



DEPARTMENT OF THE ARMY
CORPS OF ENGINEERS, NORTHWESTERN DIVISION
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CENWD-RBT

MEMORANDUM FOR

24 MAY 2011

Commander, CENWK
Commander, CENWO
Commander, CENWP
Commander, CENWS
Commander, CENWW

SUBJECT: NWD Implementation Guidance for Engineering Circular (EC) 1165-2-209 Civil Works Review Policy

1. References:

- a. EC-1165-2-209 Civil Works Review Policy (EC 209).
- b. Engineering Regulation (ER) 1105-2-100 Planning Guidance Notebook.
- c. ER 110-2-1150 Engineering and Design for Civil Works Projects.
- d. ER 1110-1-12 Engineering and Design Quality Management.
- e. Memorandum, CENWD-PDD, 18 March 2011, Subject: NWD Review Procedures for Continuing Authorities Program (CAP) and Projects Directed by Guidance to Use CAP Procedures.

2. Reference 1.a. was issued and placed into effect in January 2010, establishing an accountable, comprehensive life-cycle review strategy for review of Civil Works projects from initial planning through design, construction, operation, maintenance, repair, replacement and rehabilitation. NWD is issuing this policy guidance to clarify EC 209 implementation. The Command intent is to ensure quality products are delivered efficiently. A related NWD Quality Management System (QMS) process 08502 will be provided in the near future for review plan (RP) submittal and approval procedures. See Enclosure 1, Table D for acronyms.

3. NWD Policy Guidance: All projects are required to undergo a risk-informed decision process to develop RPs appropriate to project risk and complexity. If the project or product only requires District Quality Control (DQC), the District will prepare the RP as a component of the Project Management Plan/Quality Management Plan (PMP/QMP). The District is accountable to ensure the risks were considered in the PMP/QMP and approved by the District. NWD will perform quality assurance on the decision process.

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4. RPs will be submitted for NWD approval as follows:

a. Planning studies anticipated to result in decision documents for HQUSACE approval or those that have delegated approval at the Major Subordinate Command.

b. Dam or Levee Safety Modification studies for NWD/HQUSACE approval.

c. Projects or studies that are determined to require Type I Independent External Peer Review (IEPR) and/or a Type II IEPR or Safety Assurance Review (SAR).

d. Projects or studies that are determined to require Agency Technical Review (ATR).

5. RP Templates: To improve RP quality and process efficiencies, approved RP templates may be used. See Enclosure 2 for an approved NWD RP template intended for review plans anticipated to require ATR for implementation documents and other work products. This template can be used for projects at operating projects regardless of funding source.

6. Document type clarification: Three types of documents are described in EC 209 and are simplified here for clarity.

a. Decision documents are clarified as planning feasibility/reevaluation studies or other project studies that require NWD/HQUSACE approvals. These types of studies may have an Environmental Impact Statement (EIS) associated with the project or study but could only have an Environmental Assessment/Finding of No Significant Impact (EA/FONSI). Decision documents require DQC and ATR but often also require IEPR. If there is an EIS associated with the study, then IEPR is mandatory.

b. Implementation documents are products generated subsequent to the decision document that lead to the implementation of the action selected from the decision document. Implementation documents require DQC and ATR at a minimum and often require Type I IEPR (SAR) if life safety risks warrant.

c. Other Work products are neither decision nor implementation documents. These products require DQC at a minimum but may require higher levels of review if risks warrant.

d. See Enclosure 1, Table A for general review types and requirements.

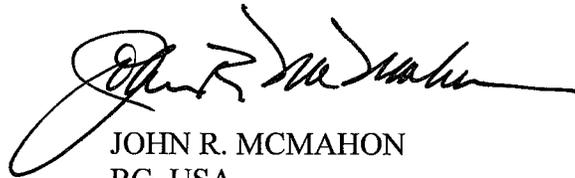
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7. Review Management Organizations (RMO): With the exception of DQC, all reviews will have a designated RMO outside the home District. The RMO for DQC is the home District. The RMO for ATR is NWD with some exceptions. Coordination of RPs must occur early to reduce the likelihood of impact to the project schedule or budget. See Enclosure 1, Table B for general RMO designations and IEPR exclusion levels.

8. Enclosure 1, Table C provides typical levels of review for various Civil Works products. The table is neither comprehensive nor absolute. Each study or project is required to undergo a risk informed decision process to determine the appropriate level of review.

9. Use of this guidance and attached information should begin immediately. If you have any questions, please contact Mr. Kevin Crum at (509) 527-7557, or Ms. Valerie Ringold at (503) 808-3984.



JOHN R. MCMAHON
BG, USA
Commanding

2 Encls

Table A General Review Types and Requirements				
Documents to be reviewed:	DQC	ATR	Type I IEPR	Type II IEPR (SAR)
Decision Document (Project Study)	Req'd	Req'd	Req'd unless exclusions approved	SAR may also be Req'd
Implementation Documents	Req'd	Req'd		May be Req'd
Other Work Products	Req'd	May be Req'd		May be Req'd

Table B Review Plan Coordination		
Document Type	Review Management Office (RMO)	IEPR Exclusion Approval Level
Decision Document (Planning Project Studies)	PCX/RMC	DCW through RIT (Type I)
Decision Documents Continuing Authorities Program (CAP)	NWD	NWD Commander, delegated to SES (Type I)
Implementation Documents Continuing Authorities Program (CAP)	NWD	NWD Commander, delegated to SES (Type II)
Implementation Document/Other Work Products (E&C/O&M)	NWD	NWD Commander, delegated to SES (Type II)

The following list is from the EC 209 FAQ's provided by USACE, with additional products added. This table is provided as general information only and is neither comprehensive nor absolute.

Table C Product	"Typical" Type of Review <i>*may be required depending on identified risks</i>
Reconnaissance Report	DQC
Feasibility Report (including Engineering appendixes)	DQC, ATR, IEPR*, Policy Review
General Re-evaluation Report	DQC, ATR, IEPR*, Policy Review
Limited Re-evaluation Report	DQC, ATR, IEPR*, Policy Review
Continuing Authorities Program (CAP) Project (except Section 205 and 103 or otherwise meet mandatory IEPR triggers)	DQC, ATR

Table C Product	"Typical" Type of Review <i>*may be required depending on identified risks</i>
Section 205 and 103 Continuing Authorities Program (CAP) Project	DQC, ATR, IEPR*
Major Rehab Report (Hydropower, Navigation, other project purposes)	DQC, ATR, IEPR*
Dredge Material Management Plan	DQC, ATR
Shoreline Management Plan	DQC, ATR*
Master Plan or Master Plan Update (w/EIS)	DQC, ATR*
Master Plan Update (w/o EIS)	DQC
Operational Management Plan	DQC
Annual Work Plan	DQC
Cost Engineering Products (IGE in solicitation are excluded)	DQC, ATR*
Engineering Investigations	DQC, ATR*
Major Maintenance Reports	DQC, ATR
Engineering Design Reports (DDR's, EDR's, etc.)	DQC, ATR*, SAR*
Plans and Specs w/ life safety	DQC, ATR, SAR*
Construction w/ life safety	SAR* (if SAR was conducted in P&S, continues in construction)
Plans and Specs w/o life safety	DQC, ATR*
PL 84-99 Project Information Reports	DQC, ATR*
PL 84-99 Rehab Plans and Specs	DQC, ATR* SAR*
Plans and Specs for Levee or Dam projects	DQC, ATR, SAR*
Field Investigations	DQC, ATR*
Interim Risk Reduction Measures (IRRM) Plans	DQC, ATR*
Levee and Dam Safety Issue Evaluation Studies	DQC, ATR
Levee and Dam Safety Modification Studies	DQC, ATR, IEPR*
Operation and Maintenance Manuals	DQC, ATR*
Water Control Manuals	DQC, ATR*
Routine Maintenance	DQC - See Note 1
Note 1. Routine maintenance or Replacement-In-Kind that follows industry standards does not require DQC.	

TABLE D

Acronyms	Defined
ATR	Agency Technical Review
CAP	Continuing Authorities Program
DCW	Director of Civil Works
DQC	District Quality Control
EC	Engineering Circular
EIS	Environmental Impact Statement
FAQ's	Frequently Asked Questions
FONSI	Finding of No Significant Impact
IEPR	Independent External Peer Review
NWD	Northwestern Division
MSC	Major Subordinate Command
PCX	Planning Center of Expertise
PDT	Project Delivery Team
PMP	Project Management Plan
QA	Quality Assurance
QMP	Quality Management Plan
QMS	Quality Management System
RIT	Regional Integration Team
RMC	Risk Management Center
RMO	Review Management Organization
SES	Senior Executive Service
SAR	Safety Assurance Review (also referred as Type I IEPR)

PROJECT REVIEW PLAN
ATR Review Plan for
Implementation Documents and Other Work Products
Northwestern Division (NWD)

Project Name: XX
Project Location: XX
Project P2 Number: XX
Project Manager or POC Name: XX
NWD Original Approval Date: XX
NWD Revision X Approval Date: XX

General Document Information

The first two pages of this document are the Cover sheet and the Table of Contents and are not numbered.

Review Plan Template. Information provided in **PAGES 3-8** is Review Plan Template information for ATR for Implementation Documents and Other Work Products. Do not alter. The controlled (approved) version of this template will be maintained on the NWD SharePoint site. Districts must use the most current version from the NWD SharePoint site and avoid shared versions outside of the NWD SharePoint. See the footer information in the template for document location.

Attachment 1 provides the review plan Review Plan Specifics that supplement the RP Template. These specifics are prepared by the District team and as coordinated with the NWD.

Attachment 2 provides acronyms and abbreviations for the document and may be altered as necessary.

Review Plan approval memorandums shall be documented with the RP and the dates recorded on the cover sheet.



**US Army Corps
of Engineers** ®

PROJECT REVIEW PLAN
ATR Review Plan for
Implementation Documents and Other Work Products
Northwestern Division (NWD)

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ATR Review Plan for Implementation Documents and Other Work Products

1. PURPOSE AND REQUIREMENTS.

a. Purpose. This ATR Review Plan (RP) Template and attachments describe requirements for the project identified on the cover sheet of this document. This RP describes Agency Technical Review (**ATR**) associated with implementation documents, or other work products. The RP Template and the completed RP Specifics attachment together describe the risks considered and the review plan proposed for this project or product.

b. General Process. The PDT considers the project risks and selects an appropriate RP Template based on the risks per EC 209. The risk consideration process is determined by Districts as appropriate to develop a risk informed review plan strategy.

1) When the District has considered the project risks and determined the applicability of this template, the PM/PDT prepares the "RP Specific" information in Attachment 1 and submits with the RP Template to NWD for approval. The RP Specifics provide the essential elements of the RP such as the scope, project cost, the review team and capabilities, review schedules and budgets and points of contacts.

2) The RP Specifics are coordinated with the appropriate levels of management in the District and the NWD. Potentially the RP may also need to be coordinated with the Risk Management Center (RMC) and others such as the relevant Planning Center of Expertise (PCX) if required. This may be necessary in cases where there is debate on the project risks, required review levels, the review team composition and areas of responsibility.

3) The approved RP Specifics and RP Template information together shall describe the project scope, review plan, schedule and budget in sufficient detail to allow review and approval for the RP. The RP information is a component of the Quality Management Plan within the Project Management Plan. Once approved, the RP is documented in the project PMP/QMP and project files and also placed on the District Website for a minimum of 30 days.

c. Applicability. Applicability of the review plan template is determined by NWD. If any of the criteria listed below are met, this RP template is not appropriate. This review plan template is applicable, **ONLY**, for projects that;

- Are agreed to require ATR review based on risk-informed decision process.
- Are agreed to NOT require Independent External Peer Review (IEPR) or Safety Assurance Review (SAR) based on a risk-informed decision process.
- Do NOT require an Environmental Impact Statement (EIS) for the project.
- And, the project for this review plan is NOT producing decision documents.

d. References

Engineering Circular (EC) 1165-2-209, Civil Works Review Policy, 31 Jan 2010
Engineering Regulation (ER) 1110-1-12, Quality Management, 30 Sep 2006
ER 1105-2-100, Planning Guidance Notebook, Appendix F, Continuing Authorities Program, Amendment #2, 31 Jan 2007

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ER 1105-2-100, Planning Guidance Notebook, Appendix H, Policy Compliance Review and Approval of Decision Documents, Amendment #1, 20 Nov 2007

2. REVIEW MANAGEMENT ORGANIZATION (RMO) COORDINATION

The RMO for **ATR** is Northwestern Division (NWD) unless determined otherwise. The USACE Risk Management Center (RMC) shall serve as the RMO for Dam Safety Modification projects and Levee Safety Modification projects. NWD will coordinate and approve the review plan. The home District will post the approved review plan on its public website.

3. REVIEW FUNDAMENTALS

- a. The USACE review process is based on a few simple but fundamental principles:
 - Peer review is key to improving the quality of work in planning, design and construction;
 - Reviews shall be scalable, deliberate, life cycle and concurrent with normal business processes;
 - A review performed outside the home district shall be completed on all decision and implementation documents. For other products, a risk informed decision as described in EC 209 will be made whether to perform such a review.

- b. The EC 209 outlines four general levels of review: District Quality Control/Quality Assurance (DQC), Agency Technical Review (ATR), Independent External Peer Review (IEPR), and Policy and Legal Compliance Review.

4. DISTRICT QUALITY CONTROL (DQC)

The RMO for DQC is the home District. In accordance with EC 209 all work products and reports, evaluations, and assessments shall undergo necessary and appropriate District Quality Control (DQC).

DQC is the internal review process of basic science and engineering work products focused on fulfilling the project quality requirements defined in the project Quality Management Plan (QMP) of the Project Management Plan (PMP).

The DQC is the internal quality control process performed by the supervisors, senior staff, peers and the PDT within the home District and is managed by the home District. DQC consists of;

- a. Quality Checks and reviews. These are routine checks and reviews carried out during the development process by peers not responsible for the original work. These are performed by staff such as supervisors, team leaders or other senior designated to perform internal peer reviews.
- b. PDT reviews. These are reviews by the production team responsible for the original work to ensure consistency and coordination across all project disciplines.

DQC will be performed on the products in accordance with the QMP within the PMP.

5. AGENCY TECHNICAL REVIEW (ATR)

ATR Review Plan for Implementation Documents and Other Work Products

A risk informed process was completed for this project in accordance with EC 209. **See paragraph 7, RISK INFORMED DECISIONS.**

The objective of ATR is to ensure consistency with established criteria, guidance, procedures, and policy. The ATR will assess whether the analyses presented are technically correct and comply with published USACE guidance, and that the document explains the analyses and results in a reasonably clear manner for the public and decision makers.

ATR will be conducted by a qualified team from outside the home District that is not involved with the day-to-day production of the project/product. ATR teams will be comprised of senior USACE personnel and may be supplemented by outside experts as appropriate. The ATR team lead will be from outside the home MSC. In limited cases, when appropriate and independent expertise can be secured from Centers or Laboratories or when proper expertise cannot be secured otherwise, NWD may approve exceptions.

6. REVIEW DOCUMENTATION

a) Documentation of ATR. DrChecks review software will be used to document all ATR comments, responses and associated resolutions accomplished throughout the review process. Comments should be limited to those that are required to ensure adequacy of the product. The four key parts of a quality review comment will normally include:

- (1) The review concern – identify the product’s information deficiency or incorrect application of policy, guidance, or procedures;
- (2) The basis for the concern – cite the appropriate law, policy, guidance, or procedure that has not been properly followed;
- (3) The significance of the concern – indicate the importance of the concern with regard to its potential impact on the plan selection, recommended plan components, efficiency (cost), effectiveness (function/outputs), implementation responsibilities, safety, Federal interest, or public acceptability; and;
- (4) Where appropriate, provide a suggested action needed to resolve the comment or concern.

In some situations, especially addressing incomplete or unclear information, comments may seek clarification in order to then assess whether further specific concerns may exist.

The ATR documentation in DrChecks will include the text of each concern, the PDT response, a brief summary of the pertinent points in any discussion, including any vertical team coordination (the vertical team includes the district, RMO, MSC, and HQUSACE), and the agreed upon resolution. If an ATR concern cannot be satisfactorily resolved between the ATR team and the PDT, it will be elevated to the vertical team for further resolution in accordance with the policy issue resolution process described in either ER 1110-2-12 or ER 1105-2-100, Appendix H, as appropriate. Unresolved concerns can be closed in DrChecks with a notation that the concern has been elevated to the vertical team for resolution.

ATR shall be certified when all ATR concerns are either resolved or referred to the vertical team for resolution and the ATR documentation is complete. The ATR Lead will prepare a Statement of Technical Review certifying that the issues raised by the ATR team have been resolved (or elevated to the vertical team).

ATR Review Plan for Implementation Documents and Other Work Products

7. RISK INFORMED DECISIONS

- a. **ATR:** (Source: EC 209, paragraph 15). The process and methods used to develop and document the risk-informed decisions are at the discretion of the District but must be appropriate for the risk and complexity of the project. The following questions and additional appropriate questions were considered;

1. Does it include any design (structural, mechanical, hydraulic, etc)?
2. Does it evaluate alternatives?
3. Does it include a recommendation?
4. Does it have a formal cost estimate?
5. Does it have or will it require a NEPA document?
6. Does it impact a structure or feature of a structure whose performance involves potential life safety risks?
7. What are the consequences of non-performance?
8. Does it support a significant investment of public monies?
9. Does it support a budget request?
10. Does it change the operation of the project?
11. Does it involve ground disturbances?
12. Does it affect any special features, such as cultural resources, historic properties, survey markers, etc, that should be protected or avoided?
13. Does it involve activities that trigger regulatory permitting such as Section 404 or stormwater/NPDES related actions?
14. Does it involve activities that could potentially generate hazardous wastes and/or disposal of materials such as lead based paints or asbestos?
15. Does it reference use of or reliance on manufacturers' engineers and specifications for items such as prefabricated buildings, playground equipment, etc?
16. Does it reference reliance on local authorities for inspection/certification of utility systems like wastewater, stormwater, electrical, etc?
17. Is there or is there expected to be any controversy surrounding the Federal action associated with the work product?

*Note: A "yes" answer to questions above does not necessarily indicate ATR is required, rather it indicates an area where reasoned thought and judgment should be applied and documented in the recommendation.

Decision on ATR: The District considered the risks and determined that **ATR is required** considering the project risks. ATR will be performed on the products in accordance with the District QMP and this RP. **See Attachment 1** for RP Specifics.

- b. **INDEPENDENT EXTERNAL PEER REVIEW (IEPR).** The District considered risks and risk triggers for Type I IEPR and Type II IEPR, also referred as a Safety Assurance Review (SAR) as described in EC 1165-2-209.
- i. **Type I IEPR** is required for decision documents under most circumstances. This project does not involve the production of decision documents.

ATR Review Plan for Implementation Documents and Other Work Products

Decision on Type I IEPR: The District considered these risks and determined that **Type I IEPR is not required.**

- II. **Type II IEPR (SAR).** Type II IEPR, or Safety Assurance Review (SAR), are managed outside the USACE and are conducted on design and construction activities for hurricane, storm, and flood risk management projects or other projects where existing and potential hazards pose a significant threat to human life. Type II IEPR panels will conduct reviews of the design and construction activities prior to initiation of physical construction and, until construction activities are completed, periodically thereafter on a regular schedule. The reviews shall consider the adequacy, appropriateness, and acceptability of the design and construction activities in assuring public health safety and welfare.
- Any project addressing **hurricane and storm** risk management and **flood risk** management or;
 - any other project where Federal action is justified by **life safety** or;
 - the failure of the project would pose a **significant threat to human life.**
 - This applies to new projects and to the major repair, rehabilitation, replacement, or modification of existing facilities (based on identified risks and threats).

Other Factors to consider for Type II IEPR (SAR) review of a project, or components of a project;

- The project involves the use of innovative materials or techniques where the engineering is based on novel methods, presents complex challenges for interpretations, contains precedent-setting methods or models, or presents conclusions that are likely to change prevailing practices
- The project design requires redundancy, resiliency, and robustness.
- The project has unique construction sequencing or a reduced or overlapping design and construction schedule; for example, significant project features accomplished using the Design-Build or Early Contractor Involvement (ECI) delivery systems.

Decision on Type II IEPR: Based on the information and analysis provided in the preceding paragraphs of this review plan, the project covered under this plan is excluded from IEPR because it does not meet the mandatory IEPR triggers and does not warrant IEPR based on a risk-informed analysis. The District considered these risks and determined that **Type II IEPR (SAR) is not required** considering the risks triggers.

8. POLICY AND LEGAL COMPLIANCE REVIEW

All documents will be reviewed throughout the process for their compliance with law and policy. These reviews culminate in determinations that the recommendations in the reports and the supporting analyses and coordination comply with law and policy, and warrant approval or further recommendation to higher authority by the home MSC Commander. DQC and ATR augment and complement the policy review processes by addressing compliance with pertinent published Army policies, particularly policies on analytical methods and the presentation of findings in decision documents.

This review plan template is not intended to describe requirements and processes to conduct policy and legal compliance review, or legal sufficiency reviews.

ATR Review Plan for Implementation Documents and Other Work Products

9. TEMPLATE APPROVAL

NWD is responsible for maintaining the current version of this Review Plan template and ensuring the information accurately describes the criteria and considerations necessary to arrive at a risk informed decision. The review plan template is a living document and is subject to change.

The home District is responsible to complete the Review Plan Template Cover page, adjust the Table of Contents and the complete Review Plan specifics in **Attachment 1**. Significant changes to the review plan specifics (such as changes to the scope and/or level of review) should be re-approved by NWD. The completed Template information and the Attachment 1 will be submitted to the NWD for coordination and approval.

END OF TEMPLATE INFORMATION

**ATR Review Plan for
Implementation Documents and Other Work Products**

**ATTACHMENT 1
Review Plan Specifics**

The information in this attachment is prepared by the District PM/PDT for the project specific information required for this review plan. The DQC is managed by the District and is described in the PMP/QMP. This document should be attached or included in the PMP/QMP to document the ATR.

A-1. PROJECT INFORMATION

- a. **Study/Project Description.** Instruction: Copy the Project Scope information here in sufficient detail to understand the project scope to review and determine ATR team composition.
- b. **Current Total Project Cost.** Instruction: Provide total project cost or programmed authority here.
- c. **Required ATR Team Expertise.** ATR team and required expertise;

ATR Team Members/Disciplines	Expertise Required
ATR Lead	The ATR lead should be a senior professional with experience in XXX and conducting ATR. The lead should also have the necessary skills and experience to lead a virtual team through the ATR process.
Discipline	The XXX reviewer should be a senior XXX with experience in XXX.
Discipline	The XXX reviewer should be a senior XXX with experience in XXX.
Discipline	The XXX reviewer should be a senior XXX with experience in XXX.

A-2. REVIEW SCHEDULES AND COSTS

- a. **ATR Schedule.** Instruction: Complete project specific milestone, products and dates.

Review Milestone	Review Products	Date Planned
XX% ATR review	Example P&S/DDR	Example April 15 – May 15, 2011
XX% backcheck		
XX% ATR review		
XX% backcheck		
XX% ATR review		
100% backcheck		
ATR Certification		

- b. **ATR COSTS - Labor/Expenses.** Instruction: Complete milestones and cost estimates. Example provided.

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Review Milestone	#reviewers/total hours	Approximate cost/hr	Totals
30% ATR review	5/30	\$110	\$3300
30% backcheck	5/10	\$110	\$1100
60% ATR review	8/64	\$120	\$7680
60% backcheck			
100% ATR review			
100% backcheck			
ATR Certification			
ATR Expenses (travel etc)			\$ XXX
Total ATR costs			\$XX

c. **Engineering Models.** The following engineering models are anticipated to be used in the development of the implementation documents or other work products:

Model Name and Version	Brief Description of the Model and How It Will Be Applied in the Study	Approval Status
XX	XXXX	Certified
XX	XXXX	Certification pending

A-3. REVIEW PLAN POINTS OF CONTACT

The Review Management Organization for ATR will be NWD unless noted otherwise.

Public questions and/or comments on this review plan can be directed to the following points of contact:

Contact	Role	Title	Office/District/Division	Phone
XXXXX	Project Manager	Civil Engr	XXXX, US Army Corps of Engineers	XXX-XXX-XXXX
XXXXX	RMO - Point of contact	Senior Planner	Northwestern Division, US Army Corps of Engineers	XXX-XXX-XXXX

A-4. PROJECT DELIVERY TEAM (PDT) ROSTER. Before posting to websites for public disclosure of the RP, it may be necessary to remove names and contact information for Corps employees to comply with security policies.

**ATR Review Plan for
Implementation Documents and Other Work Products**

Approved revisions should be recorded in the A-7 block below.

A-7 REVIEW PLAN REVISIONS

Revision Date	Description of Change	Page / Paragraph Number	Date Approved
Original			
Revision 1			

**ATR Review Plan for
Implementation Documents and Other Work Products**

ATTACHMENT 2

B-1. ACRONYMS AND ABBREVIATIONS

<u>Acronyms</u>	<u>Defined</u>
ATR	Agency Technical Review
CAP	Continuing Authorities Program
DCW	Director of Civil Works
DQC	District Quality Control
EC	Engineering Circular
ECI	Early Contractor Involvement
EIS	Environmental Impact Statement
ER	Engineering Regulation
FAQ's	Frequently Asked Questions
HQUSACE	Headquarters, U.S. Army Corps of Engineers
IEPR	Independent External Peer Review
NWD	Northwestern Division
MSC	Major Subordinate Command
PCX	Planning Center of Expertise
PDT	Project Delivery Team
PMP	Project Management Plan
QA	Quality Assurance
QMP	Quality Management Plan
QMS	Quality Management System
RIT	Regional Integration Team
RMC	Risk Management Center
RMO	Review Management Organization
RP	Review Plan
SES	Senior Executive Service
SAR	Safety Assurance Review (also referred as Type I IEPR)