SCOPING GUIDE FOR CIVIL WORKS PLANNING STUDIES

National PCoP Webinar Date: 09 November 2023 Leigh Skaggs Rhiannon Kucharski









What's in the Scoping Guide?

• Intent

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- What is Scoping?
- Scoping Takes a Village
- Scoping Team Roles and Collaboration
- What's required to get to the Alternatives Milestone Meeting (AMM)?
- HQ Toolbox pre-AMM checklist
- Project Management Plan
- Scoping Charette Best Practices
- Vertical Team Alignment Memo (VTAM)
- Study Schedule Logic Key Activities by Study Phase
- Scoping and Good Collaboration Examples
- Six Pieces of Paper Template for Feasibility Studies
- Seven Pieces of Paper Template for Watershed Studies
- Minimum Requirements for USACE Project Management Plans
- Detailed Scoping Examples for a Small and Large Aquatic Ecosystem Restoration Study
- Example Primavera Schedule for City of Boston Coastal Storm Risk Management, MA Feasibility Study



INTENT



SCOPING GUIDE FOR CIVIL WORKS PLANNING STUDIES

October 2023

USACE Planning and Policy Community of Practice



- Provide PDTs resources, tools,
 techniques, best practices and other
 useful information for initial scoping of
 feasibility or watershed studies and for
 scope refinement throughout planning
 phase
- Help PDTs do thorough and timely initial scoping, initiate and maintain good communication and collaboration, and assist with scope of work refinement throughout study



WHAT IS SCOPING?

PDT Scoping Role

Scoping establishes the decision context of your study. That means identifying problems and opportunities, then specifying planning objectives and constraints, which express the PDT vision of what a successful resolution of the problem and opportunities will look like. Next, the PDT should identify the criteria it expects to use to make decisions throughout the planning process. This helps guide the evidence gathering process. The PDT also needs to describe what the future will look like if no action is taken as a result of the USACE study. Any unique questions that arise in this study that need answering need to be identified so they can receive the attention they need in the study. Finally, the PDT should identify all the key uncertainties they encounter in this first step. The PDT will need to reduce them as they plan forward.





SCOPING TEAM ROLES & COLLABORATION

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WHAT IS REQUIRED TO GET TO THE ALTERNATIVES **MILESTONE MEETING?**

Table 4-2	
	ty Study Tasks (Not all-inclusive)
Milestone	Task
To be completed before the AMM	 Establish initial team, early engagement with other PDT disciplines (for example counsel, real estate, cultural resources, engineering and construction) Within 90 days of study start, invite cooperating agencies, as well as other federal and state agencies, and hold interagency meeting to develop environmental compliance timeline Invite water quality certifying authority (for example the state or Tribe) to the 90-day interagency meeting, which will also serve as the pre-filing application meeting Negotiate Scope of Work for FWCA Report Develop species list and initiate informal consultation¹ for the ESA Initiate habitat model to inform cost effectiveness & incremental cost analyses for ecosystem restoration or mitigation and initiate certification activities with PCX, as necessary. Initiate NEPA scoping activities¹ Initiate Section 106 National Historic Preservation Act (NHPA) literature and records search and identification of the Area of Potential Effects Conduct at least one iteration of risk-informed planning process (six steps): develop problems, opportunities, objectives, and constraints, define the future without project (FWOP) conditions, develop formulation strategies to formulate measures and combine these measures into an initial array of alternatives. The PDT will conduct preliminary screening of the alternatives to develop a focused array of alternatives
	 Initiate coordination with the appropriate PCX or the Risk Management Center to discuss the scope of reviews and any planning model review and approval/certification needs Develop a PMP, including the draft Review Plan and a communication strategy, that generally describes how the study will be completed but with specific details to achieve the TSP milestone and NEPA/NHPA compliance (documented scope and schedule to TSP Milestone) Use the pre-AMM study issue checklist to identify potential policy issues and conduct vertical coordination as needed

EP 1105-2-61

Study Activities: FCSA Signing through the Alternatives Milestone

This table provides an example guide to the activities of a USACE feasibility study team from the signing of a Feasibility Study Cost Share Agreement through the successful completion of an Alternatives Milestone and submittal of a Vertical Team Alignment Memo. Most of the activities are based in law, guidance, or policy but some are best practices or standards of planning. The activities are presented in rough chronological order to assist teams in understanding the expectations and sequences of events early in a water resources planning study. The order of presentation is an example and teams have flexibility to pursue and complete the actions in their own order of priority unless otherwise required by law or guidance. The majority of the activities are set up over a 90-day period which is within the goal for reaching an Alternatives Milestone. Activities extending after the milestone are identified as well to help illustrate the formal milestone completion steps and achievement of vertical alignment. For simplicity many activities are displayed as single work day events but in reality these tasks may take multiple days or weeks to complete and may require multiple sub-tasks.

Day	Action	Responsibility	References	Notes	Links
0	Sign a Feasibility Cost Share Agreement	District & Non-Federal Sponsor	10 August 2018 memo Bipartisan Budget Act of 2018 (BEA 2018) - Model Agreement for New Feasibility Studies 17 May 2017 memo Updated Implementation Guidance for Section 1002 of the Water Resources Reform and Development Act (WRRDA) of 2014, Consolidation of Studies	The FCSA signing marks the formal start of a feasibility study & the beginning of the 3 year clock to complete a feasibility study.	https://pianning.ordsdean.ml/toolb at/likery/Sianasandir.tool/YV42 Si312020pg/Samanakir.too Y427 Samamatiki 20 (Y42016 add) 12 Januar (Y 12 Januar) athling y 24 Samata (20 pdf) https://samang.ordsdean.ml/toolb athling y 24 Samata (20 pdf) https://www.publication samata sama ml/toolboots.toolboots.too https://www.publication samata sama ml/toolboots.too Samata (20 pdf) https://www.publication samata sama ml/toolboots.too Samata (20 pdf) https://www.publication samata sama ml/toolboots.too Samata (20 pdf) https://www.publication.too Samata (20 pdf) https://wwwwwwwwwwwwwwwwwwwwwwwwwwwwwwwwwww
1	Send a copy of the signed FCSA to the Major Subordinate Command	District (Project Manager)	Webinar "Feasibility Study Initiation in Light of Risk-Informed Planning" 13 Aug 2018 Pre-Alternatives Milestone Meeting Checklist	See webinar slide 7 and slide 15. NOTE: The webinar focused on 2018 Supplemental funding but many of the details presented apply to studies starting today. NOTE: The PCOP training web page indicates the presentation tile was "Feasibility Study Initiation in Light of Risk-Informed Flamming" and that it was held on 13 August 2018. However, the bldes are tilded '2018 Supplemental Steps and Documentation" and are dated 10 August 2018. shows a tile slide for a PCOP vebinar tiled "Feasibility Study Initiation in Light of Risk-Informed Flamming" and dated 23 August 2018.	https://pianning.ords.desn.mt//toolia an/wobana/15Augi0- Doordstarding/dailataad/Tworker.pd f https://pinewipada.doos.mt/pian/ Listery/Tampingada.doos.mt/pian/ Listery/Tampingada.doos.mt/pian/ Listery/Tampingada.doos.mt/ Distory.com/ Listery/Tampingada.doos.mt/ Distory.com/ Dis
1	Request Federal funds from MSC	District (Programs & Project Management)	Webinar "Feasibility Study Initiation in Light of Risk-Informed Planning" 13 Aug 2018	See webmar slide 15. Receipt of funds may take some time. Programs & Project Management offices may pre-coordinate requests to try to expedite the provision of study funding soon after the PCSA signing.	https://pianning.ords.dean.mi//toolb as/robusts/15Aug15 as/robustsudy.defautasasOvarrise.pd f
1	Request Non-Federal Sponsor's initial share of study funds	District (Programs & Project Management)	DPM CW 2019-02. Operationalizing RIDM in Project Management Flanning Phase. 02 July 2019. Also tee Updated Implementation Guidance for Section 1002 of the Water Resources Reform and Development Act (WRRDA) of 2014, Consolitation of Studies issued 17 May 2017.	See DPM Page 4 Paragraph 5.c.and guidance memo page 1 paragraph 3.	https://planning.ords.desn.mt//toolb an/recklaam/CDPL4EVt1201002.pdf

SAMPLE QUESTIONS FROM PRE-AMM CHECKLIST

- 1) Do you have the matching contributed funds from the NFS necessary to expend federal funds?
- 2) Will your National Environmental Policy Act (NEPA) document be integrated?
- 3) Are there Justice40 communities within your study area that will require identification, outreach, and communication prior to completing the scope of your study?
- 4) For economic analysis performed during the study, will the PDT be using a certified model?
- 5) Are there existing tools, e.g., Levee Screening Tool, National Structure Inventory, previous studies, etc. that can be used to assist in scoping the study?
- 6) Is the study area in an area that is politically sensitive, or where historical tension exists between the local community and the federal government?



https://planning.erdc.dren.mil/toolbox/tools.cfm?Id=137&Option=Templates %20and%20Checklists



SAMPLE QUESTIONS FROM PRE-AMM CHECKLIST

- 7) Does the team anticipate any challenges to environmental compliance and associated consultations?
- 8) Has the team identified the potential for HTRW, petroleum products, or other substances that may be hazardous, within the study area?
- 9) Are there Tribes within your study area with an interest in the project, and how it may impact them? Has the team coordinated with the Tribal Liaison? Do the tribes ascribe a cultural significance to study area?







The Project Management Plan is the foundation for effective/productive scoping and collaboration:

- 1. PREPARE: Be inclusive! Ensure Functional Team Leads are pulled in to define extent of scoping and collaboration efforts. Brainstorm with and include likely stakeholders, cooperating agencies, and interested public locales.
- 2. SCOPING ACTIVITIES: PMP should have a clear scoping and collaboration set of tasks and adequate budget amounts throughout study.
- 3. SUSTAIN THE WORK: Good collaboration doesn't just apply to meetings.
 - Keep everyone engaged
 - Constantly solicit ideas
 - Good collaboration is based on solid listening, understanding, and communicating



5.6 ECONOMIC ANALYSIS SCOPE BY MILESTONE

5.6.1 Alternative: Milestone

The PDT and Vertical Team agree on the focused array of alternatives, on the criteria to evaluate and compare the alternatives to select the agency recommended plan (Agency Decision Milestone), on how to continue the analysis and evaluation of the focused array of alternatives. and that the objectives of the study are consistent with Ceros suthorities and triorities

Thus, the economic section will participate in meetings, contribute to screening criteria applied to arrive at a focused array of alternatives, and assist the team with arriving at the focused array

MILESTONE SCORE

- Areist the PDT in measurement of potential for federal interest based upon evaluation of existing data (e.g., WHG water surface elevations, National Structure Investory data for the study area. atc...), and use this data to determine the potential scale of benefit
- Provide comments and suggestions on the economic perspective during preliminar coping to identify the focused array of alternatives.
- Provide updates to the Risk Register
- Update economic sections of the team's process documents as needed (e.g., decision unagement plan, periew plan, etc.).
- Participate in the planning charterte and provide economic perspective during the chamene.

5.6.2 Tentatively Selected Plan Milestone The Tentatively Selected Plan (TSP) Milestone meeting ensures Vertical Team concurrence on the TSP or the Locally Preferred Plan (LPP) that will be released as part of the draft feasibility tudy report for public and agency prylow and the analysis the PDT used to reach that decision.

The economic section will evaluate each alternative in the focused array plus the without project to action alternative for National Economic Development (NED) benefits. The economist will determine net benefits (benefits minus costs) for each alternative, identify the plan with the greatest net benefits (termed the NED Plan), and provide other metrics to assist the eam with identifying the TSP or LPP. District and Appncy (DCQ and ATR) perferes will be conducted by assigned experts and supported by the economic section.

MILESTONE SCOPE

8.0 COMMUNICATION STRATEGY AND PUBLIC INVOLVEMENT

This work will be performed by the Federal government and the non-Federal sponsor during all phases of this study. The Federal government and the non-Federal sponsor will arrange, conduct, monitor, and evaluate each public workshop public meeting for the purpose of incorporating public input into this feasibility study. The "public" will include all affected or interested non-USACE entities, as well as other Federal, regional, state, and local government entities and officials; public and private organizations; and individuals. The PM will obtain advice and input from the USACE's Public Affairs Officer.

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The public involvement process during the feas The public workshop will be held following the	



BEFORE the Charette:

- 1. PREPARE: Do your homework. As much as possible, develop POOCs, FWOP, evaluation criteria, possible management measures and formulation strategies, and key uncertainties in advance of the charette. Give participants something to react to, rather than starting from a blank page.
- AGENDA: For the agenda, use a "block agenda" concept (i.e., major topics over a larger block of time), instead of detailed time slots for each specific topic.
- SITE VISIT: Planning a site visit on the first day is super helpful to get everyone oriented to the study area.
- 4. INVITATIONS: Start coordinating the invitation list with key team members and sponsors ASAP.





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RUNNING the Charette:

- FACILITATOR: Have a facilitator with knowledge of the planning process.
- 2. NOTE TAKER: Have a note taker to capture most of the discussion.
- 3. ONLINE MANAGER: If you have virtual participation, it's necessary to have someone monitoring the online chat, manage on-line activities, etc.
- 4. TECH SUPPORT: In terms of IT support, it's super helpful to have someone with technology savvy help set up the room, including audio for on-line participants.





VERTICAL TEAM ALIGNMENT MEMO



Reference EP 1105-2-61

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CUI

CUI

Vertical Team Alignment Memorandum (VTAM)

The VTAM Guidance memorandum. dated 22 July 2022, establishes the requirement for each feasibility to produce a VTAM and specifies what information should be included in the VTAM (e.g., study purpose, background, scope, plan formulation, risk and uncertainty, modeling tools and software, the PMP, Environmental Justice considerations, schedule and funding stream, 3x3x3 compliance, and vertical team alignment). The guidance does not apply to Continuing Authorities Program (CAP) studies/projects. VTAMs are to be coordinated with the vertical team. signed by the Division Commander, and forwarded to the Regional Integration



Team (RIT) at Headquarters. EP 1105-2-61 specifies that the Division Commander should target transmittal of the signed VTAM within 30 days of the AMM (EP 1105-2-61 recommends the AMM should be within 90-180 days of the start of the study)

Use the VTAM template to document important information about the study's scope of work (SOW), schedule and budget. Note:

- The SOW, schedule, and budget as discussed in the VTAM must be consistent with the PMP.
- The study's risk register must clearly document the key risks and uncertainties that are discussed in the VTAM (Section 6), especially those that affect the SOW, schedule, and/or budget for the study. Areas of high risk should drive areas where more effort and cost may be needed to buy down risk. Areas where risk is low should correlate to tasks that may require less effort and where assumptions and existing information may be able to be made to move forward more quickly and with less cost.

For studies requiring an exception to the 3x3x3 rule, the VTAM will be the primary document used in requesting the exception. In addition to completing a

Key Activities By Study Phase

Study Initiation Phase

Activity Name (P2 Activity ID)(CW Milestone)

- Agreement Execution*
- Identify Project Delivery Team (Engineering (confer with Technical Lead), Real Estate, Environmental, Cultural, Economics, Cost)
- Develop 6 Pieces of Paper
- Coordinate with Legal and Policy Compliance Review Team and Planning Center of Expertise
- Conduct First Iteration of Planning Process with PDT (or during Charette or Second Iteration during Charette)
- Develop Report Summary (SCP1010)
- Develop Peer Review Plan (SCP1160)- Draft within 30-days of FCSA Execution
- Develop Project Management Plan (SCP1130)- Draft within 30-days of FCSA Execution (Comms Plan and Review Plan)
- Pre-Charette Data Collection (SCP1000)**
- Justice40 identification and Outreach (Include in Communication Plan and PMP)
- Conduct Planning Charette (SCP 1060)**
- Conduct NEPA Scoping/Coordinate with Agencies (SCP1185)- within 90-days of FCSA Execution
- PCX Review of the Peer Review Plan (SCP1187)- Letter of Endorsement prior to MSC submittal

*HQUSACE Tracked Milestone- Power BI Dashboard **Optional if using Charette

EXAMPLE OF COLLABORATION DURING SCOPING: CITY OF BOSTON COASTAL STORM RISK MANAGEMENT STUDY

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COLLABORATION THROUGH CHARETTES

- Scheduled and funded charette facilitator to support the effort
- Included Full USACE Team in the charette LP&C Review Team, CPR CoP, PCX-CSRM, and MSC
- Included sponsor, key stakeholders, other local and state agencies, as well as federal resource agencies
- multiple discussions and initial planning iteration before charette; Developed understanding of intent, goals, and objectives of charette
- Used block agenda for charette; facilitator and planner adjusted accordingly to meet objectives and needed outcomes
- Initial Charette laid foundation for multiple follow-on formulation workshops (one per neighborhood to identify focused array)



EXAMPLE OF COLLABORATION DURING SCOPING: CITY OF BOSTON COASTAL STORM RISK MANAGEMENT STUDY

COMMUNITY OUTREACH



- Held outreach meetings open to public; identified 63 stakeholder groups, ranging from civic organizations to neighborhood groups to attend meeting
- After initial outreach, held multiple virtual office hours for follow-up

VERTICAL TEAM ALIGNMENT

- Used charette and workshops to develop scope, schedule, and budget as part of PMP
- Review Plan and PMP drafts completed within 30-days for vertical team concurrence/endorsement/approval
- Simplified path to AMM due to extensive coordination with horizontal and vertical team throughout

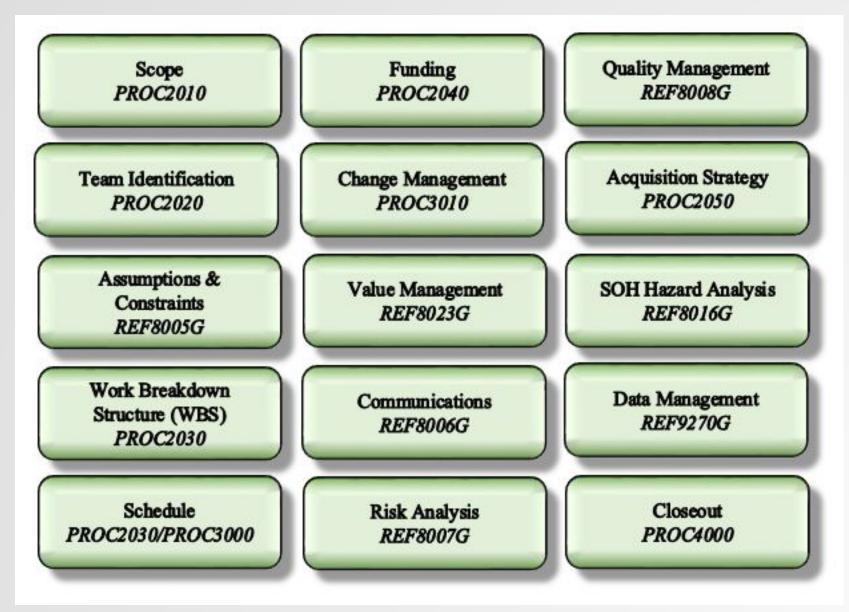


WHAT'S INCLUDED IN THE 6 (OR 7) PIECES OF PAPER?

- 1. Written problems and opportunities statement
- 2. Narrative Future Without Project Condition (FWOP) scenario
- 3. List of planning objectives and constraints
- 4. List of decision criteria that will lead to the choice of a course of action
- 5. List of unique questions to be answered in the investigation
- 6. List of the most significant uncertainties
- 7. For Watershed Studies: Shared Vision Statement



MINIMUM REQUIREMENTS FOR PROJECT MANAGEMENT PLANS (FROM ER 5-1-11)



EXAMPLE PRIMAVERA SCHEDULE FOR CITY OF BOSTON CSRM FEASIBILITY STUDY

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Model Certification (if needed) 8-28-2022 A 12-9-2022 A Active			
Existing Conditions Complete Preliminary Existing and Future w/o Conditions			
Analysis (Insert more detail based on project needs; 8			
months) 8-29-2022 A 2-24-2023 A Active			
Identify Focused Array of Alternatives 8-29-2022 A 2-24-2023 A Active			
Alternatives Milestone			
DQC Alternatives Documentation 1-3-2023 A 1-17-2023 A Active			

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SCOPING EXAMPLES FOR A SMALL AND LARGE AQUATIC ECOSYSTEM RESTORATION STUDY

e Insert Design Layout References Mailings Study Context Study A: • Smaller study area (3-mile riverine riverin	Review View Help ProjectWise Acrobat											
Two types of habitat to be restored (riparian forest and shallow backwater)												
Relevant Assumptions	Tasks	Duration – working days, not dates										
Similar studies in vicinity.	Select appropriate indicator species models (2).	2 days										
Similar planning objectives to other studies in vicinity.	Note: Predecessor activities to ecological model selection include identifying a reference condition and/or developing a conceptual ecological model.	5 days (may be concurrent with other tasks, but does require time and funding for coordination)										
Can use existing, already approved/ certified models (for example, Habitat Suitability Index (HSI) models).	Coordinate with ECO-PCX on model selection for Review Plan (required by AMM) and interagency											
Interagency coordination/buy-in is critical to a smooth Fish and Wildlife Coordination Act (and sometimes Clean Water	coordination/buy-in on model and variable selection.	Note: When ECO-PCX is serving as the RMO, need to allow time for account manager and operating director to review and endorse entire review plan and model user documentation questionnaire										
Act/compensatory mitigation) process, and ECO-PCX coordination is critical to the planning milestones.		Note: model re-certification or minor adaptations to existing models may take 10-15 days and cost \$10,000 – \$20,000										
	Collect field data or check for best available data – may not need to collect new data if sponsor or partners have data for use associated with model parameters for selected ecological models (e.g., HSI models) for Existing and FWOP conditions.	12 – 15 days										
	[Note that the number of models will vary based on the habitat types specific to any given study.]											

STUDY ACTIVITIES: FCSA SIGNING THROUGH THE ALTERNATIVES MILESTONE

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	and ac	chievement of vertical	alignment. For sin		played as single work day events b			
	Day	Action	Responsibility	References	Notes	Links		
	0	Sign a Feasibility Cost Share Agreement	District & Non- Federal Sponsor	 10 August 2018 memo Bipartisan Budget Act of 2018 (BBA 2018) - Model Agreement for New Feasibility Studies 17 May 2017 memo Updated Implementation Guidance for Section 1002 of the Water Resources Reform and Development Act (WRRDA) of 2014, Consolidation of Studies 	The FCSA signing marks the formal start of a feasibility study & the beginning of the <u>3 year</u> clock to complete a feasibility study.	https://planning.erdc.dren.mil/toolbox/libr ary/MemosandLetters/FY%2018%20Suppl emental%20- %20Transmittl%20of%20Model%20Agree ment%20for%20New%20Feasibility.pdf https://planning.erdc.dren.mil/toolbox/libr ary/WRDA/WRDA2014IGSection1002.p dF https://www.publications.usace.army.mil/P ortals/16/EP%201105-2- 61_2023%2007%2001.pdfPter=ug2obmZx gGHyppgvatGzPw==		
Page 83 of 118 21534 words 🖸 🛠 A	vccessibility: Investigate					(D) Focus		+ 100%

STUDY ACTIVITIES: COST SHARE AGREEMENT SIGNING THROUGH FIRST MILESTONE

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					1	Request Non-Federal Sponsor's initial share of study funds	District (Programs & Project Management)	DPM CW 2019-02. Operationalizing RIDM in Project Management Planning Phase. 02 July 2019. Also see Updated Implementation Guidance for Section 1002 of the Water Resources Reform and Development Act (WRRDA) of 2014, Consolidation of Studies issued 17 May 2017.	See DPM Page 4 Paragraph 5.c.and guidance memo page 1 paragraph 3.	https://planning.erdo.dren.mil/toolbox/we binars/DPMCW201902.pdf		
					1	Notify MSC of need for Policy and Legal Compliance Review Team	District	EP 1105-2-61 Feasibility and Post-Authorization Study Procedures and Report Processing Requirements Feasibility Study Vertical Team Coordination: Key HQ and MSC Tasks. July 2022.	In the EP see Chapter 9. This activity could be pre-coordinated before the FCSA signing - likewise for the next two tasks as well. Also see DPM CW 2018-05 memo page 3 item #9.	https://planning.erdc.dren.mil/toolbox/libr ary/Guidance/DPM-2019-01.pdf https://planning.erdc.dren.mil/toolbox/Lib rary/Template/FeasibilityStudyVerticalTea mCoordination_KeyTasks_July2022_Final. pdf https://planning.erdc.dren.mil/toolbox/Lib rary/Template/FeasibilityStudyVerticalTea mCoordination_KeyTasks_July2022_Final. pdf		
					2	Identify a Project Delivery Team (this is the full team not the focused team)	District	DPM CW 2019-02. Operationalizing RIDM in Project Management Planning Phase. 02 July 2019.	See DPM Page 4 Paragraph 9.a.	https://planning.erdc.dren.mil/toolbox/we binars/DPMCW201902.pdf		
					3	Designate a Lead Planner	District	DPM CW 2018-05 (03 May 2018 Dalton memo)	See memo page 4 item #13c; the lead planner should be a Certified Water Resources Planner or equivalent in experience & experienced in the type of study.	https://planning.erdc.dren.mil/toolbox/libr ary/MemosandLetters/DPMCW201805_I mprovingDelivery.pdf		
					3	Designate a Technical Lead for Engineering and Construction Deliverables	District	ECB 2018-15 Technical Lead for Engineering and Construction Deliverables	See paragraph 3.b. Technical Lead responsibilities are assigned to one member of the PDT that serves as the proponent for the project's technical quality.	https://www.wbdg.org/FFC/ARMYCOE/ COEECB/ecb_2018_15_rev_1.pdf		

[D] Focus

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