Native Village of Akutan and Aleutians East Borough
Akutan, Alaska
July 2024
US Army Corps of Engineers

Project Overview

The Native Village of Akutan is located on Akutan Island, 35 miles east of the city of Unalaska/Dutch Harbor and is approximately 766 air miles southwest of Anchorage. It is situated on the eastern side of Akutan Island, on a flat piece of land with the steep slope of a volcano rising behind the village, confining the community to a small area. The Akutan Airport is situated on Akutan Island, approximately 7 miles to the east. The airport was constructed on Akutan Island due to a lack of suitable locations on the volcanic Akutan Island. The current mode of transportation from Akutan to the airport on Akutan Island is by helicopter, as Akutan Island has no moorage or harbor infrastructure. Akutan is not connected to any other communities by road and must be accessed by airplane or boat. The lack of marine infrastructure in Akutan causes operational inefficiencies and decreased safety, increased costs of goods and services, and threats to the long-term viability of the community of Akutan.

Why is Improvement Necessary?
The purpose of this project is to achieve navigational improvements that provide for the safe, reliable, cost-effective and efficient transportation of passengers and cargo between the Akutan Airport on Akutan Island and Native Village of Akutan located on Akutan Island. The need for the project is due to the lack of reliable vessel access and marine infrastructure between the Akutan Airport on Akutan Island and the Native Village of Akutan for passengers, medical supplies, and freight, all of which are critical to the long-term viability of the Native Village of Akutan.

Objectives

- Provide sustainable, safe, reliable access to the Native Village of Akutan over the 50-year period of analysis beginning in 2033.
- Improve transportation options for key services such as mail and medical supplies between the Akutan Airport on Akutan Island and the Native Village of Akutan over the 50-year period of analysis beginning in 2033.
- Support the long-term viability of the Native Village of Akutan.

Existing Conditions at Akutan

Community Viability

- Navigational improvements at Akutan Island are critical to the long-term viability of the Native Village of Akutan.
- Factors impacting community viability include (but are not limited to): economics, health and safety, cultural and social value, food security and access to resources for subsistence.
- Akutan is not connected to any other community by road and thus, passengers travel by airplane/helicopter and all goods and materials must arrive via airplane or vessel.
- Many subsistence activities occur on Akutan Island.

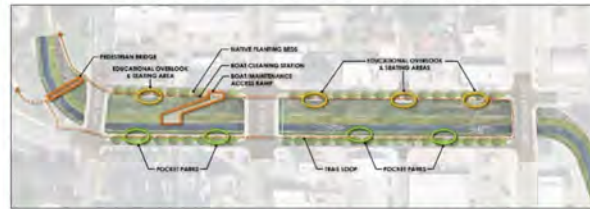
Authority

This feasibility study was conducted considering the following authorities:

- Section 203 of the Water Resources Development Act (WRDA) of 2000, as amended which authorizes a study of the feasibility, in cooperation with Indian tribes, for projects that will substantially benefit Indian tribes
- Section 2006, Remote and Subsistence Harbors, of the Water Resources Development Act of 2007 (WRDA 2007, P.L. 110-114), as modified by Section 2104 of the Water Resources Reform and Development Act of 2014 (WRDA 2014) and further modified by Section 1105 of the Water Infrastructure Improvements for the Nation Act of 2016 (WRDA 2016, P.L. 114-322)
- Section 1156 of WRDA 1996, as amended allows for waiving up to the first \$511,000 of study execution from study cost-share requirements.

THE RECOMMENDED PLAN – ALTERNATIVE 4

Restoration and Recreation Features of the Recommended Plan



ENVIRONMENTAL FEATURES OF RECOMMENDED PLAN:

- Restoration of stream form and function that will connect upstream and downstream reaches of the creek and enable fish and other aquatic species passage
- Restore and reconnect floodplain wetlands, restore stream-groundwater dynamics, and promote native grass and forb communities within the newly widened stream corridor.
- Open access to over 18.5 miles of largely natural remnant habitat throughout the Goose Creek Watershed to support cold water stream fishery (incl. nationally iconic native species such as Yellowstone cutthroat trout).
- In-stream restoration measures (e.g., riffles, outside bend toe wood, boulder clusters) that restore aquatic pool habitat and provide thermal and flow refuge.
- Engineering with nature principles will be applied, including engineered riffle structures for grade control and fish passage, and root wads from existing trees will be integrated into the engineered structures in the waterway for erosion control and habitat creation.
- Recreation features include walking trails, overlooks, educational signage, and stream access with an Aquatic Invasive Species (AIS) prevention station.

PLAN JUSTIFICATION:

Alternative 4 was identified as the National Ecosystem Restoration (NER) Plan and the Comprehensive Benefits Plan based on:

- Most efficiently achieves restoration and connectivity goals while maintaining sediment transport capacity resulting in lower operation and maintenance (O&M) costs.
- Lower risk than other alternatives of impacting FRM performance.
- More compatible with existing land use with fewer traffic and real estate impacts.

FRM PERFORMANCE:

The Recommended Plan maintains the same channel conveyance capacity as the existing FRM project.

Artistic rendering of Recommended Plan



DESIGN MATURITY:

High resolution 2D H&H modeling is at 50% design maturity. PED updates will include detailed sediment transport modeling to refine the design. Subsurface investigations relies on existing data and is at 20% design maturity. Survey data relies on existing LIDAR and City data and is at 40% design maturity. Aggregate design maturity is estimated at 25%. The CSRA developed a 36% contingency at 80% confidence level.

COST & SCHEDULE RISKS:

- Defined Acquisition Strategy: Estimate assumes a two-step Invitation for Bid (IFB). Changes to the strategy may impact cost estimates.
- Quantities: Final ecosystem restoration design may alter quantities.
- Real Estate: The project includes significant relocation costs which the NFS is required to perform as a creditable LERRD or pay USACE in advance.
- Construction Schedule: A detailed construction schedule was developed, though approval and funding constraints could affect the timeline.

PROJECT COSTS

Project First Costs (FY25, 80% confidence interval): \$78,449,000
Federal Cost Share: \$44,057,000
Non-Federal Cost Share: \$34,392,000
Non-Federal LERRDS: \$33,347,000

HABITAT & RECREATION BENEFITS

Riparian Habitat Restored (acres): 2.4
Aquatic Habitat Restored (acres): 85
Average Annual Habitat Units (AAHU): 19.4
Average Annual Cost / AAHU: \$176,000
Additional Incidental Recreation Benefits: \$368,000
Recreation BCR (FY25, 3% discount rate): 4.0



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11 – AFTER STATE & AGENCY REVIEW

Director of Civil Works
and Deputy
Commanding General
for Civil and
Emergency
Operations Briefing

- Typically led by the District Commander
- RIT is responsible for scheduling
- Review Manager, P&LCR team and RIT attend

Max 30 days between both briefings

Chief of Engineer's
Briefing

- Conducted by the District Commander
- Coordinated by the RIT and scheduled by the Chief's office based on approved P2 dates
- Review Manager will attend along with the Chief of OWPR



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NOW YOU HAVE A SIGNED CHIEF'S REPORT

Administration Review:

- Approximately 4-5 months after final feasibility study is submitted for review.
- Final Chief's Report submitted to ASA(CW) for review and OMB clearance.
- ASA(CW) approves signing of the Record of Decision (ROD) or Finding of No Significant Impact (FONSI).
- Errata Sheets may be required if edits are required.

Administration Review of
Chief's Report

ASA(CW) Transmits
Chief's Report
to Congress

RIT Planner
facilitates
responses to
ASA(CW) and
OMB comments

OMB Clearance of
Project for
Transmittal to
Congress

Updates may be
required for price
level adjustments
in letters to
Congress



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12 – AFTER CHIEF'S REPORT SIGNING

RIT will send relevant documents to ASA(CW) and Congress

RIT will address any questions from ASA(CW) and/or OMB, coordinating with the Review Manager, P&LCR team and PDT as needed

ADMINISTRATION REVIEW

ASA(CW) Review

- ASA(CW) will review the entire report!
- RM and RIT may be asked questions on Chief's/ Director's report.
- Errata Sheets may be required.
- District Commander may be given the go-ahead to execute FONSI upon completion of their review.
- ASA(CW) submits the entire report to OMB for review.

OMB Review

- Review the entire report
- May or may not request a briefing (OMB briefing slides and placemat very important).
- Sends questions to ASA(CW) who transmits them to the RIT – District assists with response if needed.

Remember ASA Staff should be invited to all milestone meetings. This helps with project review in the end.



TIP:

- ✓ *The ASA(CW) and OMB review the entire report – clean, clear reports help!!!*
- ✓ *District should reserve funding to respond to comments*





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12 – AFTER CHIEF'S REPORT SIGNING

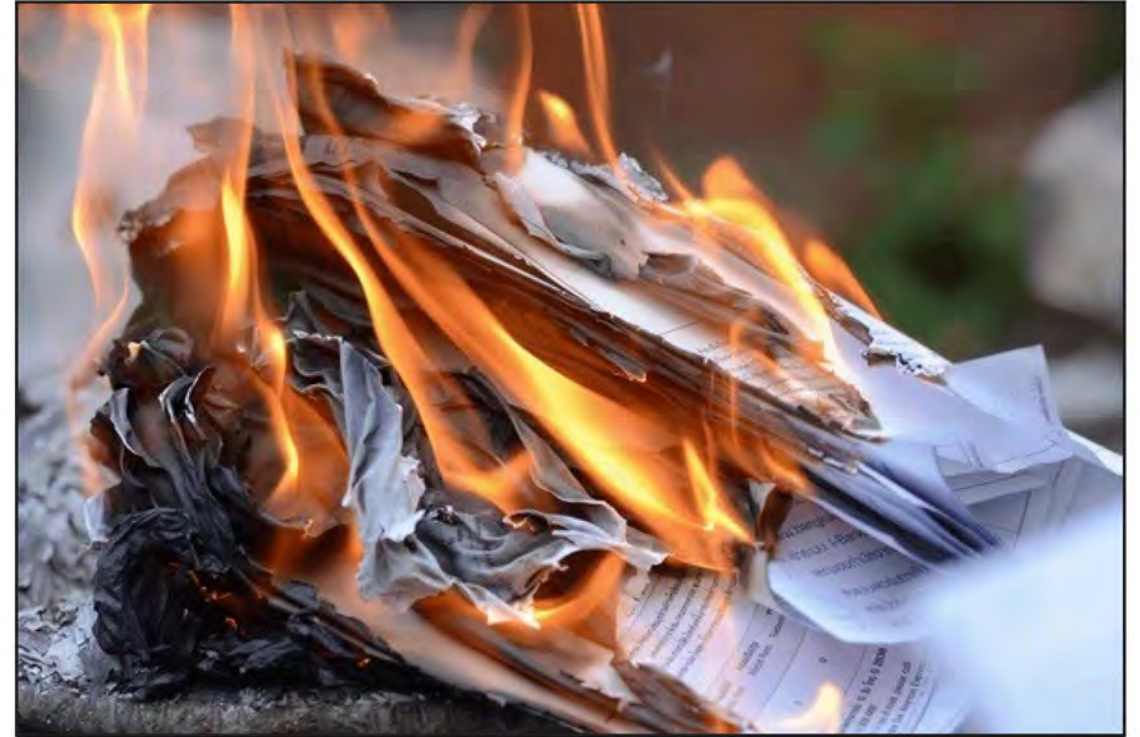
26

Do:

- Clean up all files.(i.e. version control and decisional emails)
- Coordinate with RIT to ensure all signed documents are stored at HQ.
- Ensure final documents are posted properly.
 - Final ROD or FONSI will be posted after signing.

Don't:

- Do NOT assume that we will remember a decision on project.
- Do not toss out or delete the official record of the project.



TIP:

✓ *Consistent file storage is key for future inquiries!*

WHAT HAPPENS IF YOU HAVE A DIRECTOR'S REPORT?

HQ Review and Processing:

- Approximately 2-4 months after final feasibility study is submitted for review.
- No S&A Review required.
- 30-day NEPA cooling off period if EIS.
- Director of Civil Works may or may not request a briefing.
- Director of Civil Works signs the Director's Report.

Administration Review:

- Signed Director's Report submitted to ASA(CW) and then OMB for review.
- ASA(CW) approves signing of the Record of Decision (ROD) or Finding of No Significant Impact (FONSI).
- ASA(CW) transmits to Congress.



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
441 G STREET, NW
WASHINGTON, DC 20314-1000

CECW-POD

29-Nov-2022

MEMORANDUM FOR Assistant Secretary of the Army (Civil Works)

SUBJECT: Final Report for the American Samoa Post-Disaster Watershed Plan, dated July 2022

1. Reference CEPOD-PDC memorandum (American Samoa Post-Disaster Watershed Plan), 13 October 2022.

2. The purpose of this memorandum is to notify the Assistant Secretary of the Army for Civil Works of the American Samoa Post-Disaster Watershed Plan and conclusions. In response to the study authority, I am requesting that the watershed plan be transmitted to Congress for information. The final watershed study is posted on the public website: <https://www.poh.usace.army.mil/American-Samoa-Watershed-Assessment-Plan/>

3. The study was completed under Section 729 of the Water Resources Development Act of 1986. The study is a comprehensive study that applies watershed planning concepts to provide recommendations both within and outside of United States Army Corps of Engineers (USACE) authorities that will help to rehabilitate and improve the resiliency of damaged infrastructure and natural resources, reducing risks to human life and property from future natural hazards in American Samoa. The study assessed the drivers of economic, social, and environmental risks through engagement with the public and other federal and territorial agencies, subject matter expert consultation, and research with the most recent reports available.

4. All policy and legal compliance concerns have been addressed. Please address questions to Steven Kopecky, Deputy Chief, Pacific Ocean Division Regional Integration Team, at (202) 761-4527 or steven.kopecky@usace.army.mil.

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EDWARD E. BELK, JR., P.E.
Acting Director of Civil Works



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TIPS FOR EVERYONE





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RELATIONSHIPS FOR REVIEW MANAGERS



PDT

PM & Lead
Planner are a
Review
Manager's vital
link to the PDT



MSC

DST is your
main MSC POC,
so get to know
them – don't
forget to include
them on
correspondence
and meetings
MSC Planning
Chief



HQ – RIT & OWPR

RIT is the guide
to process and
will be your
Battle Buddy
throughout;
coordinate often
with RIT
OWPR = Policy
Experts



ATR Lead

Working on
comment
discrepancies

**TEAMWORK WITHOUT
STRONG RELATIONSHIPS**



**"LET'S SPLIT UP AND CONFUSE
OURSELVES MORE EFFICIENTLY!"**



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BEST PRACTICES: COMMENTS & RESPONSES

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Reviewers

4-Part comment structure

Substantive comments on the Final Report

Proposed a path(s) to resolution

Back-checking



Review Managers

Combine duplicative comments

High significance comments

Reviewing comments and ensure you understand them



PDT

Avoid defaulting to non-concur

Full comment response

BEST PRACTICES – ISSUE RESOLUTION

Best practice to have the following IPRs facilitated by the RM:

- before the CVM
- before submittal of the revised final report

Make calls - if there seems to be a misunderstanding of a comment or a response, a call can often resolve it.

Don't be afraid to elevate

Document due-outs; know who has the ball in their court and what the next steps will be – don't get caught in decision/resolution limbo

DISCUSSIONS CAN RESOLVE ISSUES

Reviewer

- **When:** Prior to writing a comment.
- **Why:** To seek clarification or additional information to better identify or describe a potential concern.

PDT Member

- **When:** Prior to writing a response.
- **Why:** To seek clarification about a comment OR if the PDT member does not agree with the comment.

Reviewer

- **When:** During comment backcheck.
- **Why:** To seek clarification about the response or to resolve disagreement.



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BEST PRACTICES: STAYING ORGANIZED

Spreadsheets are helpful in organizing lists of team members and can also organize comments and responses, steps taken & dates, email traffic and dates, S&A information, etc.

Create an email contact that includes P&LCR members, PCX, RIT, DST, pertinent OWPR

Spread knowledge – regular meetings with fellow Review Managers

Develop a standard method for yourself to help with version control



"Think this is bad? You should see the inside of my head."

TRES RIOS – SCHEDULE TO DIRECTOR'S REPORT

TRES RIOS VALIDATION REPORT STUDY SCHEDULE

	START	FINISH
Complete Draft Report for DQC	9/18/2023	11/10/2023
Complete DQC of Draft Report	11/6/2023	11/24/2023
Submit Draft Report Package for Concurrent SPD QA, ATR, & P&LCR *	11/27/2023	11/27/2023
Concurrent SPD QA, ATR, P&LCR Review of Draft Report (1) -	11/27/2023	1/12/2024
Hold Review Kick Off Meeting for ATR & P&LCR Teams	11/27/2023	11/27/2023
Review Period/Submit Comments (4 Weeks for PGM)	11/27/2023	12/21/2023
PDT Response Period	12/22/2023	1/5/2024
Backcheck/Comment Close Out (1 Week)	1/8/2024	1/12/2024
Complete Additional Analysis & Updates for Final Report Submittal	1/15/2024	1/19/2024
Complete DQC of Draft Final Report (Includes DQC Cert)	1/22/2024	1/26/2024
Submit Draft Final Report Package for ATR (2)	1/29/2024	1/29/2024
Review Period/Submit Comments	1/29/2024	2/9/2024
PDT Response Period	2/12/2024	2/16/2024
Backcheck/Comment Close Out/ATR Certification (Incl Cost Cert)	2/19/2024	2/28/2024
Submit Final Report Package for SPD QA & P&LCR ** (3)	2/29/2024	2/29/2024
Review Period/Submit Comments (4 Weeks for PGM)	3/1/2024	3/29/2024
PDT Response Period (4)	4/1/2024	4/5/2024
Backcheck/Comment Close Out (2 weeks) (5)	4/8/2024	4/19/2024
MSC Transmittal of Final Report Package to HQUSACE (2 weeks) (6)	4/22/2024	5/3/2024
HQ Final Report/Director's Report Processing (7)	4/22/2024	5/31/2024
DCW Signs Director's Report (Needs to be signed by 31 May 24)		5/31/2024

* Draft Report Submittal Items

- Draft feasibility report with all appendices
- DQC documentation
- List of District Quality Control (DQC) team members with description of what they reviewed
- List of any significant DQC issues and/or comment-response records
- Legal Sufficiency review/cert
- Confirmation that no new NEPA was required/conducted for this validation study

** Final Report Submittal Items

- District Commander's Transmittal Memo
- Final Report signed by District Commander
- Cost Cert and TPCS
- Documentation and certification of DQC and ATR
- District Legal Cert
- Briefing Slides
- Placemat
- PGM ADD: NFS LOS, NFS Self Cert of Financial Capability (4/23/24)
- Report Summary
- Signed Final Report Checklist

(1) Need Review Plan Approval prior to Initiating ATR of Draft Report. RP will ID required reviews, durations, and review disciplines. SPD as the RMO is identifying an ATR lead at this time.

(2) ATR for the Final Report may be limited/focused based upon those elements of the report that were changed from the Draft Report

(3) Recommend IPR with P&LCR Team prior to Final Report review to go over changes made to address comments on Draft Report

(4) May need more than 1 week for PDT response, since response needs to include any required report revisions (not just a response).

(5) Time required depends on whether substantial report revisions required by response to comments. One week for Initial Backcheck for Responses. Additional week for review of any revisions.

(6) Initiate after completion of Backcheck/Close Out of P&LCR. Completes two weeks after initiation.

(7) Includes time to complete/review/route DORF & Director's Report. Need signed DORF and MSC Approval memo before routing of Director's Report.



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BRIEFINGS AND MILESTONE MEETINGS

35

Don't get caught off guard - you will likely get called on during milestone meetings!

Pre-briefs for decision makers

CVM: Review Manager is required participant



Design Maturity
Sensitivity Analysis
Aggregation
Modeling
RE Easements

The Review Manager represents the P&LCR team.

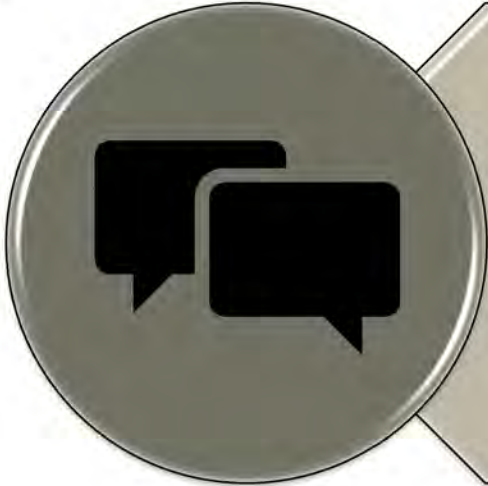


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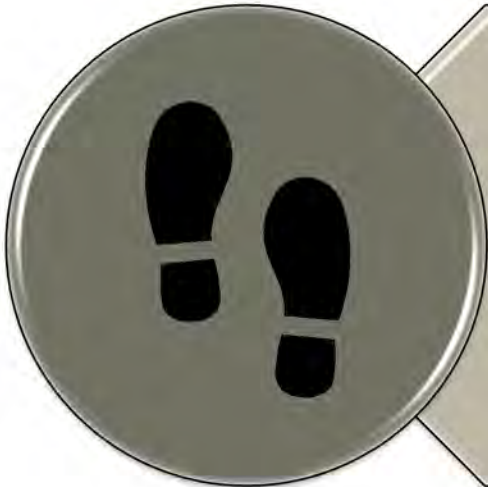


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WRAPPING UP / IN THE CHAT BOX...



Share something
you learned today



Identify something
that needs more
clarity

DISCUSSION

