[MSC OFFICE SYMBOL] [Date]

MEMORANDUM FOR COMMANDER, U.S. Army Corps of Engineers, 441 G Street, NW, Washington, DC 20314-1000

SUBJECT: Vertical Team Alignment Memorandum (VTAM) – \_\_\_\_\_\_\_\_\_\_\_\_ [Study name, type of study/report]

1. References. [include all pertinent references]

1. ASA(CW) memorandum, Implementation Guidance for Section 1001 of the Water Resources Reform and Development Act of 2014, Vertical Integration and Acceleration of Studies as amended by Section 1330(b) of the Water Resources Development Act of 2018, 8 March 2019.
2. CECW-EC memorandum, Guidance on Cost Engineering Products update for Civil Works Projects in accordance with Engineer Regulation 1110-2-1302 – Civil Works Cost Engineering, dated 5 June 2023.
3. EP 1105-2-61, Feasibility and Post-Authorization Study Procedures and Report Processing Requirements, 1 July 2023.
4. ER 1110-2-1302, Civil Works Cost Engineering, 30 June 2016.

2. Purpose. This Vertical Team Alignment Memorandum (VTAM) documents the aligned scope, schedule, and funding stream for the \_\_\_\_\_\_\_\_\_\_\_. [Insert the official study (project) name.]

3. Background. [Provide a brief summary of the study.]

4. Study Scope. [Provide a summary of the study’s vertically aligned scope. If an alternative course of action (COA) with a scope beyond 3 years and $3M federal is the vertically aligned recommended scope, include both the recommended alternative COA and 3x3 policy compliant COA. The PDT, with the sponsor, may draft one or more alternative study scope(s) (COAs) that require additional schedule and/or budget. Describe the risks that will be reduced with additional amounts above the base schedule and budget.]

5. Study Schedule and Funding Stream. [Provide a summary of the timeline and cost for the recommended scope, including adequate schedule and funding contingency.]

1. Include table with the study schedule as entered in PROMIS. At a minimum, include the following study milestone dates:
   * Agreement (Feasibility Cost Sharing Agreement) Execution (CW130)
   * Tentatively Selected Plan Milestone (CW262)
   * Release draft report for public review (CW250)
   * Command Validation Milestone / Agency Decision Milestone (CW263)
   * Final Report transmitted to Headquarters (CW160)
   * Chief’s or Director’s Report signed (CW269 or CW270)
2. Include two tables with the funding stream over the course of the study. The funding stream tables must include funding amounts appropriated or allocated in a work plan or spend plan, any reprogrammings if applicable, amounts included in published President’s Budgets, and current/future capabilities, but not past obligations or expenditure amounts. If there is a high risk of a funding gap, describe the risk and consequences of a gap in funding. The funding stream tables should include details on anticipated federal portion of the Independent External Peer Review (IEPR) funding needed (if applicable).
   * One table will provide the funding stream by fiscal year.
   * One table will provide the funding stream by milestone (see paragraph 5a).

6. 3x3x3 Rule Compliance. State whether the scope, schedule, and budget will exceed the requirements in Reference a. If the scope exceeds 3 years or $3 million add the following information:

a. Summary of study complexity factors (as established in Reference a.).

b. Total projected study duration if policy exception is approved (in months).

c. Total study cost, if policy exception is approved, broken down with federal/non-federal cost share and the federal portion of the IEPR cost.

7. Risk and Uncertainty. Signature of the VTAM certifies that all applicable and known study risks have been evaluated, risk mitigation plans have been developed, and a risk management option has been selected and will be implemented for each risk. [Provide direct link to the project’s eRisk Register and contact information of the Project Manager responsible for the study’s risk register.]

8. Project Management Plan. Signature of the VTAM certifies that a complete and detailed Project Management Plan (PMP) with an accurate scope, schedule, and budget has been prepared for the study. For a copy of the PMP, contact the study Project Manager.

9. Review Plan. Signature of the VTAM certifies that a complete Review Plan has been prepared and approved for the study. For a copy of the Review Plan, contact the study Project Manager.

10. Design Maturity. Signature of the VTAM certifies the District Chief of Engineering and Construction has confirmed there are sufficient resources and schedule to achieve an appropriate design maturity that will result in a class 3 estimate that includes full scope of the design in the final feasibility report (ref. ER 1110-2-1302 and CECW-EC memorandum, Guidance on Cost Engineering Products update for Civil Works Projects in accordance with Engineer Regulation 1110-2-1302 – Civil Works Cost Engineering, dated 5 June 2023).

11. Vertical Team Alignment: [The Policy and Legal Compliance Review manager will document here vertical alignment on the study’s scope, schedule, and funding stream. This paragraph will also document any non-alignment with the reason for disagreement and why alignment could not be reached.]

12. Please direct any questions or requests for information to the undersigned at \_\_\_\_\_\_\_\_\_ [phone], \_\_\_\_\_\_\_\_\_\_ [e-mail], or \_\_\_\_\_\_\_\_\_\_\_ [name], Chief, \_\_\_\_\_[MSC] Planning & Policy Division, at \_\_\_\_\_\_\_\_\_\_ [phone], \_\_\_\_\_\_\_\_\_\_ [e-mail].

Encl [if applicable] [NAME – MSC Commander]

[Rank], EN

Commanding