



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**PACIFIC OCEAN DIVISION, CORPS OF ENGINEERS**  
**FORT SHAFTER, HAWAII 96858-5440**

CEPOD-DE (11-2-240f)

25 SEP 1998

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Pacific Ocean Division (POD) FY99 Command Guidance

1. Reference USACE FY99 Consolidated Command Guidance, dated July 1998.
2. The POD FY99 Command Guidance is enclosed for your review and implementation. This document supplements the referenced USACE Consolidated Command Guidance (CCG) by focusing on specific performance goals and reporting requirements for the districts. It also records the POD Commander's decisions on the Regional Management Board and Board of Directors recommendations presented at the 27 Aug 98 video teleconference.
3. The USACE CCG established resource and performance requirements for FY99. Performance results are discussed at the quarterly Command Management Reviews (CMRs) conducted at USACE. While the CMR mainly focuses on past performance and serves as a lesson learned, we also needed a mechanism which would draw attention to potential problem areas while there was still time to fix them. Consequently, the POD Command Guidance was developed as a proactive management tool. Where applicable, POD goals were established and "trigger points" identified to surface potential performance problems to the District Commander and Division staff, e.g., MP-09, Construction Cost Growth, requires upward reporting of controllable and total cost growth when more than 1-1/2% and 2-1/2%, respectively.

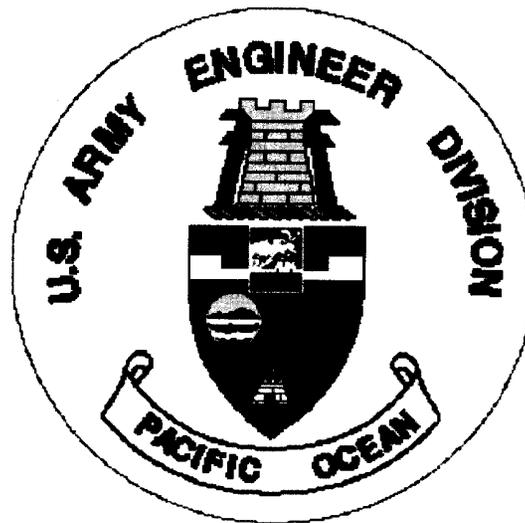
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A handwritten signature in cursive script, appearing to read "Donald R. Pawlowski".

DONALD R. PAWLOWSKI  
Colonel, EN  
Acting Commander

POD DISTRIBUTION: B

# Pacific Ocean Division



**FY99**

**Command Guidance**

Sep 98

## Pacific Ocean Division FY99 Command Guidance

| <u>Indicator</u>  | <u>USACE Goal</u>   | <u>POD Goal/Guidance</u>   |
|---|---|--|
| <b>MILITARY PROGRAMS</b>                                      |   |  |
| MP-01, Project Definition (PD)                                | None stated.  | Complete 100% of PD by 1 July of the Design Year. Upward report all projects not scheduled for completion by 1 July.                               |
| MP-02, Ready-to-Advertise (RTA)                               | Have 50% of projects RTA by 30 Sep of the Budget Year.  | Have 100% of projects, excluding congressional adds, RTA by 30 Sep of the Budget Year. Upward Report all projects not scheduled for RTA by 30 Sep. |
| MP-03, Contract Awards  | Award 99% of all PY99 and prior year projects by 30 Sep.  | Award 100% of all PY99 and prior year projects by 30 Sep. Upward report all projects not scheduled for award by 30 Sep.                            |
| MP-04, Congressional Adds                                     | None stated.  | Award all PY99 congressional adds and line item veto overrides by 30 Sep. Upward report all projects not scheduled for award by 30 Sep.            |
| MP-05, MCA Planning & Design Account                          | None stated.  | Maintain P&D funds obligated at end of quarter at 90% of cumulative Command Operating Budget (COB) for the quarter.                                |
| MP-05a, MCA Planning & Design Account for Host Nation Support | None stated.  | Maintain P&D funds obligated at end of quarter at 90% of cumulative COB for the quarter.   |
| MP-06, Design Cost Management                                 | Meet design targets established in CEMP-ES memorandum, "Planning and Design (P&D) Rate Targets for Military Construction Projects," dated 1 Dec 94. | Same as USACE goal. Discuss cumulative % for PY+2 program if Corps' target exceeded.   |
| MP-07, BOD Time Growth  | None stated.  | Meet BOD as agreed to with the customer. Upward report all projects whose established BOD will not be met.   |
| MP-08, In-House Design Percentage                             | Design maximum of 25% in-house for all Military Programs excluding HTRW.  | Manage I-H percentage IAW Division guidance. Make FY projection at Budget time. Discuss at CMR.  |

## Pacific Ocean Division FY99 Command Guidance

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|---------------------------------|--------------|--|
| MP-09, Construction Cost Growth | None stated. | Trigger reporting of controllable and total cost growth when more than 1-1/2% and 2-1/2% respectively. Upward report all projects when it is known that these limits will be exceeded. |
| MP-10, Customer Satisfaction    | None.        | Report on progress of addressing customer concerns at SLCs.  |

### CIVIL WORKS

|   |                                     |  |
|---|-------------------------------------|--|
| CW-02, General Investigations Expenditures                | Expend 95% (Actual/Basic 2101 Schd) | Same as USACE goal. Provide, by the 10th of each month, explanations and a plan of action for all projects that are more than 50% or \$50,000 behind scheduled expenditures for the preceding month. |
| CW-03, Construction General Expenditures                  | Expend 95% (Actual/Basic 2101 Schd) | Same as USACE goal. Provide, by the 10th of each month, explanations and a plan of action for all projects that are more than 50% or \$50,000 behind scheduled expenditures for the preceding month. |
| CW04, Operation and Maintenance Expenditures              | Expend 96% (Actual/Basic 2101 Schd) | Same as USACE goal. Provide, by the 10th of each month, explanations and a plan of action for all projects that are more than 50% or \$50,000 behind scheduled expenditures for the preceding month. |
| CW-07, General Investigations (GI) Reconnaissance Studies | Complete 90% of scheduled studies.  | Same as USACE goal. Upward report all studies when a schedule slips and completion will not be made in the scheduled quarter.  |
| CW-08, General Investigations (GI) Feasibility Studies    | Complete 80% of scheduled studies.  | Same as USACE goal. Upward report all studies when a schedule slips and completion will not be made in the scheduled quarter.  |

## Pacific Ocean Division FY99 Command Guidance

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|---|---|---|--|-------------|-------------|----|----|----|----|-----|-----|----|-----|-----|----|-----|-----|
| CW-09, Continuing Authorities Program (CAP)         | Award 80% of scheduled CAP construction contract awards.      | Award 100% of projects as scheduled. Upward report all projects when a schedule slips and award will not be made in the scheduled quarter.  |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| CW-10, Contracting-Planning (Private Sector)        | Contract out 35% of Planning function work.                   | <p>Meet the following contracting percentages:</p> <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>POA*</u></th> <th style="text-align: center;"><u>POH*</u></th> </tr> </thead> <tbody> <tr> <td>1Q</td> <td style="text-align: center;">5%</td> <td style="text-align: center;">5%</td> </tr> <tr> <td>2Q</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">10%</td> </tr> <tr> <td>3Q</td> <td style="text-align: center;">20%</td> <td style="text-align: center;">20%</td> </tr> <tr> <td>4Q</td> <td style="text-align: center;">39%</td> <td style="text-align: center;">36%</td> </tr> </tbody> </table> <p>* Draft targets based on FY99 FORCON</p> |  | <u>POA*</u> | <u>POH*</u> | 1Q | 5% | 5% | 2Q | 10% | 10% | 3Q | 20% | 20% | 4Q | 39% | 36% |
|   | <u>POA*</u>   | <u>POH*</u>   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| 1Q  | 5%  | 5%  |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| 2Q  | 10%   | 10%   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| 3Q  | 20%   | 20%   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| 4Q  | 39%   | 36%   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| CW-11, Contracting-Engineering (Private Sector)     | Contract out 40% of Engineering function work.                | <p>Meet the following contracting percentages:</p> <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>POA*</u></th> <th style="text-align: center;"><u>POH*</u></th> </tr> </thead> <tbody> <tr> <td>1Q</td> <td style="text-align: center;">5%</td> <td style="text-align: center;">5%</td> </tr> <tr> <td>2Q</td> <td style="text-align: center;">20%</td> <td style="text-align: center;">20%</td> </tr> <tr> <td>3Q</td> <td style="text-align: center;">30%</td> <td style="text-align: center;">30%</td> </tr> <tr> <td>4Q</td> <td style="text-align: center;">49%</td> <td style="text-align: center;">51%</td> </tr> </tbody> </table> <p>* Draft targets based on FY99 FORCON</p> |  | <u>POA*</u> | <u>POH*</u> | 1Q | 5% | 5% | 2Q | 20% | 20% | 3Q | 30% | 30% | 4Q | 49% | 51% |
|   | <u>POA*</u>   | <u>POH*</u>   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| 1Q  | 5%  | 5%  |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| 2Q  | 20%   | 20%   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| 3Q  | 30%   | 30%   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| 4Q  | 49%   | 51%   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| CW-12, Award of Construction Contracts              | Award 90% of scheduled awards for construction contracts.     | Award 100% of all projects on schedule. Upward report all projects when a schedule slips and award will not be made in the scheduled quarter.   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| CW-13, Design Completion for Construction Contracts | Complete 90% of scheduled designs for construction contracts. | Same as USACE goal. Upward report all projects when schedule slips and design will not be completed in the scheduled quarter.   |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |
| CW-14, Project Cooperation Agreement (PCA)          | Execute 90% of PCAs as scheduled.                             | Same as USACE goal. Upward report all projects when schedule slips and PCA will not be completed in the scheduled quarter.  |  |             |             |    |    |    |    |     |     |    |     |     |    |     |     |

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|--|---|--|
| <b>RESOURCE MANAGEMENT</b>                                       |   |  |
| RM-01, Revolving Fund Results of Operations                      | Achieve a zero balance in all Revolving Fund Accounts.  | Same as USACE goal. Review G&A, departmental overhead, resident office, and facility account rates on a monthly basis. Rates should be adjusted to meet year-end targets if changes in expenditures/income are known or anticipated to impact year-end nominal balances.   |
| RM-02, Joint Reconciliation of Uncleared Problem Disbursements   | Match disbursements to obligations within 60 days of payment, including payments made by other finance activities; obligate all unmatched disbursements within 180 days of payment. | Same as USACE goal. Process obligations within 5 workdays. Upward report all problem disbursements resulting from delinquent responses from other non-Corps offices. By 31 May and 30 Aug, upward report all problem disbursements over 30 or 60 days.   |
| RM-03, Unliquidated Obligation (ULO) in Canceling Appropriations | Liquidate obligations when military appropriations are available for use by 30 June of fiscal year.   | Same as USACE goal. Review, cancel or disburse all ULOs in canceling appropriations by 30 June. Districts should establish an action team comprised of technical representatives, counsel, contracting, and RM, to address outstanding obligations. By mid-year resolve, i.e., cancel/disburse, two-thirds of the ULO balance in canceling appropriations (less amount in litigation). |
| RM-04, Military FTE  | Minimize variance between actual Military FTE utilization and the approved Civilian Execution Plan (CEP).   | Same as USACE goal. Submit explanation of variances that fall outside of the Green rating band (refer to the USACE CCG), with District monthly 1702 submission. Any request for increase/decrease to District CEP must be justified and submitted in writing to CEPOD-RM for approval.   |
| RM-05, Civil FTE   | Minimize variance between actual civil FTE utilization and the approved Civil Workyear Utilization Plan (CWUP).   | Same as USACE goal. Submit explanation of variances that fall outside of the Green rating band (refer to the USACE CCG), with District monthly 113G submission. Any request for increase/decrease to District CWUP must be justified and submitted in writing to CEPOD-RM for approval.  |

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|---|--|---|
| RM-06, Military Design Total Labor Multiplier (TLM)                 | Achieve a ratio of 2.53.   | Same as USACE goal. Discuss at 1Q CMR pre-brief. Upward report deviations.  |
| RM-07, Military Design (HTRW) TLM                                   | Achieve a ratio of 2.53.   | Same as USACE goal. Discuss at 1Q CMR pre-brief. Upward report deviations.  |
| RM-08, Military Construction TLM                                    | Achieve a ratio of 2.33.   | Same as USACE goal. Discuss at 1Q CMR pre-brief. Upward report deviations.  |
| RM-14, Chargeability for Military Design                            | Achieve a ratio of 60%.  | Same as USACE goal. Discuss at 1Q CMR pre-brief. Upward report deviations   |
| RM-18/RM-19, MILCON Supervision and Administration (MILCON and O&M) | Control costs to not exceed MILCON S&A ceiling of 6.5%. Control costs to not exceed O&M S&A ceiling of 8.0%. | Manage S&A IAW Division guidance. Upward report annual end of year projection exceeding goal or when actual quarterly rate exceeds schedule rate by >1%.                |
| DERP S&A  | Control costs to not exceed DERP S&A ceiling of 8.5%.  | Manage S&A in accordance with Division guidance. Upward report annual end of year projection exceeding goal or when actual quarterly rate exceeds schedule rate by >1%. |

### **EQUAL EMPLOYMENT OPPORTUNITY**

|   |   |   |
|---|---|---|
| EEO-01, Affirmative Action Progress GS13-15 | Progress toward parity in representation of minorities and women in grades GS13-15. | Senior managers will provide leadership to female and minority employees to support parity in representation. Senior and Career Program Managers will conduct proactive outreach programs encouraging applications for GS13-15 positions by underrepresented groups, i.e., all females, Black males, Hispanic males, American Indian/Alaska Native/Pacific Island males. Partner with ethnic and women's organizations for potential applicants. Mentor and develop female and minority employees so that they can compete for promotional opportunities. |
|---|---|---|

## Pacific Ocean Division FY99 Command Guidance

POD Commander's decisions on the Regional Management Board (RMB) and Board of Directors recommendations presented at the 27 Aug 98 videoteleconference.

1. Approved the POJ FY99 Operating Budget as presented.
2. Approved the POF FY99 Operating Budget as revised.
3. Approved the POH FY99 Operating Budget as revised.
4. Approved the POA FY99 Operating Budget as presented.
5. Directed that the In-House Design percentage of 25% be managed on a Division-wide basis.
6. Approved that the aggregate FY99 districts' commitment of income to POH be at least \$800K as follows: POA - \$200K primarily design review, POJ - \$400K in criteria package and project design, and POF - \$200K primarily design review.
7. Deferred decision that in the out-years, POA/POJ/POF share \$600K in income with POH or the Division allow POH to increase its In-House Design percentage up to 35% on a year-by-year basis.
8. Approved the Division DETS chair a group of district Engineering Chiefs to develop a plan to optimize division-wide technical expertise. The plan will address the following: Current capabilities and expertise, current capacity, customer requirements, best locations for expertise, and, technical review.
9. Directed that the districts provide their S&A projections and requirements NLT 31 Aug 98 to CEPOD-ET-C. POD will issue FY99 targets by 8 Sep 98.