

NAVIGATING THE REVIEW PROCESS UNDER THE RAPID FRAMEWORK

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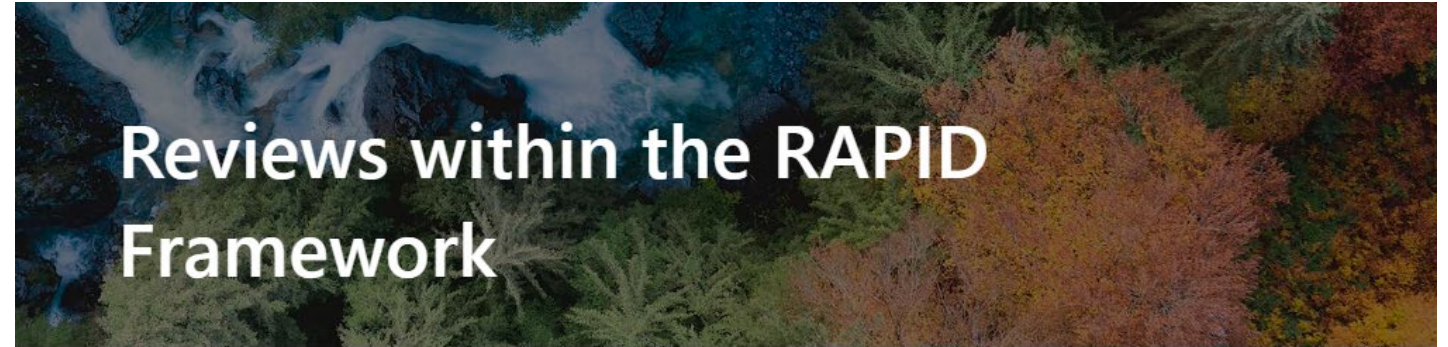


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AGENDA

- Background and Key Changes
- Roles & Responsibilities
- Enterprise Review Team: Overview & Staffing
- District Quality Control
- RAPID Review Process and Activities
- Review Documentation
- MythBusters



Under RAPID, the main shift is not what reviews are required, but how they are planned and executed.

BACKGROUND

Reviews must be structured to support timely, risk-informed decisions while maintaining technical quality, policy compliance, and legal sufficiency. This review process works within existing USACE review requirements and guidance but aligns review execution with the accelerated, decision-driven nature of RAPID studies.

Quality Control and Quality Assurance remain the foundation of the review process. Effective quality management at the district level (i.e., district quality control review [DQC]) reduces rework, supports efficient review execution, and helps ensure study recommendations are technically sound and decision-ready. In addition, the Enterprise Review outlined in this document maintains the foundational requirements of Agency Technical Review (ATR) and Policy & Legal Compliance Review (PLCR) as outlined in ER 1165-2-217 and EP 1105-2-61 while integrating them into one review to improve quality, increase

RAPID Reviews: Quick Links

-  Roles and Responsibilities
-  RAPID Feasibility Study Review Process
-  District Quality Control
-  Major Subordinate Command Quality Assurance
-  Enterprise Review
-  Enterprise Review: Discipline-Specific Considerations

[Reviews KMP Page](#)



BACKGROUND & KEY SHIFTS UNDER RAPID

RAPID Review: Key Concepts

- RAPID structures reviews to support timely, risk-informed decisions while maintaining technical quality, policy compliance, and legal sufficiency.
- Still conducting thorough, high-quality reviews at the District, Division, and Headquarters levels.
- Robust District Quality Control (DQC) and Major Subordinate Command (MSC) Quality Assurance (QA) continue to be critical aspects of the review process.
- ER 1105-2-217 still largely applies.
- Design standards have increased at the portfolio level to all studies achieving a 35% level of design maturity.

Significant Updates

BLUF: The main shift is not what reviews are required, but how they are planned and executed.

- The Major Subordinate Command (MSC) will serve as the Review Management Organization (RMO) for all new start studies.
- An Enterprise Review Team (ERT) will conduct combined technical, policy, and legal reviews throughout the study.
- Review-related documentation requirements (e.g., Project Guidance Memorandum, ATR Summary Report, etc.) have changed.
- ATR and P&LCR teams combined to reduce # of reviewers:
 - Single manager, schedule and process.
 - Single review of the draft report prior to Decision Point #2.
 - Final report review is intended to be back check only.
 - Dr. Checks will be used for all reviews.



ROLES & RESPONSIBILITIES

Review Management Organization (RMO)

- The MSC will serve as the RMO for all new start General Investigation studies.
- The RMO will identify representatives on the Vertical to ensure vertical coordination with HQUSACE across all study-related CoPs (e.g., Planning, Engineering and Construction, Real Estate, Office of Counsel, etc.). These representatives will support vertical alignment throughout the study as well as HQUSACE processing and policy assessment steps.
- As the RMO, the MSC is responsible for ensuring that appropriate policy and technical reviews are performed for each functional area in accordance with the Review Plan, including developing and staffing the ERT with the most qualified members from across the Enterprise.

Strategic Enterprise Advisor (SEA)

- Serves as an objective, third-party advisor to the PDT and ERT.
- The SEA will typically be a member of the HQUSACE Center for Strategic Portfolio Delivery.

The SEA will:

- Advise the PDT and ERT on current national policy challenges and best practices throughout the life of the study.
- Participate in all Vertical Team meetings (milestones, charrettes, etc.) and study phases. In-person attendance at meetings may require travel funding.
- Lead HQUSACE Policy Assessment of the final report.

The SEA will not serve as a reviewer or the RM on a project they are advising (i.e., they will not be formally assigned to the ERT).

Review Manager (RM)

- Primary point of contact for review coordination.
- Identified by the RMO.
- Lead for identifying all reviewers to serve on the ERT.
- Responsible for requesting project-funded ERT labor codes as required, scheduling review kickoff meetings and inviting the ERT to Vertical Team meetings as appropriate, confirming all reviewers have access to DrChecks, facilitating issue resolution, etc.
- Serves as a unifying voice and representative of the ERT, working with the RMO to support vertical alignment throughout the study as well as supporting HQUSACE processing and policy assessment steps as appropriate.

Enterprise Review Team (ERT)

- The ERT's primary mission is to provide continuous, concurrent technical and policy support throughout the study lifecycle.
- The ERT partners with the PDT during product development—from the Scoping Charrette onward—to solve problems early, validate risk-informed decisions, and ensure the final products are compliant and defensible.
- The ERT is comprised of multi-disciplinary experts from across the Enterprise (excluding the primary district), representing key functional areas



ENTERPRISE REVIEW TEAM: OVERVIEW & STAFFING

- As the RMO, the MSC is responsible for confirming the qualifications of the ERT in accordance with the RP.
- ERT review assignments will be developed by the Review Manager in coordination with the RMO.
- Reviews for new start feasibility studies will typically be conducted by MSC and/or District staff and may be supplemented with others from the Vertical Team (e.g., HQUSACE), as needed.
- Project funding will be required for ERT reviewers who are not funded by the general expense (GE) account (i.e., District staff).
- There are numerous resources (e.g., MSC, HQUSACE, and PCX support, along with CoP/Sub-CoPs leads, etc.) across the organization to support identification of qualified and certified reviewers for other functional areas (e.g., Planning, Engineering and Construction, etc.).

NOTE: Certification requirements for ERTs will be updated to include both policy and technical components.



DISTRICT QUALITY CONTROL

BLUF: DQC must be early and continuous!

FID and Scoping

- Identify DQC lead and reviewers.
- Verify study authority, problems, opportunities, objectives, and constraints, existing data, model suitability, future without-project condition assumptions, Federal interest, and Sponsor legal authority to acquire and hold title.

Plan Formulation and Evaluation / Draft Report

- Review alternative screening, evaluation, and comparison metrics/methods/results, key technical inputs, preliminary real estate information, rationale for TSP selection, and draft report readiness.
- Resolve DQC comments before the draft report is released for public and enterprise review.

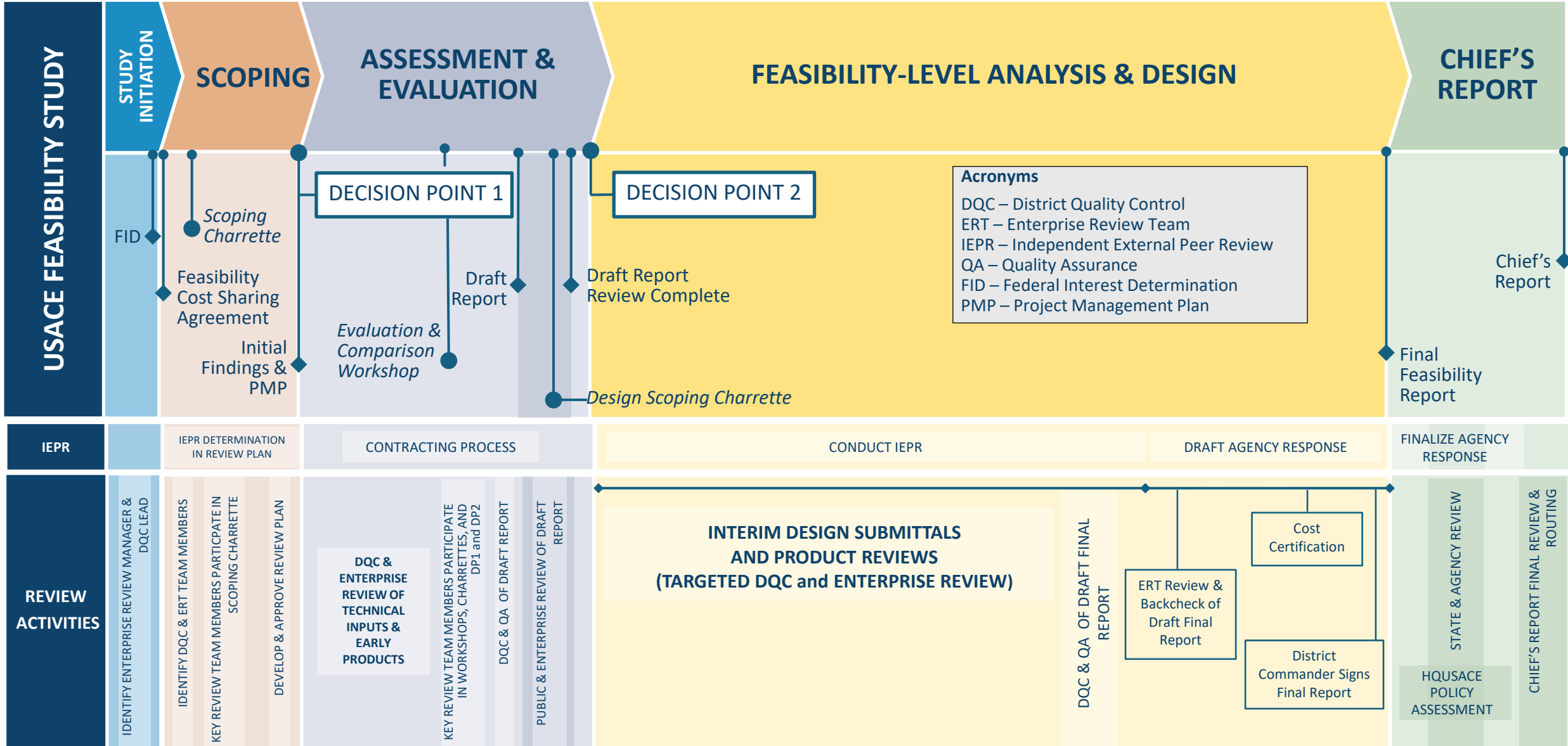
Feasibility-Level Design and Analysis

- Review feasibility-level technical analysis and design assumptions, quantities, cost inputs, constructability considerations, OMRR&R assumptions, and residual risk.
- Resolve DQC comments before the ERT conducts targeted review of feasibility-level design details and/or additional interim products.

Final Report

- Review and backcheck final report revisions, environmental compliance documentation, and draft Chief's Report to support transmittal of final report package.

REVIEW PROCESS & ACTIVITIES

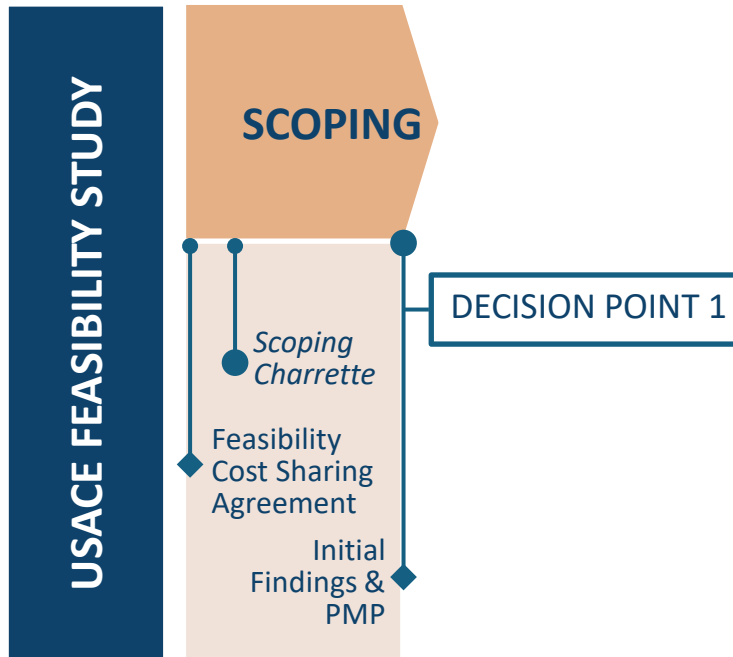


REVIEWS: STUDY INITIATION PHASE



- ✓ Review Management Organization identifies Review Manager
- ✓ HQ identifies Strategic Enterprise Advisor
- ✓ District identifies DQC Lead
- ✓ RM & SEA participate in FID process. DQC lead and other ERT members are available on request but not required.
- ✓ Description of RM role available on the KMP website. RMO may have additional requirements.

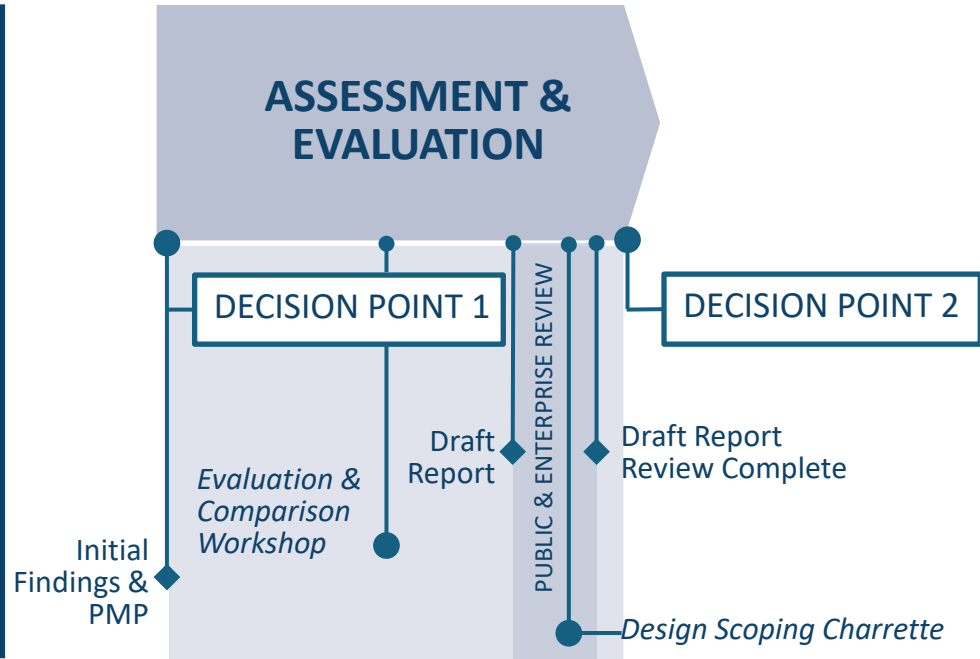
REVIEWS: SCOPING PHASE



- ✓ Identify DQC Team members
- ✓ Identify ERT Team members
- ✓ Key review team members participate in scoping charrette
- ✓ Develop and approve Review Plan

REVIEWS: ASSESSMENT & EVALUATION

USACE FEASIBILITY STUDY



- ✓ DQC and Enterprise review of technical inputs and early products
- ✓ Key review team members participate in workshops, DP1, and DP2
- ✓ DQC and MSC QA of Draft Report
- ✓ District legal certification of draft report (may be a conditional certification)
- ✓ Concurrent Public and Enterprise Review of draft report (after DP1)
 - ✓ Note: ERT comments must be completed prior to DP2. Responses may not all be completed or closed out before DP2.

REVIEWS: FEASIBILITY-LEVEL ANALYSIS & DESIGN

USACE FEASIBILITY STUDY

FEASIBILITY-LEVEL ANALYSIS & DESIGN

DECISION POINT 2

INTERIM DESIGN SUBMITTALS AND PRODUCT REVIEWS
(DQC and ENTERPRISE REVIEW)

Final
Feasibility
Report

Targeted Reviews will be key to successful back check. Key check-ins with Real Estate, E&C and Environmental Reviewers are needed during this stage.

- ✓ Updated Review Plan to outline reviews of interim design submittals and product reviews undergo DQC and Enterprise Review
- ✓ IEPR may occur after DP2 to focus on review of feasibility-level design details.
- ✓ DQC and MSC QA of Draft Final Report
- ✓ District legal certification of final report (may be a conditional certification)
- ✓ District submits unsigned draft final report package to MSC for Enterprise Review Team backcheck
- ✓ ERT Review & Backcheck of draft final report
- ✓ Cost Engineering Mandatory Center of Expertise (MCX) issues Cost Certification
- ✓ District Commander signs and transmits final report

REVIEWS: CHIEF'S REPORT PHASE



- ✓ HQUSACE Policy Assessment (initiates during State & Agency review; concludes after S&A when the Documentation of Review Findings is finalized)
- ✓ 30-day State & Agency review
- ✓ Civil Works Decision Day Scheduled.
- ✓ SEA finalizes Chief's Report
- ✓ Command Integration Element routes Chief's Report package in ETMS2

To request CWDD <https://usace.dps.mil/sites/USACE-HQ-COLLAB-PPD/Lists/Civil%20Works%20Decision%20Days/Civil%20Works%20Decision%20Day%20Overview.aspx>



REVIEW DOCUMENTATION

- **Review Plans:** An updated MS Word template for Review Plans is posted on the [Planning Toolbox](#)
- **DrChecks** will be used for all DQC and ERT reviews unless study-specific circumstances warrant use of an alternate mechanism for review. Both technical and policy ERT comments will be submitted in DrChecks.
- The RMO will develop an **Enterprise Review Summary Report** that summarizes and certifies Enterprise review.
 - ✓ This summary report will replace and integrate the Project Guidance Memorandum (PGM) and ATR Summary Report/Certification.
 - ✓ A template is under development
- The SEA will document all review processes: District (DQC), MSC (QA & ERT), HQ (IEPR & S&A) within the **Documentation of Review Findings** (DORF)
- A 1-2 page summary document will be developed by the SEA to summarize the results of the **HQUSACE Policy Assessment**.

MYTHBUSTERS



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Does every member of the Enterprise Review Team need to attend the charrette, workshops, or decision milestones?

The composition and level of reviewer engagement at the charrette, workshops, and decision points may vary based on project needs, scope, funding, and schedule. One size does not fit all.

Is the Review Manager solely responsible for identifying Enterprise Review Team members?

There are numerous resources (e.g., MSC, HQUSACE, PCXs, CoP/Sub-CoPs leads, etc.) across the organization to support identification of qualified and certified reviewers.

What is the cost of the new review process?

The cost for reviews are going to vary and while projects in the past only typically paid for ATR reviewers, the goal has been to reduce the # of duplicate reviewers. The new teams may be composed of both GE and Non-GE funded staff based upon needs identified within the review plan. PDTs should consult with the RMO and RM regarding ERT cost and funding.

ENTERPRISE REVIEW TEAM EXAMPLES



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Enterprise Review: What Worked & What We Learned

Navigating the Transition: NWD's Enterprise Review Pilot

~\$50M

TOTAL PROJECT COST

3x3 compliant study; previously converted from CAP

13

REVIEWERS

1 HQ • 4 NWD • 8 Districts

~\$35K

REVIEW LABOR

Reviewer labor code budget for draft & final report reviews

~6 MONTHS

REVIEW TIMELINE

Conducted “traditional” review on draft and final report with streamlined timeframes for review, report revisions, and backcheck.

✓ Playbook for Success

Four practices that kept the Enterprise Review moving

- CENTRALIZE COMMENTS & REDUCE DOCUMENTATION**
Kept a single DrChecks record for all comments. Combined ATR Summary Report and PGM into “Enterprise Review Summary Report” certified by NWD Planning and E&C Chiefs.
- HOLD COMMENT CLOSURE**
Did not close or conditionally close comments until ERT verifies report revisions are incorporated.
- ROLLING BACKCHECK**
Provided responses and report revisions throughout the review—not only at the end.
- ACTIVELY MANAGE REVIEW SCHEDULE**
Proactive coordination of review timelines with PDT and ERT. Developed micro-schedule for HQ-level report processing steps.

! Lessons Learned

Setting the next review up for success

01 Clarify roles early & continuously

Clearly identify roles/responsibilities for key tasks at MSC and HQ levels (e.g., District Support Planner, Review Manager, Strategic Enterprise Advisor, Command Integration Element, etc.).

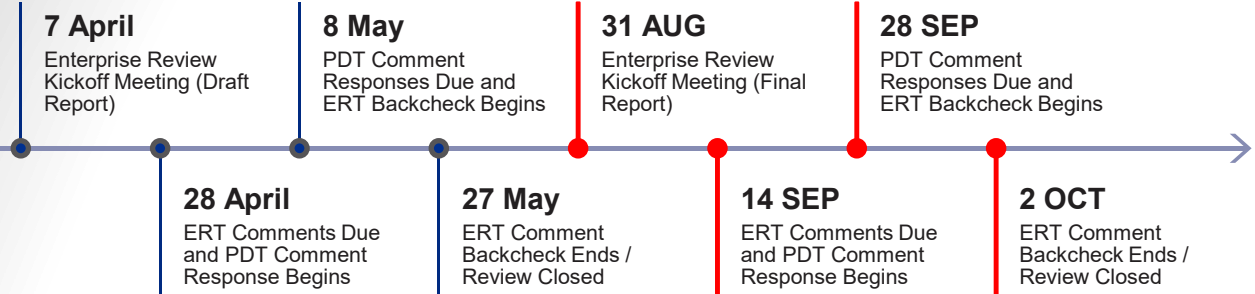
02 Conduct targeted reviews

Conduct targeted reviews on interim submittals, especially Engineering products.



HARTFORD / EAST HARTFORD, CT SECTION 216

FLOOD RISK MANAGEMENT STUDY (NAD)



Report Documents	Content
Draft Integrated Feasibility Report and EA with 23 appendices	Main Report – 239 pages Combined Appendices – 1,439 pages
Technical Products	Format
Real Estate Parcels and Utilities Mapping	GIS Mapping
Meadow Hill – Pump Station Plans	Drawings and Technical Writeups
North Meadows – Pump Station Plans	Drawings and Technical Writeups
South Meadows – Pump Stations Plans	Drawings and Technical Writeups
Life Safety Risk Analysis modeling	LifeSim
Flood Risk Management modeling	HEC-FDA
Regional Economics Damages (RED) modeling	RECONS
H&H modeling – breach and interior draining	HEC-RAS
H&H modeling – interior drainage (pump stations)	HEC-HMS
H&H modeling – pump stations	HEC-SSP
Pump Station Capacity Analysis – North Meadows, Meadow Hill, South Meadows	Workbooks
NED Benefits Annualization and Summary Analysis	Workbooks
Cost Engineering modeling	MII, Scope Quality Take Off, Array Cost Summary

- Necessary for Success**
- Robust District Quality Control (including editorial)
 - Clear delineation of responsibilities between District PM / Lead Planner, RM, ERT, PCX(s), CoP(s), DST, CIE, and CSPD (SEA and Mission Lead) – avoid duplication and contradiction of effort
 - All reports, appendices, and technical files must be available at review initiation (via DrChecks, MS Teams, or DOD SAFE)
 - Avoid “overloading” a single ERT member with too many disciplines – creates potential bottleneck
 - Draft a strong Review Charge to focus reviewers on the aspects of the study most critical for success
 - Clarify up front “how”, and “when”, to resolve open comments and comments flagged for follow-up. Some comments may remain open Final Report submittal.
 - Develop understanding between PDT and ERT that, under RAPID, the granularity and detail for certain disciplines at the time of review may be different than under SMART planning
 - Coordinate “rolling reviews and backcheck” as necessary for products that are developed after the primary review period (e.g., Real Estate Plan)
 - Close collaboration between MSC Planning & Policy, MSC Engineering & Construction, FRM-PCX, and Cost Engineering MCX to identify 16 reviewers to cover 21 disciplines (policy and technical)

Enterprise Review: What Worked & What We Learned

Navigating the Transition: SWD’s Enterprise Review Pilot

~\$14M

TOTAL PROJECT COST

CAP Section 1135 Feasibility Study
(Project Modifications for
Improvement of the Environment)

11

REVIEWERS

1 HQ • 3 SWD • 7 Districts

~\$32K / \$16K

REVIEW LABOR

Reviewer labor code budget for draft /
final report reviews

~5 MONTHS

REVIEW TIMELINE

Conducted combined technical/policy review on draft with focused
backcheck on final report.

✓

Playbook for Success

Four practices that kept the Enterprise Review moving

1

CENTRALIZE COMMENTS & REDUCE DOCUMENTATION

Kept a single DrChecks record for all comments. Combined ATR Summary Report and PGM into “Enterprise Review Summary Report”

2

COORDINATE CONCERNS AMONGST REVIEWERS

With all comments being entered directly into DrChecks, advance coordination with review manager to prevent duplication.

3

COORDINATE CONCERNS WITH PROJECT DELIVERY TEAM

ERT coordinated directly with corresponding discipline PDT members to ensure concerns were resolved in a timely manner.

4

ACTIVELY MANAGE REVIEW SCHEDULE and ADJUST WHEN NEEDED

Proactive coordination of review timelines with PDT and ERT. Time contingency in schedule allows for adjustments for the unexpected.

!

Lessons Learned

Setting the next review up for success

01

Clarify Expectations

Ensure both reviewers and PDT members have clear understanding of protocol for documentation of revisions

02

Schedule for Comment Closeout

Additional time may be needed to address both technical and policy comments within the same evaluation period.

03

Engage Policy Expertise as Needed

Coordinate with policy SME’s if necessary to ensure resolution of critical concerns.

Enterprise Review: What We're Learning

Navigating the Transition: LRD's Enterprise Review

~\$211M

TOTAL ESTIMATED PROJECT COST

RAPID Feasibility Study

11

REVIEWERS

1 LRD • 8 Districts

~\$65K

REVIEW LABOR

Reviewer labor code budget for draft report reviews & 2 targeted ATRs

~6 WEEKS

REVIEW TIMELINE

Conducting Enterprise Review of draft report now.

✓ Playbook for Success

Four practices Enterprise Review is using to keep moving

1

RAPID-FOCUSED REVIEW CHARGE

Provided ERT updated charge considerations to identify concerns within the RAPID framework (e.g. impact on DP2, when actions need to be taken, risks to address).

2

HOLD COMMENT CLOSURE

Not closing comments until ERT verifies technical and report revisions are sufficiently addressed.

3

ROLLING BACKCHECK

Will provide responses and report revisions throughout the review—not only at the end.

4

ACTIVELY MANAGE REVIEW SCHEDULE

Proactive coordination of review timelines with PDT and ERT. Ongoing communication with LRD.

! Lessons Learned... So Far

Setting the next review up for success

01 ERT is Catching Up with RAPID

Reviewers are new to the study and may provide comments asking for more information before DP2 than may be needed under RAPID, likely requiring PDT, ERT, MSC discussion before backcheck. ERT charge is crucial to set expectations and align PDT and reviewers on risk-informed approach under RAPID.

02 Coordinating targeted reviews

Design charrette identified targeted Engineering reviews during feasibility level design; updating Review Plan.

QUESTIONS & DISCUSSION



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