

PCX Guild

Agency Technical Review

An Overview of ATR Tools

Webinar
12 October 2010

Presented by:

Miki Fujitsubo
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Webinar Purpose

To provide a brief overview of current field updates to the Agency Technical Review (ATR) process and the latest PCX Guild developed tools to assist teams and facilitate the ATR process.



Agenda

- (05 min) 1. Introduction (Miki Fujitsubo)**
- (15 min) 2. PCX Guild Tool: ATRT Lead Checklist with Q/A (Camie Knollenberg)**
- (15 min) 3. PCX Guild Tool: Charge to PDT & Reviewers Template with Q/A (Marc Masnor)**
- (20 min) 4. The ATR Process – A Walk Through with Q/A (Greg Steele)**
- (05 min) 5. Next Steps: What tools do you all need to assist in making your ATR efforts easier? (Miki Fujitsubo)**
- 6. Close**



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Primary References

- EC 1165-2-209 Civil Works Review Policy
 - District Quality Control (DQC)
 - Agency Technical Review (ATR)
 - Independent External Peer Review (IEPR)
 - Planning Model Quality Assurance (Certification and Approval)
 - Review Plans
- ER 1105-2-100 Planning Guidance Notebook



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An Overview of ATR Tools

ATRT Lead Checklist

Presented by:
Camie Knollenberg



ATRT Lead Checklist

- Charge to development team
 - ▶ Quickly provide a draft procedural guide document that can be used immediately
 - ▶ Address the current demands for ATR by providing tools to the ATRT Leads
 - ▶ Build upon existing ATR efforts and documents
 - ▶ Capture the experience of veteran ATRT Leads from various PCXs.
 - ▶ Targeted for Feasibility Studies, but easily adaptable to other planning efforts



ATRT Lead Checklist

- Purpose
 - ▶ Provide a valued “process tool” to ensure consistency, efficiency, and continuity of the ATRT Lead responsibilities for all PCXs
 - ▶ The checklist is a guide to be used as a primary tool in the ATR Lead’s toolbox
 - ▶ Appendices provide additional tools



ATRT Lead Checklist

- Instructions for use:
 - ▶ Structured sequentially by stage:
 - Preparation for ATR
 - Kick-off of ATR
 - ATR Comment
 - ATR Evaluation
 - ATR Resolution
 - ATR Close – Review Report & After Action Report
 - Vertical Team Meeting Participation
 - ▶ The ATRT Lead may use this as a checklist or a roadmap through the ATR process



ATRT Lead Checklist

- **DISCLAIMER**

- ▶ This checklist is a tool and is not a replacement for leadership, planning experience, and training for ATR Leads. It does not infer formal guidance from Corps Headquarters.



ATRT Lead Checklist

- Preparation for ATR
 - ▶ District contacts PCX or PCXs
 - ▶ ATRT Lead accepts nomination
 - ▶ ATRT Lead funding in place
 - ▶ Assess the PMP and Review Plan
 - ▶ ATRT Lead develops initial Scope, Schedule, and Estimated Cost of Review
 - ▶ ATRT Lead is responsible for the set up of the ATR Team
 - ▶ Review/refine/monitor ATRT cost estimate/schedules
 - ▶ Coordinate w/ respective DrChecks POC
 - ▶ Charge to reviewers (PCX & PDT assistance)
 - ▶ Verify the project has been created in DrChecks



ATRT Lead Checklist

- Kick-off of ATR
 - ▶ **Facilitate ATRT kickoff meeting**
 - Introduce the ATRT to the PDT
 - Provide any additional documents and information
 - Provide overview of project
 - Discuss project issues
 - Discuss the scope, cost , and schedule of review



ATRT Lead Checklist

- ATR Comment
 - ▶ Ensure the comment period start and end dates are identified (from PMP/RP/PM) and communicated to the ATRT
 - ▶ Monitor ATR comments (using DrChecks) for consistency professionalism, conflicts, etc.
 - ▶ Maintain periodic communication with ATRT on progress of review
 - ▶ Ensure ATRT adherence to review schedule.
 - ▶ ATRT Lead should provide a summary of critical ATRT comments to the PDT addressing technical specifics identified by the ATR



ATRT Lead Checklist

- ATR Evaluation
 - ▶ Ensure the PDT evaluation period start and end dates are identified (from PMP/RP/PM)
 - ▶ Maintain communication with PM and PDT on progress
 - ▶ Notify ATRT when evaluation is complete after PM/PDT notification of comment evaluation completion



ATRT Lead Checklist

- ATR Resolution
 - ▶ Ensure the resolution period start date is identified
 - ▶ Initiate issue resolution with ATRT and PDT, as needed
 - ▶ Facilitate resolution of ATRT comments with PDT
 - ▶ ATRT Lead works with PM/PDT to resolve any comment disputes



ATRT Lead Checklist

- ATR Close – Review Report & After Action Report
 - ▶ Prepare ATR Review Report (EC 1165-2-209, Appendices B & C)
 - ▶ Prepare ATR After Action Report
 - ▶ Archive ATR documentation



ATRT Lead Checklist

- Vertical Team Meeting Participation
 - ▶ The ATRT Lead should coordinate with the PM / PDT on meeting dates and attend (on-site or virtually) a minimum of the below study milestones listed.
 - Feasibility Scoping Meeting
 - Alternative Formulation Briefing
 - In Progress Reviews/Issue Resolution Conferences
 - Civil Works Review Board
 - ▶ Additional meetings may be required and shall be coordinated as scope is developed



ATRT Lead Checklist

- Appendix A: Study Milestones
- Appendix B: Checklist References
- Appendix C: Checklist Acronyms
- Appendix D: PCX Specific ATRT Lead Requirements



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Charge to PDT & Reviewers
Template

Presented by:
Marc Masnor



Now look what you've done...
nickeled and dimed your father
to death.



Reynolds

Is this how
you feel
about ATR?



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Charge to PDT and ATRT

- Need and Purpose of Developing a Charge Template
 - ▶ The PCX Guild, National Managers and their regional support staff recognized that the review charge was an important component of the review process and that the charge received by various teams ranged from non existent to highly detailed.
 - ▶ The ATR charge is a requirement of EC 1165-2-209, but as the ATR process initially evolved, the concept of the charge was largely overlooked.
 - ▶ A well prepared charge can save time and money by informing team members of the process, level of detail, and schedule before the review begins.





Development of the Charge

- Initially conceived as a charge to the ATRT.
- As ATRT charge items were identified, PM and PDT charge items were noted to be critical to the process.
- The ATRT charge morphed into the charge for the PDT and reviewers.





Implementation

- Some charge examples contained duplicate information from the review plan.
- Combining the charge with the review plan was seen as a way to reduce duplication.
- One recommendation to the PCX guild is for the charge to be an attachment to the review plan.
- And for each ATRT charge to be maintained in the review plan.



The Review Plan Template

Key to the colors:

Black – standard text

Blue – project specific

Red – In-line template

The image displays a grid of nine thumbnail images representing different pages from the Review Plan Template. The top-right thumbnail is significantly larger than the others, showing the full page content. This page is titled "REVIEW PLAN" and includes a section for "TABLE OF CONTENTS" with the following items:

- 1. PURPOSE AND REQUIREMENTS1
- 2. STUDY INFORMATION.....3
- 3. DISTRICT QUALITY CONTROL (DQC).....4
- 4. AGENCY TECHNICAL REVIEW (ATR).....5
- 5. INDEPENDENT EXTERNAL PEER REVIEW (IEPR).....7
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The page also features a "REVIEW PLAN" title, a subtitle for "Authorized Name and Location of Project" (with a blue underline), and a subtitle for "Decision Document Type (Feasibility Report, General Reevaluation Report, etc.)" (with a blue underline). The page number "ii" is visible at the bottom.



Proposed Change to Review Plan

ATTACHMENT 5: CHARGES TO THE PROJECT DELIVERY TEAM AND REVIEWERS FOR ATR

NOTE: This attachment will contain the progression of charges for every ATR.
DELETE THIS TEXT BOX BEFORE FINALIZING THE REVIEW PLAN.

TABLE OF CONTENTS

Attachment 5a – Feasibility Scoping Meeting ATR Charge
Attachment 5b – Alternative Formulation Briefing ATR Charge

This Attachm

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TABLE OF CONTENTS

Attachment 5a – Feasibility Scoping Meeting ATR Charge
Attachment 5b – Alternative Formulation Briefing ATR Charge



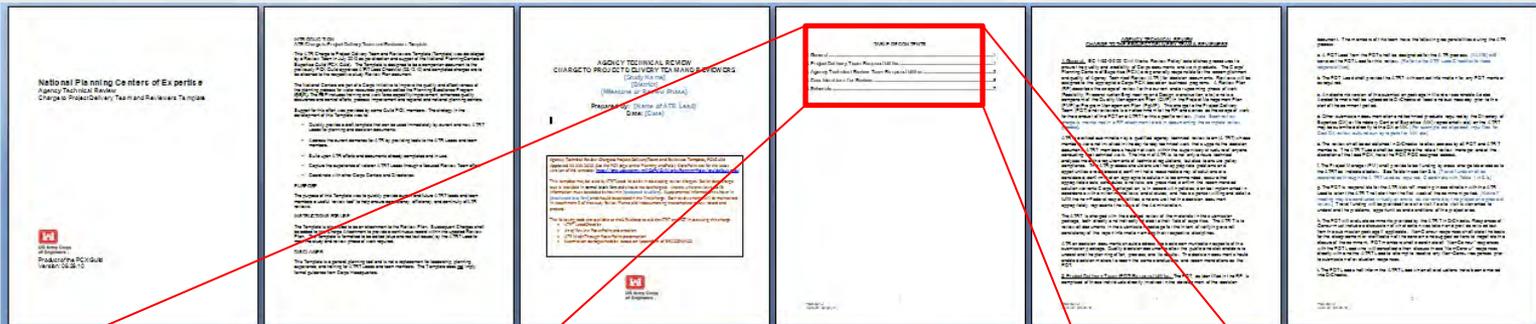
The Charge Template

Key to the colors:

Black – standard text that usually won't be changed.

Blue – project specific information prompts.

Red – In-line template guidance that will be deleted.



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The Charge Template

Key to the colors:

Black – standard text that usually won't be changed.

Blue – project specific information prompts.

Red – In-line template guidance that will be deleted.

The image displays a grid of 12 pages from a 'Charge Template' document. The pages are arranged in a 3x4 grid. The top row (pages 1-4) is white, the middle row (pages 5-8) is light blue, and the bottom row (pages 9-12) is light red. The pages contain various forms, tables, and text. The middle row (pages 5, 6, 7, 8) is highlighted in light blue, and the bottom row (pages 9, 10, 11, 12) is highlighted in light red. The pages contain text, tables, and forms, with some text highlighted in red and blue. The pages are numbered 1 through 12. The top row contains the title page, a table of contents, and two pages of introductory text. The middle row contains four pages of detailed text and forms. The bottom row contains four pages of detailed text and forms, including a table with columns for 'Item', 'Status', 'Priority', 'Due Date', and 'Comments'.



ATR Schedule

Key to the colors:

Black – standard text that usually won't be changed.

Blue – project specific information prompts.

Red – In-line template guidance that will be deleted.

5. Schedule.

Table 2: ATR Schedule [Example review schedule with approximate durations]

| Task | Date |
|--------------------------------------|------------------------|
| Kickoff Meeting / Review Begins | [No Later than Week 1] |
| ATRT Comments due | [Week 3] |
| PDT Responses due | [Week 5] |
| Backcheck | [Week 6] |
| Resolution of Comments (if required) | [Week 7] |
| Review Report/Certification | [Week 8] |
| After Action Report | [Week 10] |



Suggestion

ATRT Lead Distributes Labor Codes

Subject: East St Louis IL MVS FRM DesDifLRR

| Name - Phone (SWT staff unless indicated) | Org | Discipline | Cost Estimate (Dollars) | Labor Number | Amount Expended |
|--|---------|--------------------------------|----------------------------|--------------|--------------------|
| Marc Masnor - 918-669-7349 Marc.L.Masnor@usace.army.mil | M5K2100 | Formulation / ATR Team Mngt | 8000 | | |
| James Neubauer - 509-527-7332 NWW James.Neubauer@usace.army.mil | G4L1X00 | Cost Engineering | 10000 | | |
| Michelle Horn - 918-669-7642 Michelle.C.Horn@usace.army.mil | M5K2200 | Cultural | 2000 | | |
| Rhonda Sallee - 918-669-7255 Rhonda.Sallee@usace.army.mil | M5N0500 | Real Estate | 2000 | | |
| Brian Harper - 409-766-3886 SWG Brian.K.Harper@usace.army.mil | M3K1320 | Economics | 3500 | | |
| Sandra Stiles - 504-862-1583 MVD Sandra.E.Stiles@usace.army.mil | B2K2132 | Environmental/NEPA | 3500 | | |
| Russel Wyckoff - 918-669-7107 Russel.Wyckoff@usace.army.mil | M5L1IG0 | Hydrology and Hydraulics | 2000 | | |
| Ronald O. Smith - 901-544-3291 MVM Ronald.O.Smith@usace.army.mil | B1L1300 | Geotechnical | 12000 | | |
| Jim Martell - 918-669-7642 James.Martell@usace.army.mil | M5L1FRO | Levee Safety | 2500 | | |
| Total | | | 49500 | | |

Name

Office Symbol,
Phone Number,
CEFMS Org Code,
CEFMS Technical POC (name and number), and
CEFMS Financial POC (name and number).



Availability

- The Charge to PDT and Reviewers Template will be posted on Sharepoint.



DILBERT

BY SCOTT ADAMS



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National Planning Centers of Expertise
Agency Technical Review
Charge to Project Delivery Team and Reviewers Template



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Product of the PCX Guild
Version: 08.25.10



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INTRODUCTION

ATR Charge to Project Delivery Team and Reviewers Template

This ATR Charge to Project Delivery Team and Reviewers Template (Template) was developed by a Review Team in July 2010 as per direction and support of the National Planning Centers of Expertise Guild (PCX Guild). The Template is designed to be a companion document to the previously PCX Guild approved ATRT Lead Checklist (03.12.10) and completed charges are to be attached to the respective study Review Plan document.

The National Centers are part of a Corps initiative to improve the quality and effectiveness of the planning process for water resources projects called the Planning Excellence Program (PEP). The PEP includes training and work force capability improvement, enhanced quality assurance and control efforts, process improvement and regional and national planning centers.

Support for this effort was provided by some Guild PCX members. The strategy in the development of this Template was to:

- Quickly provide a draft template that can be used immediately by current and new ATRT Leads for planning and decision documents.
- Address the current demands for ATR by providing tools to the ATR Leads and team members.
- Build upon ATR efforts and documents already completed and in use.
- Capture the experience of veteran ATRT Leads through a focused Review Team effort.
- Coordinate with other Corps Centers and Directories.

PURPOSE

The purpose of this Template was to quickly provide current and future ATRT leads and team members a useful "review tool" to help ensure consistency, efficiency, and continuity of ATR reviews.

INSTRUCTIONS FOR USE

The Template is structured to be an attachment to the Review Plan. Subsequent Charges shall be added to this Charge Attachment to provide a continuous record within the updated Review Plan. The Template is formatted to be edited (blue and red text boxes) by the ATRT Lead to meet the study and review phase of work required.

DISCLAIMER

This Template is a general planning tool and is not a replacement for leadership, planning experience, and training for ATRT Leads and team members. The Template does not imply formal guidance from Corps Headquarters.



**AGENCY TECHNICAL REVIEW
CHARGE TO PROJECT DELIVERY TEAM AND REVIEWERS**

[Study Name]

[District]

[Milestone or Review Phase]

Prepared by: [Name of ATR Lead]

Date: [Date]

**Agency Technical Review Charge to Project Delivery Team and Reviewers Template, PCX Guild
Approved XX XXX 2010** (See the PCX page on the Planning and Policy SharePoint site for the latest
version of this template: <https://kme.usace.army.mil/CoPs/CivilWorksPlanning-Policy/pcx/default.aspx>)

This template may be used by ATRT Leads to assist in developing review charges. Boiler plate charge text is provided in **normal black font** and should not be changed. An area where review specific information must be added is shown in [bracketed blue font]. Supplemental information is shown in [bracketed blue font] and should be deleted in the final charge. Each review charge will be maintained in Attachment 5 of the study Review Plan to aid in documenting the complete review record and process.

The following tools are available at the URL above to aid the ATRT and PDT in executing this charge.

- ATRT Lead Checklist
- *Art of Review* PowerPoint presentation
- *ATR Walk-Through* PowerPoint presentation
- Submission package checklist, based on Appendix H of ER 1105-2-100



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FINAL DRAFT



AGENCY TECHNICAL REVIEW
CHARGE TO THE PROJECT DELIVERY TEAM & REVIEWERS

1. General. EC 1165-2-209 “Civil Works Review Policy” establishes procedures to ensure the quality and credibility of Corps documents and work products. The Corps’ Planning Centers of Expertise (PCX) are generally responsible for the accomplishment and quality of Agency Technical Review (ATR) for decision documents. Reviews will be assigned to the appropriate Corps PCX based on business programs. A Review Plan (RP) describes the scope of review for the current and/or upcoming phase of work (Feasibility, Preconstruction Engineering and Design, construction, etc.) and is a component of the Quality Management Plan (QMP) in the Project Management Plan (PMP) or Program Management Plan (PgMP). This charge to the Project Delivery Team (PDT) and reviewers is an attachment to the RP and serves as the scope of work for the conduct of the PDT and ATRT for this specific review. [Note: Each review charge is maintained in a RP attachment to aid in documenting the complete review process].

ATR is a critical examination by a qualified agency technical review team (ATRT) whose members were not involved in the day-to-day technical work that supports the decision document. ATRT members should not work within the supervisory structure of anyone conducting the technical work. The intent of ATR is to not only ensure technical analyses meet the requirements of technical regulations, but also to ensure policy compliance. The ATR process should ensure that appropriate problems and opportunities are addressed; confirm that a reasonable array of solutions are considered; confirm that an appropriate solution is recommended; assure that appropriate costs, schedules, and risks are presented; confirm the recommended solution warrants Corps participation; is in accord with policies; can be implemented in accordance with environmental laws and statutes; and has a sponsor willing and able to fulfill the non-Federal responsibilities; and ensure that the decision document appropriately represents the views of the Administration.

The ATRT is charged with the detailed review of the materials in the submission package, both directly and indirectly related to their field of expertise. The ATRT is to review all documents in the submission package for the intent of verifying overall consistency of the report information among their respective disciplines.

ATR on decision documents should address the basic communication aspects of the submission package. Quality decision documents allow the public and stakeholders to understand the planning effort, process, and its results. The decision document should enable decision makers to reach the same conclusions and recommendations as the PDT.

2. Project Delivery Team (PDT) Responsibilities. The PDT, as identified in the RP, is comprised of those individuals directly involved in the development of the decision



document. The members of this team have the following responsibilities during the ATR process:

- a. A PDT Lead from the PDT shall be designated for the ATR process. [NAME] will serve as the PDT Lead for this review. [Refer to the ATR Lead Checklist for lead responsibilities]
- b. The PDT Lead shall provide the ATRT with contact information for any PDT member as required.
- c. An electronic version of the submission package in Word or searchable Adobe Acrobat format shall be uploaded to DrChecks at least one business day prior to the start of the comment period.
- d. Other submission documentation and technical products required by the Directory of Expertise (DX) or Mandatory Center of Expertise (MX) representative(s) on the ATRT may be submitted directly to the DX or MX. [For example, detailed cost input files for Cost DX review; cultural survey reports for MX; etc.]
- e. The review shall be established in DrChecks to allow access by all PDT and ATRT members. The ATRT Lead shall be assigned the role of review manager and at the discretion of the lead PCX, have the PCX POC assigned access.
- f. The Project Manager (PM) shall provide labor funding by cross charge labor codes to the ATRT as indicated below. See Table in section 3.b. [Travel funds shall be coordinated through the ATRT Lead as required. Coordinate Table in 3.b.]
- g. The PDT is responsible for the ATR kick-off meeting in coordination with the ATR Lead to orient the ATRT no later than the first week of the comment period. [Kick-off meeting may be conducted virtually or onsite, as warranted by the project and phase of review.] Travel funding will be provided for a site visit if a site visit is warranted to understand the problems, opportunities and conditions of the project area.
- h. The PDT will evaluate comments provided by the ATRT in DrChecks. Responses of *Concur* must include a discussion of what action was taken and provide revised text from the submission package if applicable. *Non-Concur* responses shall state the basis for the disagreement or clarification of the concern and suggest actions to negotiate the closure of the comment. PDT members shall coordinate all “Non-Concur” responses with the PDT Lead who will consolidate then discuss these “Non-Concur” responses directly with and the ATRT Lead to attempt to resolve any *Non-Concur* responses prior to submission of evaluation responses.
- i. The PDT Lead shall inform the ATRT Lead when all evaluations have been entered into DrChecks.



j. The PDT Lead may conduct an in progress review to summarize comment evaluations as needed in cases of complex, interrupted, or extended reviews to facilitate the review process .

k. PDT members shall contact ATRT members or Lead as appropriate to seek clarification of a comment's intent or provide clarification of information in the submission package. These discussions shall occur outside of DrChecks, but a summary of significant discussions should be provided in DrChecks.

l. The PDT Lead shall coordinate the proposed schedule and time for the relevant milestone such as AFB and CWRB with the ATRT Lead to ensure that the ATRT Lead will be able to participate.

3. Agency Technical Review Team Responsibilities. The ATRT is comprised of individuals that have not been involved in the development of the decision document and were chosen based on expertise, experience, and or skills. The members compliment the composition of the PDT. The responsibilities of this team are as follows:

a. An ATRT Lead shall be designated for the ATR process. [Name] of the [District] will serve as the ATRT Lead for this review.

b. The ATRT Lead shall provide the PDT Lead with a roster of contact and financial information for ATRT members. Information is below:

Table 1: ATRT Roster [Example ATRT Roster & Funding Information]

| Name | Role | Office Symbol | Phone | Email | Org Code | Amount |
|------|------------------------|---------------|-------|-------|----------|--------|
| | ATRT Lead | | | | | |
| | Plan Formulation | | | | | |
| | Economics | | | | | |
| | Environmental | | | | | |
| | Cultural | | | | | |
| | Cost Estimating | | | | | |
| | Civil Design | | | | | |
| | Hydraulics & Hydrology | | | | | |
| | Geotechnical | | | | | |
| | Real Estate | | | | | |
| | Other | | | | | |



c. The ATRT Lead shall provide organization codes for each team members (see above) and a responsible financial point of contact (CEFMS responsible employee) as needed to the PDT Lead for creation of cross charge labor codes. [For travel funding, the ATRT Lead will provide technical and financial POC information.]

d. The ATRT shall review the submission package documents to confirm that work was done in accordance with established professional principles, practices, codes, and criteria and for compliance with laws and policy.

e. The ATRT members shall focus on their respective disciplines, but should review other submission package sections to ensure consistency throughout the documents. Reviewers that do not have any significant comments pertaining to their assigned discipline shall provide a comment stating this.

f. Review comments shall follow the four part comment structure as stated in EC 1165-2-209:

1. The review concern
2. The basis for the concern
3. The significance of the concern
4. The probable specific action needed to resolve the concern

g. In some situations, especially addressing incomplete or unclear information, comments entered into DrChecks may seek clarification in order to then assess whether further specific concerns may exist. For these instances, the ATRT member will coordinate the comment with the ATRT Lead prior to submission into DrChecks.

h. Flagging a comment as "*Critical*" in DrChecks indicates that the concern could have significant impacts on the study schedule or results. The use of the "*Critical*" comment flag should be reserved for those comments that the reviewer feels are of high significance.

i. Grammatical comments shall not be submitted into Dr Checks. Grammatical comments should be submitted to the ATRT Lead via electronic mail as a Word document in track changes or as a separate Word document that outlines the comments. The ATRT Lead should consolidate and shall provide these grammatical comments to the PDT Lead outside of Dr Checks.

j. The ATRT shall backcheck PDT evaluations to the review comments and either closes the comment or attempt to resolve any disagreements. Conference calls shall be used to resolve any conflicting comments and responses. A summary of these discussions will be included in backcheck documentation in DrChecks. ATRT members may "agree to disagree" with any comment response and close the comment with a detailed explanation for "*Non-Critical*" comments.

k. ATRT members shall keep the ATRT Lead aware of the status of "*Critical*" and unresolved comments. If the ATRT and the PDT are not able to reach agreement on



those comments, the Review Management Organization will be engaged to provide direction and facilitate resolution of the comments. If a comment cannot be resolved, then it shall be documented and brought to the attention of the Regional Integration Team as part of the submission package.

I. The ATRT members shall regularly monitor their respective labor code balances and alert the ATRT Lead to any possible funding shortages. Additional funding requirements by the ATRT will be coordinated through the ATRT and PDT Leads in advance of a negative charge occurring.

[Note: Additional responsibilities on the part of both the PDT and ATRT may be added as appropriate for specific applications.]

4. Considerations for Review. Products will be reviewed for compliance with guidance, including Engineer Regulations, Engineer Circulars, Engineer Manuals, Engineer Technical Letters, Engineering and Construction Bulletins, Policy Guidance Letters, implementation guidance, project guidance memoranda, and other formal guidance memoranda issued by HQUSACE. As an initial guide, the ATRT should consider the Project Study Issue Checklist in Exhibit H-2, Appendix H, ER 1105-2-100 (20 Nov 07), which includes many of the more frequent and sensitive policy areas encountered in studies. [Note: Edit this section as needed for the phase of review being completed]

a. Project Specific Review Considerations:

- Include any project specific issues, concerns, or questions that the PDT or RMO has identified for particular consideration by the ATRT.

b. Key Review Considerations include:

- Are there any deviations from USACE policy documented in the submission package?
- Does the study conform to the intent of the cited study authority?
- Is the formulation and evaluation of alternatives consistent with applicable regulations and guidance?
- Was the selection of models appropriate for use in evaluations?
- Was the application of data within those models appropriate?
- Was the interpretation of and conclusions drawn from model results reasonable?
- What is the status of the certification/approval for use of the planning models used in the study?
- Are the sources, amounts, and levels of detail of the data used in the analysis appropriate for the complexity of the project?
- Do the main decision document and appendices form an integrated and consistent product?



c. Following are minimum considerations that ATR reviewers should address per ER 1105-2-100. Similar review submittal requirements will apply to In Progress Reviews (IPR) or Issue Resolution Conferences (IRC).

For an FSM Submission Package (Exhibit H-3):

- Does the Submission present a complete outline of the anticipated decision document (see ER 1105-2-100 Appendix G, Exhibit G-4, "Items to be addressed in the Feasibility Scoping Meeting Documentation")?
- Does the Submission include preliminary drafts of report text for all items in the outline from item 1 through item 4.c. (4) in Exhibit G-7?
- Are the analyses for items 4.c. (2), (3), and (4) complete through the preliminary screening of alternatives, i.e.; a tentative identification of the plans for more detailed analysis?
- Has the District described the future work that will be accomplished to develop and evaluate preliminary plans?
- Has the District included draft text for item 8 that covers the results of the NEPA Scoping Meeting and the results of other preliminary coordination and public involvement efforts?
- Has the District identified any information gaps in the above items and noted the status of pending analyses and results?
- Do the draft document sections address the respective general evaluation guidelines presented in Appendix G, Exhibit G-1 to the extent possible at this stage of the study?
- Has the District prepared all of the required components of an FSM submission as outlined in Exhibit H-3 item 2 (i.e., Project Study Checklist, Project Schedule, most recent PGM, Compliance Memorandum(s), and any other pertinent information)?

For an AFB Submittal:

- Does the Submission present a complete outline of the anticipated decision document (see Appendix G, Exhibit G-7, Feasibility Report Content)?
- Does the Submission include drafts of report text for outline items 1 through 5, 6.b, 6.c, and 7 in Exhibit G-7?
- Except for items 7.c and 8, are the supporting analyses in the document complete?
- Does the Submission indicate that the sponsor and agencies views are preliminary, pending the upcoming public review?
- Does the draft text for item 8 cover the results of the NEPA Scoping Meeting and the results of other coordination and public involvement efforts to date?
- Does the outline identify any information gaps in the above items and note the status and expected results of any pending analyses?
- Has the District prepared all of the required components of an AFB submission as outlined in Exhibit H-4 item 2(i.e., Project Study Issue Checklist, status of Environmental Compliance, Status of Engineering Activities, Status of Legal Review, Status of Real Estate, Project Schedule, PGMs, Compliance Memorandum(s), and any other pertinent information)?



- Does the document address items identified in the AFB (see Appendix G, Exhibit G-5, and "Items to be addressed in the Alternative Formulation Briefing (AFB) documentation")?

For a Draft Report Submittal:

- Has the District provided the draft decision document and the preliminary draft NEPA document in its entirety? Reference ER1105-2-100, Exhibit G-.
- Are both documents and the appendices essentially complete, except for the results of the pending public review?
- Does the report address the general evaluation guidelines presented in Exhibit G-1? (Suggest including entire table for reviewers if this is included in charge)
- Does the report indicate that the sponsor and agency views are preliminary, pending the upcoming public review?
- Does the report text for public and agency involvement cover the results of the NEPA Scoping Meeting and the results of other coordination and public involvement efforts to date?
- Are all supporting analyses complete?
- Has the District prepared all of the required components of a Draft Document review as outlined in Exhibit H-5 item 2 (i.e., Project Study Issue Checklist, status of Environmental Compliance, Status of Engineering Activities, Status of Legal Review, Project Schedule, PGMs, Compliance Memorandum(s), and any other pertinent information)?

For a Final Report Submittal:

- Have all issues in previous reviews been resolved?
- Has District clearly identified significant changes (such as a document in Track Changes) to Draft document based on Draft review, Independent External Peer Review, and Public comment?

5. Schedule.

Table 2: ATRT Schedule [Example review schedule with approximate durations]

| Task | Date |
|--------------------------------------|------------------------|
| Kickoff Meeting / Review Begins | [No Later than Week 1] |
| ATRT Comments due | [Week 3] |
| PDT Responses due | [Week 5] |
| Backcheck | [Week 6] |
| Resolution of Comments (if required) | [Week 7] |
| Review Report/Certification | [Week 8] |
| After Action Report | [Week 10] |



PCX Guild
Agency Technical Review Webinar
An Overview of ATR Tools

The ATR Process:
A Walk Through

Presented by:
Greg Steele



Acronyms Used

- PCX – Planning Center of Expertise
- ATRT – Agency Technical Review Team
- PDT – Project Delivery Team
- FSM – Feasibility Scoping Meeting
- AFB – Alternative Formulation Briefing
- POC – Point of Contact
- AAR – After Action Review



ATR – When Does It Happen?

Typically -

- FSM
- AFB
- Draft Report (Preliminary full document submission post public review)
- Final Report



ATR Team – Who Is On Them?

Typically -

- Regional Technical Specialists (RTS)
- Corporately acknowledged Subject Matter Experts
- Journeyman professionals with sufficient experience
- Should be staffed according to risk and complexity



ATR Team – Who Sets It Up?

Typically -

- ATR Team Lead (Identified by PCX or District)*
- PCX POC*
- District MAY propose team members but must be approved by PCX

*some “seed” funding (\$1K - \$2K) may be needed to develop an ATR Team – staffing a team can take considerable time and effort



Home District Provides

- Labor Cross Charges or MIPRs
- Kickoff presentation
- Review Materials
- DrChecks assignments
- Timely Response to Comments in DrChecks



ATR Duration

- Timeline varies BUT:
 - Typically takes longer than expected
 - Critical that timeline commitments be met
 - Coordinate timing conflicts through ATR Lead
 - Fastest (I've seen) is 4 weeks, should allocate at least 6-8 weeks



ATR Milestones/Phases

- Charge to Reviewers
- Kickoff Meeting
- Product Review by ATRT
- Comments into DrChecks by ATRT
- District PDT evaluation of Comments
- District PDT responses in DrChecks
- ATRT backcheck and closeout
- ATR Documentation/Certification



Charge to Reviewers

- PCX Guild Template should be used
- Developed by ATRT Lead w/assistance from PDT Lead and PCX:
 - What to review
 - Who will review it
 - How much will it cost
 - How to review it (Four Part Comment Structure)



The Four Part Comment Structure

- It is absolutely **CRITICAL** that comments in DrChecks adhere to this structure as closely as possible:
 - Clearly STATE the concern
 - State the BASIS of the concern
 - State the SIGNIFICANCE of the concern
 - Recommend HOW this concern can be resolved



Product Review By the ATRT

- ATRT conducts review as outlined in the charge to the reviewers
- Focus on “DrChecks-level” comments
- Offline comments also developed



Comments Into DrChecks By ATRT

- Helpful to assemble comments in MS Word
- Pre-Submittal ATRT meeting (opt.)
- Copy and Paste to DrChecks
- Notify ATRT Lead when posted



District PDT Evaluation Of The Comments

- Typically takes longer than scheduled
- May involved email/phone contact with ATRT reviewer(s)
- HQ/OWPR concern with “blow-off” of comments or weak “concurrs”



District PDT Responses Into DrChecks

- Non-Concurs should be discussed/coordinated with reviewer prior to submission
- Concurs should include revised text if appropriate
- PDT Lead should notify ATRT Lead when posted



ATRT Backcheck And Closeout

- Non-Concurs should be discussed/coordinated with PDT member prior to backcheck
- If PDT response sufficient, closeout comment
- Notify ATRT Lead when comments closed or if comments cannot be closed
- ATRT Lead will coordinate with PCX as needed for comment resolution



ATR Documentation/Certification

- Responsibility of ATRT Lead
- Documentation at FSM, Certification at AFB, Draft and Final Review
- Review Report includes:
 - ▶ Summary of significant concerns
 - ▶ Any outstanding comments and needed resolution
 - ▶ ATRT Roster
 - ▶ ATRT Bios
 - ▶ Copy of DrChecks Report



ATR Documentation/Certification

- ATRT Lead should develop an AAR report post-ATR in coordination with the PCX, ATRT and the PDT



Milestone Meeting Post ATR

- ATR Lead **MUST** participate, either via phone or in person
- Additional ATRT members may be requested to participate, if needed





A Question to You All
That Are Working As a Lead or Team
Member in the ATR Process...



What tools do you all need to assist in making your ATR efforts easier?

Please send any comments or ideas to:
Miki Fujitsubo: Miki.Fujitsubo@usace.army.mil





PCX GUILD

Thank You!

