

SCOPING GUIDE FOR CIVIL WORKS PLANNING STUDIES

National PCoP Webinar
Date: 09 November 2023
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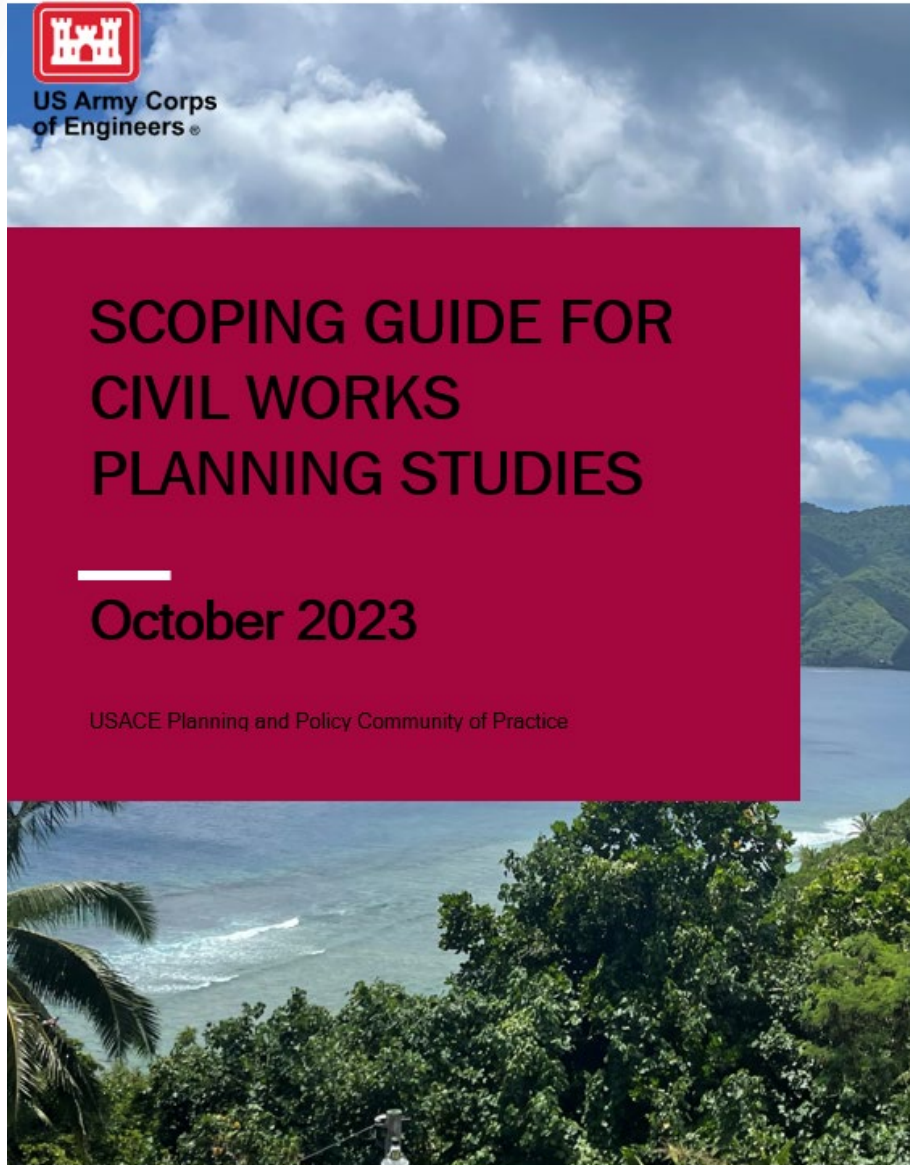
PRESENTATION OUTLINE

What's in the Scoping Guide?

- Intent
- 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



- 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 TAKES A VILLAGE





SCOPING TEAM ROLES & COLLABORATION



		PLAN FORMULATION				ENVIRONMENTAL COORDINATION, PERMITTING, AND MODELING										FULL TEAM ENGAGED		LEAD	CO-LEAD	PARTICIPANT											
TEAM	TASK	PCSA SIGNED	KICK-OFF MEETING	RMP	MAPS, IMAGES, DRIVING, 303 COMPLIANCE	PROJECT WEBSITE	FACTSHEETS & PRESS RELEASES	SITE VISIT	USAC SCOPING WORKSHOP (SCHEDULE)	PLAN FORM 1 ST ITERATION	INITIAL & RESOURCE LOADED SCHEDULE	SECTION 1002 LETTER SENT	REVIEW PLAN	NEPA SCOPING MEETING LETTERS SENT	FAL FOR FWCA/AR SENT	GOV'T TO GOV'T CONSULT. W/TRIBES INITIATED	SECTION 106 CONTRACT SURVEY OR PROGRAMME AGREEMENT	EARLY MSA COORD. W/NWPS	EARLY CEQA COORD.	NEPA SCOPING MEETING/CI OUTREACH	PLAN FORM 2 ND ITERATION	SUBMIT VTAM TO WSC/HQ-RIT	REVIEW PLAN TO PCX & M3C	AMM DRY RUN WITH LEADERSHIP	AMM READ AHEADS (-1 WK)	AMM	AMM MTR (+2 WKS)	VTAM BRIINGS AS NEEDED			
TEAM MACRO TASKS		DATA COLLECTION PERTINENT TO PROJECT AND PROJECT CONTEXT										PLAN FORMULATION TEAM MEETINGS										DRAFT PRESENTATION, REPORT SUMMARY, STUDY ISSUE CHECKLIST, RISK REGISTER, VTAM, RESOURCE LOADED SCHEDULE EVOLUTION									
PROJECT MANAGER		L	CL	L	✓	L	CL	CL	✓	✓	L	L	✓	✓	✓	✓	✓	✓	✓	CL	✓	L	CL	CL	✓	✓	✓	L			
PLANNING TECHNICAL LEAD		✓	L	CL	L	CL	CL	L	L	L	✓	✓	L	CL	✓	✓	✓	✓	✓	L	✓	CL	L	L	L	L	L	CL			
ECONOMICS LEAD			✓	✓	✓			✓	✓	✓	✓	✓	✓	✓						✓	✓			✓	✓	✓	✓	✓			
ENVIRONMENTAL NEPA LEAD			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	L	L	✓	✓	L	L	CL	✓		✓	✓	✓	✓	✓	✓			
ENVIRONMENTAL CULTURAL RESOURCES LEAD			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		L	L			✓	✓		✓	✓	✓	✓	✓	✓			
ENVIRONMENTAL PERMITTING/ COMPLIANCE LEAD			✓	✓			✓	✓	✓	✓	✓	✓	✓	✓						✓	✓		✓	✓	✓	✓	✓	✓			
ENGINEERING TECHNICAL LEAD		✓	✓	✓	✓	✓	✓	L	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
ENGINEERING COASTAL DESIGN LEAD			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓			✓	✓	✓	✓	✓	✓	✓	✓	✓			
ENGINEERING COST LEAD			✓	✓			✓	✓	✓	✓	✓	✓	✓							✓	✓		✓	✓	✓	✓	✓	✓			
ENGINEERING GEOTECHNICAL LEAD			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓							✓	✓		✓	✓	✓	✓	✓	✓			
ENGINEERING GEOMATICS LEAD			✓	✓	CL		✓	✓	✓	✓	✓	✓	✓							✓	✓		✓	✓	✓	✓	✓	✓			
REAL ESTATE LEAD			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓							✓	✓		✓	✓	✓	✓	✓	✓			
OFFICE OF COUNSEL		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓						✓	✓		✓	✓	✓	✓	✓	✓			
VERTICAL TEAM/HQ-RIT			✓	✓			✓	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓	✓	✓	✓			
PCX			✓	✓			✓	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓	✓	✓	✓			
EDITOR			✓	✓	CL		✓	✓	✓	✓	✓	✓	✓	✓						✓	✓		✓	✓	✓	✓	✓	✓			
GRAPHIC DESIGNER			✓	✓	CL	CL	✓	✓	✓	✓	✓	✓	✓	✓						✓	✓		✓	✓	✓	✓	✓	✓			
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SPONSOR		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						✓	✓		✓	✓	✓	✓	✓	✓	4		



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.erd.c.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

CITY OF BOSTON PROJECT MANAGEMENT PLAN
 COASTAL STORM RISK MANAGEMENT STUDY January 5, 2021

5.6 ECONOMIC ANALYSIS SCOPE BY MILESTONE

5.6.1 Alternative Milestones
 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 Corps authorities and priorities.

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 SCOPE

- Assist the PDT in assessment of potential for federal interest based upon evaluation of existing data (e.g., WHO wave surface elevations, National Structure Inventory data for the study area, etc.), and use this data to determine the potential scope of benefits.
- Provide comments and suggestions on the economic perspective during preliminary scoping/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 management plan, review plan, etc.).
- Participate in the planning charrette and provide economic perspective during the charrette.

5.6.2 Tentatively Selected Plan Milestones
 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 study report for public and agency review 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/no 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 (named the NED Plan), and provide other metrics to assist the team with identifying the TSP or LPP. District and Agency (DOQ and ATR) reviews 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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WEST MAINT WATERSHED STUDY PROJECT MANAGEMENT PLAN
 HONOLULU DISTRICT April 2020

The non-Federal sponsor will be responsible for providing the meeting/workshop facility. The Federal government and the non-Federal sponsor will work together to develop the public notice for the meeting, the appropriate mailing list for the public notice, and the content of the meeting including the agenda and any visual aids that are necessary. The Federal government will be responsible for conducting the meeting. The non-Federal sponsor shall provide testimony and views at the meeting.

The public involvement process during the feasibility phase will include one public workshop. The public workshop will be held following the completion of the draft Watershed Management Plan to solicit ideas, comments, and concerns from the public and private entities regarding the proposed project.



SCOPING CHARETTE & BEST PRACTICES

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.
- 2. 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.
- 3. 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.





VERTICAL TEAM ALIGNMENT MEMO

CUI

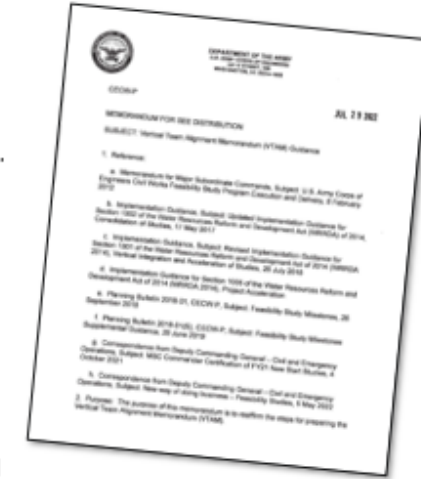
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Vertical Team Alignment Memorandum (VTAM)

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

Reference EP 1105-2-61

CUI

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



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-CSR, 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 charrette 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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Activity Name	Start	Finish	Project Status	Milestone
City of Boston Coastal Storm Risk Management, MA				
Project Management	8-29-2022 A	7/1/2026	Active	
City of Boston NF\$ (CS 586)	8-29-2022 A	8/19/2027	Active	
City of Boston IN-KIND Contributions	12-5-2022 A	6/25/2027	Active	
Execute FCSA		5-2-2022 A	Active	CW130
Scoping				
Study Initiation				
Pre-Charrette Data Collection	8-29-2022 A	10-20-2022 A	Active	
Develop Report Summary	8-29-2022 A	12-16-2022 A	Active	
Develop Risk Register	8-29-2022 A	12-16-2022 A	Active	
Prepare Charrette Read Ahead Material	10-3-2022 A	10-20-2022 A	Active	
Conduct Planning Charrette (scalable)	10-18-2022 A	10-20-2022 A	Active	
Prepare Initial Draft of PMP and Peer Review Plan	8-30-2022 A	9-27-2022 A	Active	
PMP Review	9-23-2022 A	12-9-2022 A	Active	
MSC Review of Peer Review Plan	12-21-2022 A	1-24-2023 A	Active	
Conduct NEPA Scoping/Coordinate with Agencies	8-29-2022 A	1-11-2023 A	Active	
Signed PMP		1-6-2023 A	Active	CW040
Review the Peer Review Plan	9-28-2022 A	11-23-2022 A	Active	
Peer Review Plan Approved and Posted		1-31-2023 A	Active	CW035
Prepare Model Review Plan	8-29-2022 A	9-28-2022 A	Active	
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

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Comments Share

Study Context

Study A:

- **Smaller** study area (3-mile riverine reach)
- **Two types of habitat** to be restored (riparian forest and shallow backwater)

Relevant Assumptions	Tasks	Duration – working days, not dates
<p>Similar studies in vicinity.</p> <p>Similar planning objectives to other studies in vicinity.</p> <p>Can use existing, already approved/certified models (for example, Habitat Suitability Index (HSI) models).</p> <p>Interagency coordination/buy-in is critical to a smooth Fish and Wildlife Coordination Act (and sometimes Clean Water Act/compensatory mitigation) process, and ECO-PCX coordination is critical to the planning milestones.</p>	<p>Select appropriate indicator species models (2).</p> <p>Note: Predecessor activities to ecological model selection include identifying a reference condition and/or developing a conceptual ecological model.</p>	2 days
	<p>Coordinate with ECO-PCX on model selection for Review Plan (required by AMM) and interagency coordination/buy-in on model and variable selection.</p>	<p>5 days (may be concurrent with other tasks, but does require time and funding for coordination)</p> <p>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</p> <p>Note: model re-certification or minor adaptations to existing models may take 10-15 days and cost \$10,000 – \$20,000</p>
	<p>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.</p> <p>[Note that the number of models will vary based on the habitat types specific to any given study.]</p>	12 – 15 days

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STUDY ACTIVITIES: FCSA SIGNING THROUGH THE ALTERNATIVES MILESTONE

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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 (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 3-year clock to complete a feasibility study.	https://planning.erdc.dren.mil/toolbox/library/MemosandLetters/FY%2018%20Supplemental%20-%20Transmittal%20of%20Model%20Agreement%20for%20New%20Feasibility.pdf https://planning.erdc.dren.mil/toolbox/library/WRDA/WRDA2014IGSection1002.pdf https://www.publications.usace.army.mil/Portals/76/EP%201105-2-61_2025%2007%2001.pdf?ver=ug2obmZxgGHypgvatGzPw==



STUDY ACTIVITIES: COST SHARE AGREEMENT SIGNING THROUGH FIRST MILESTONE

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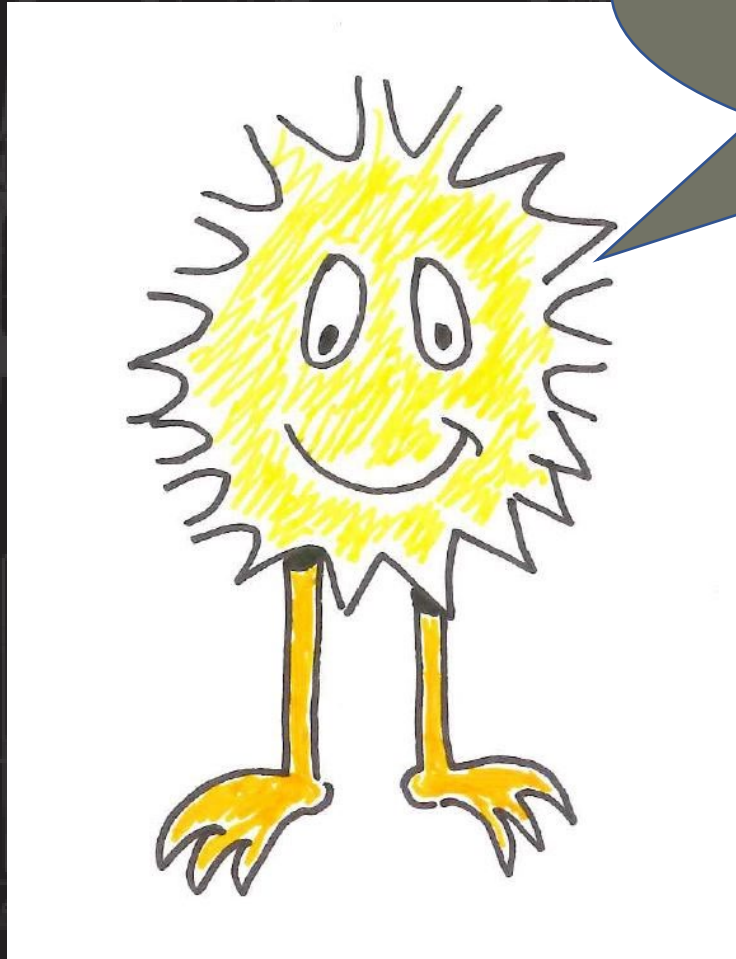
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1	Request Non-Federal Sponsor's initial share of study funds	District (Programs & Project Management)	DPM CW 2019-02. Operationalizing RIDM in Project Management Planning Phase. 02 July 2019. Also see Updated Implementation Guidance for Section 1002 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.ercd.dren.mil/toolbox/webinars/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.ercd.dren.mil/toolbox/library/Guidance/DPM-2019-01.pdf https://planning.ercd.dren.mil/toolbox/Library/Template/FeasibilityStudyVerticalTeamCoordination_KeyTasks_July2022_Final.pdf https://planning.ercd.dren.mil/toolbox/Library/Template/FeasibilityStudyVerticalTeamCoordination_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.ercd.dren.mil/toolbox/webinars/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.ercd.dren.mil/toolbox/library/MemosandLetters/DPMCW201805_ImprovingDelivery.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

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**ANY
QUESTIONS??**



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