

Appendix M

PROGRAMS AND PROJECT MANAGEMENT DIVISION1. OFFICE OF THE CHIEF/DEPUTY FOR PROGRAMS AND PROJECT MANAGEMENT (DPM).

a. Exercises principal responsibility for the Programs and Project Management of Civil Works, Military, Environmental, and Interagency and International Services (IIS) programs/projects in accordance with ER 5-1-11, U.S. Army Corps of Engineers Business Process and PODR 5-1-3, Program and Project Management.

b. Furnishes functional chiefs with comprehensive District-wide schedule of projects and exercises oversight of their manpower requirements and operating budget.

c. Analyzes workload and manpower requirements to carry out the District's programs, and presents recommended manpower distribution to the District Commander. The Chief serves as primary advisor to the Chairman of the Program and Budget Advisory Committee (PBAC), to advise on the allocation of the District resources necessary to best accomplish the mission of the District.

d. The Chief serves as Chairman of the District Project Review Board (PRB) in the absence of the District Commander.

e. Serves as a member of the Division's Regional Management Board (RMB) and the District Corporate Board.

f. Implements and monitors the execution of a Project Management system to provide a strong project orientation by emphasizing project continuity and accountability for project scope, schedule, cost, budget, quality, and customer interface.

g. Monitors program execution of Military, Civil Works, Environmental and IIS Programs. Approves within authority, or recommends approval by higher authority, project or program changes and reprogramming to meet requirements and improve performance.

h. Receives, interprets, disseminates, and directs the implementation of program and project management guidance, directives, and correspondence from higher headquarters.

i. The Chief performs in a dual assignment as the civilian Deputy District Engineer for Programs and Project Management to the Honolulu District Commander.

j. Serves as the District's principal point of contact regarding program funding, with higher headquarters, members of Congress, state and local government officials, and other customers.

k. Assists in the preparation of the Division Engineer for the annual civil works budget testimony before the Congressional Appropriations Committees and participates in the hearings before the Committees for the District's Civil Works program when directed.

l. Oversees the District Project Management Business Process (PMBP).

m. Responsible for the vertical and horizontal integration's of products to produce the projects and manage the program for the district.

n. As DPM, is the senior civilian on the district staff who provides leadership to a corporate board comprising senior staff.

o. Provides continuity of corporate leadership in developing and assessing mission and work requirements and in developing corporate programs, plans, goals, objectives and priorities.

p. Provides input to the Commander concerning performances of the functional chiefs for their contributions to project delivery.

2. ARMY-HAWAII BRANCH.

a. Implement the District Program and PMBP to execute the Military Programs/Projects for the Army and Army-Reserve in Hawaii in consideration of budgeting, planning, development, scheduling, reporting and customer relations. The scope of the program includes direct funded Military Construction, Reimbursable Operations and Maintenance projects and others. Projects include major MCA such as Whole Barracks Renewal Program (WBRP), Design-Build Family Housing, and major renovation - Barrack Upgrade Projects (BUP), Non-Appropriated Fund (NAF) projects, engineering studies/surveys, planning and any special requirements.

b. Manages work related to the Army-Hawaii with regards to other USACE Districts/Centers of Expertise (CX) who maintains USACE's central support missions.

Performs project management on internal facility improvement projects with POD and POH.

c. Implements the Corps of Engineers Project Management Information System (PROMIS) with interface with the Corps of Engineers Financial Management System (CEFMS), and the Resident Office Management System (RMS).

d. Monitors project performance to anticipate potential project delivery problems. Analyzes and coordinates resolution of project issues with applicable functional elements or consultants to minimize impact on project schedule and cost.

e. Monitors project changes, exercising approval authority as applicable or recommending approval by higher authority. Exercises oversight of discretionary changes for customers. Submits recommendations to higher authority for approval of reprogramming actions.

f. Provides upward reporting on project performance, as applicable.

g. Receives, interprets, disseminates, and directs the implementation of project management guidance, directives and correspondence from higher headquarters.

h. Supports functional elements in their project delivery responsibilities by facilitating various actions through the district and interfacing with higher headquarters.

i. Serves as District Project Managers for assigned military projects. Develops and executes the Project Management Plan (PMP), which includes integration of project scope, schedule, budgets and cost estimates, change control, and report requirements. Presents project status and forecast at PRB meetings.

j. Exercises surveillance over the use of programmed funds and design and construction progress of projects.

k. Attends and coordinates all scope, schedule, cost conferences and meetings pertaining to assigned projects.

l. Consults with District elements, higher authority, sponsors, representatives of other agencies, contractors, consultants, and others relative to the management aspects of work being performed.

m. Reviews, approves, distributes all project correspondence on significant scope, schedule, cost or customer care issues.

- n. PMs perform as primary point of contact with customer's sponsors and partners.
- o. Facilitates customer care through frequent trips to the field and discussions with users/customers to address issues and provide better service.

3. DOD BRANCH.

a. Implement the District Program and PMBP to execute the Military Programs/Projects for the Air Force, Navy, Marines, programs on Kwajalein Atoll and other DoD programs in consideration of budgeting, planning, development, scheduling, reporting and customer relations. The scope of the program includes direct funded Military Construction, Reimbursable Operations and Maintenance projects and others. Projects include major MCA and MCP, NAF projects, engineering studies/surveys, planning and any special requirements of the installation in Hawaii and the Pacific.

b. The PM will market POH capabilities in accordance with POD's RMB directives to ensure that POH maintains the ability to support other Districts in the identified areas.

c. Implements the Corps of Engineers PROMIS with interface with the CEFMS, and the RMS.

d. Monitors project performance to anticipate potential project delivery problems. Analyzes and coordinates resolution of project issues with applicable functional elements or consultants to minimize impact on project schedule and cost.

e. Monitors project changes, exercising approval authority as applicable or recommending approval by higher authority. Exercises oversight of discretionary changes for customers. Submits recommendations to higher authority for approval of reprogramming actions.

f. Provides upward reporting on project performance, as applicable.

g. Receives, interprets, disseminates, and directs the implementation of project management guidance, directives and correspondence from higher headquarters.

h. Supports functional elements in their project delivery responsibilities by facilitating various actions through the district and interfacing with higher headquarters.

i. Serves as District Project Managers for assigned DoD projects. Develops and executes the PMP, which includes integration of project scope, schedule, budgets and

cost estimates, change control, and report requirements. Presents project status and forecast at PRB meetings.

j. Exercises surveillance over the use of programmed funds and design and construction progress of projects.

k. Attends and coordinates all scope, schedule, cost conferences and meetings pertaining to assigned projects.

l. Consults with District elements, higher authority, sponsors, representatives of other agencies, contractors, consultants, and others relative to the management aspects of work being performed.

m. Reviews, approves, distributes all project correspondence on significant scope, schedule, cost or customer care issues.

n. PM's perform as primary point of contact with customer's sponsors and partners.

o. Facilitates customer care through frequent trips to the field and discussions with users/customers to address issues and provide better service.

4. CIVIL AND PUBLIC WORKS BRANCH.

a. Provides project management of the budgeting, planning, development, customer relations, scheduling, reporting, and execution of the Civil Works and Interagency and International Services (CW/IIS) Program for the District. The scope of the CW/IIS work includes work related to the traditional Corps Civil Works program and other Support work in the District. The CW program includes the development of water resources studies and projects for navigation, flood control/ hurricane storm damage protection, environmental restoration, watershed planning, and related purposes. The IIS program includes reimbursable support for principally non-Department of Defense Federal and State/local agencies.

b. The Chief represents the Deputy District Engineer for Project Management (DPM) and District Engineer (DE) and principal advisor on all project management aspects of the CW/IIS Program. Participates in the District PRB and Command Management Review (CMR), other management forums, and external conferences, as requested.

c. Responsible for customer contact for all programs and projects managed by the Branch. Maintains liaison with external agency personnel regarding fees for service,

project progress, changes in scope, negotiations for cost sharing requirements, financial transactions, and memoranda of agreements. Assures the execution of all applicable agreements with external agencies and sponsors in conjunction with the Office of Counsel. Coordinates and maintains active contact with state, territorial, county, and other public and private officials concerning current and future issues of the CW/IIS Programs. Contact with federal, state, and locally elected officials are performed in conjunction with the DE and DPM.

d. Evaluates the project or study scope and costs from the Engineering and Construction (E&C) Division and budgetary submissions from the PPM Division's Programs Management Branch for the District's annual CW testimony before Congress. Recommends budget for projects in the submission.

e. Disseminates directions and policies affecting execution, financial/budgetary restriction, performance measures, agreements, cost sharing, and other management issues regarding the CW/IIS Programs within the District and, as necessary, to external agencies. Ensures that all Federal interest and cost sharing policy issues regarding the District's CW program are documented in authorizing reports.

f. Coordinates with other elements of the District, including E&C Division, Real Estate Division, Office of Counsel, and Contracting Division for the initiation, investigation, planning, evaluation, design, procurement, construction, and operations/maintenance of CW/IIS studies and projects.

g. Through the DE and DPPM, coordinates effort with the functional representatives of the Division and HQUSACE regarding management data calls, product acceptance, upward reporting, and other related issues.

h. Provides the oversight to initiate and complete all assigned projects based on the Project Management Plan. The scope of effort, formulation of potential alternatives and solutions are performed with the Project Delivery Teams (PDTs) and in accordance with the PMBP to ensure proper execution. In conjunction with Team submittals, provides master schedules and budgets for managed projects. Authorizes work requests and funds transfer to other elements of the organization. Monitors and manages the financial progress of studies and projects. Coordinates directly with Resident Engineers or their representatives on the progress of construction activities. Coordinates with E&C related to project management concerns for the operations & maintenance of CW projects. Coordinates with Emergency Management related to the project management of special emergency management or Public Law 84-99 actions. Reports significant deviations to senior management and proposes remedial action.

i. Determines scope in conjunction with technical input from E&C and assists in negotiation of services to be performed by Architect-Engineer (A-E) contract. Provides oversight of A-E contracts and initiates action through E&C Division for the technical review of all documents. Recommends evaluation of quality of work accomplished.

j. Develops appropriate public involvement programs for planning coordination, including preparation and conduct of public workshops, meetings and other study-related public participation activities. Coordinates with the District Public Affairs Office.

k. Responsible for the delivery of decision documents for the CW program, including reconnaissance reports, feasibility reports, reevaluation reports, preconstruction engineering and design reports, and similar documents necessary to achieve the approval, authorization, and funding for CW studies and projects.

l. Prepares staff and information papers on project management and execution matters; responds to congressional and local sponsor inquiries.

m. Provides briefings to the DE on various CW/IIS projects.

5. ENVIRONMENTAL BRANCH.

a. Provides project management of the budgeting, planning, development, customer relations, scheduling, reporting, and execution of the Environmental Program for the District. Coordinates receipt of all funds with Budget and Manpower Branch, Resource Management Office. Under CEFMS and PROMIS, develops work breakdown structure, establishes linkage between work items and all Funding Authorization Documents (FADs) and for reimbursable customer orders. Manages the Environmental Program through PDTs and in accordance with PMBP. Assigns work items in the technical approval stage. Coordinates return of funds, including fiscal closeout of work items.

b. The Branch Chief is dual-hatted as the Deputy to the Chief, Programs and Project Management Division (PPMD), in coordinating the Military, Civil and Public Works, Environmental Projects and the Programs Branch.

c. Plans, coordinates, direct, and maintain the environmental program for all military funded projects in accordance with applicable rules and regulations. Manages the environmental support requirements to other Districts within the Pacific Ocean Division (POD) as assigned.

d. Plans, directs and coordinates the environmental program on a reimbursable basis for the installation. Program includes the Installation Restoration Program and the Environmental Quality Program. Tracks and reports all obligations in accordance with established guidelines.

e. Plans, directs and coordinates the Formerly Used Defense Sites (FUDS) Program in Hawaii and the Pacific Region to include the Commonwealth of the Northern Marianas, Guam, American Samoa and other US possessions. Ensures funds obligations to meet required goals and guidelines.

f. Plans, coordinates, direct, and maintain other environmental and environmental quality programs consisting of cultural and natural resources plans, surveys, studies, implementation requirements and master plans. Conducts Sec 106 and other coordination and program/project management functions with the State Historic Preservation Office and other native groups and agencies.

g. Reviews and analyzes progress reports and Current Working Estimates (CWEs) for design and construction projects. Utilizes CWEs to monitor and control funds provided by USACE or Using Agencies.

h. Maintains cost and funds control data for all managed projects.

i. Assists in the review and analysis of funding issues related to assigned projects and with funding issues associated with CEFMS and PROMIS.

j. Plans, coordinates and directs the formulation of plans by technical elements to preserve, enhance or mitigate impact on the physical, biological and cultural environment associated with military projects.

k. Participates in conferences with local and federal agencies, military services and commands throughout the Pacific and OCONUS to resolve/present environmental issues.

l. Serves on environmental committees to develop environmental policies and procedures for other commands and the Pacific islands.

m. Actively solicits studies-related work from other staff elements within the Army, and other DOD and federal agencies, and local governmental agencies where matching federal funds are available.

n. Actively solicits hazardous, toxic and radioactive waste (HTRW) and ordnance related work from other staff elements within the Army, and other DOD and federal agencies, and local governmental agencies.

o. Assists Programs Management Branch in preparation of a wide variety of reports relating to workload, income and manpower projections. Provides information (charts, reports, fact sheets) to staff. Provides guidance to technical elements regarding regulatory and statutory issues related to programs, funding and reporting requirements.

p. Responsible for coordinating and evaluating mission execution CMR performance indicators in assigned areas.

6. PROGRAMS MANAGEMENT BRANCH.

a. Office of the Chief.

(1) Plans, directs, and coordinates (some actions with RMO) the funding for all Military, Civil Works, Environmental, and IIS programs in the District.

(2) Forecasts District workload and income, analyzes progress and recommends adjustments of resources and priorities to correct any deviations from efficient mission execution and goal attainment.

(3) Responds to inquiries from higher headquarters and customers on the execution of the various programs in the District, as required.

(4) Directs all functions related to project funds and budgetary control, providing financial data for consolidation/tracking to the RMO.

(5) Provides guidance on statutory requirements and limitations on the wide variety of funds utilized by the District.

(6) Monitors various reports to ensure that program execution and operations of the District are in accordance with regulatory, statutory, and administrative funding limitations and approved plans.

(7) Meets with higher headquarters and congressional committees, as requested, to defend funding requests.

b. Civil Works Programs Section.

(1) Develops the overall Civil Works program. Evaluates current study, planning, engineering, construction, and operation and maintenance schedules and initiates changes for compliance with programs' policy and guidance; establishes funding schedules based on execution schedules and analyzes and justifies changes from prior schedules. Develops alternative program levels of effort for studies and projects, based on established study, planning, engineering, construction, operation, and maintenance priorities. Develops overall annual and multi-year program and alternative program levels.

(2) Participates in the presentation and defense of the annual and multi-year Civil Works program. Prepares or analyzes and validates study, planning, and engineering, construction, and operation and maintenance justifications, data for testifying officers, and other data and analysis used to support program submission to Higher Headquarters, Office of the Assistant Secretary of the Army, Civil Works (OASA CW), Office of Management and Budget (OMB), and Congress. Prepares program defense for the Commander and participates in preparing the Division Commander for Congressional hearings testimony.

(3) Participates in achieving efficient execution of the District's current year Civil Works program. Prepares Current Year Program Schedules for accomplishment of project activities in conformance with authorized, approved, and funded work, including subsequent changes, and prepares or analyzes and validates obligation and expenditure schedules by month (ENG Form 2101), for program execution. Monitors program progress, evaluates performance and initiates funding adjustments. Requests additional authority or funds, when required, to more effectively accomplish program objectives and resource utilization. Prepares documents pertaining to civil works such as internal budgets, personnel requirements, personnel assignments, and special reports requested by higher authorities. Responsible for coordinating and evaluating mission execution of Civil Works CMR performance indicators.

(4) Develops the Civil Works workload forecast and prepares estimates of manpower requirements, which are reviewed and analyzed by the RMO. Correlates and analyzes Civil Works program funds, work schedules, existing manpower and organizational configurations, and contracting levels. Coordinates any requests for periodic adjustments with RMO. Develops and coordinates with RMO and other functional elements, the workload forecasts used for input into the District's civilian Force Configuration (FORCON) data comprising manpower requirements compatible with the President's budget request and/or Congressional appropriations and with approved work schedules, by function, organization, and appropriation.

(5) Provides oversight for funds control and management of the District's Civil Works program including General Investigation; Construction, General (including the Continuing Authorities Program); Operation and Maintenance, General; General Regulatory Functions; and IIS program. Provides support to technical elements including processing Engineering Work Requests, A-E contract payments, construction contract payments and modifications, and preparation of Civil Works operating program and budget.

c. Military Programs Section.

(1) Coordinates receipt of all funds with Budget and Manpower Branch, RMO. Coordinates with the Project Manager (PM) to develop a work breakdown structure for input into CEFMS and establishes linkage between work items and FAD or customer order, if reimbursable project. Assigns work items in the technical approval stage. In conjunction with RMO, coordinates return of funds, including fiscal closeout of work items.

(2) Receives and distributes all USACE design and construction directives for the District. Coordinates and maintains a workload and income program based on execution milestones for all military environmental, study, design, and construction projects.

(3) Reviews and analyzes progress reports and CWEs for military environmental, study, design, and construction projects. Utilizes CWEs to manage funds provided by USACE or military customers.

(4) Maintains funding, obligation and cost data for military study, design, and construction projects allocated to E&C Division.

(5) Assists PMs with review and analysis of funding issues related to their assigned projects and with funding issues associated with CEFMS and PROMIS.

(6) Prepares a wide variety of reports relating to workload, income, and manpower. Provides information (charts, reports, fact sheets) to staff elements and performs special studies. Provides guidance to PMs and the technical elements regarding regulatory and statutory issues related to programs, funding, and reporting requirements.

(7) Responsible for coordinating and evaluating mission execution Military Programs CMR performance indicators.

(8) Plans, directs, and coordinates the formulation of the PPMD operating budget. Monitors execution of PPMD's operating budget and makes recommendations when adjustments are required to meet scheduled execution.

(9) Analyzes operating expenses and projected labor to establish PPMD's Departmental Overhead (DOH) rate. Monitors the DOH account for deviations from projections and makes recommendations when adjustments are required to meet nominal balance goals.