

## Appendix O

**CIVIL WORKS AND TECHNICAL DIRECTORATE**

The mission of the Civil Works and Technical Directorate (CWTD) is to determine and exercise appropriate responsibilities for command and control, regional interface, program management and quality assurance and management of the Regional Business Center (RBC) for the functions of engineering and construction, and all aspects of the civil works (CW) program.

1. Office of the Director.

a. Provides staff direction, guidance and control for engineering and construction, and for CW planning and policy, management, operations & maintenance, and regulatory functions of the POD.

b. Exercises general supervision over and management of assigned activities and responsibilities within the Directorate.

c. Serves as the principal advisor to the Commanding General and Division Engineer for all policy and technical activities of the CWTD on all programs.

d. Serves as the Division Dam Safety Officer.

e. Serves on Corps-wide, interagency and non-federal task groups, boards and committees.

f. Serves as a member of the Regional Management Board (RMB) and provides guidance and oversight of RBC operations.

g. Participates in the preparation of congressional testimony and budget justification.

h. Develops and implements Division and national guidance for strategic planning, future mission development and legislative proposals.

i. Serves as regional interface on policy determinations for Civil Works and technical issues with other federal and non-federal agencies and organizations.

j. Serves as a member of the project review board for all programs.

k. Prepares quality management guidance that integrates the functions of engineering, planning, construction and operations.

l. Facilitates the resolution of quality assurance issues among the functions of engineering, planning, construction and operations.

2. Technical Engineering and Construction Division.

a. Serves as principal advisor to the Commanding General and Division Engineer for all engineering and construction activities within POD for Hazardous, Toxic and Radioactive Waste (HTRW), Civil Works, Military and Interagency and International Services (IIS) programs.

b. Ensures consistent application of policies, guidance, procedures, regulations and achievement of engineering and construction objectives.

c. Serves as the regional interface on technical issues with other federal and non-federal agencies.

d. Provides regional design guidance for HTRW, geotechnical, civil, water resources, structural, cost engineering, electrical, mechanical, architectural, and fire prevention activities.

e. Provides senior engineer support to Districts throughout the design and construction phases of projects for all programs.

f. Provides assistance/consulting services to Districts in resolving major technical issues and facilitates resolution of policy issues.

g. Serves on Corps-wide, interagency, and non-federal task groups, boards, and committees.

h. Serves as engineering/technical proponent at project review board meetings.

i. Supports HQ USACE and laboratories in the preparation and review of technical guidance documents.

j. Participates in strategic and tactical planning for POD and helps to integrate the results of these efforts into each District's program.

k. Participates in reviews and conferences identified in Quality Assurance (QA)/Quality Control (QC) plans.

l. Coordinates regional technical needs and capabilities among Districts, other divisions, and other agencies and provides technical support for effective and efficient operations of the RBC.

m. Manages the Division's quality assurance program for the engineering and planning phase of projects and products.

n. Establishes and monitors engineering quality management performance indicators.

o. Maintains oversight of District quality control processes and independent technical review processes, and periodically conducts audits of the processes.

- p. Monitors technical competency of District staff for effective and efficient production and review, operating regionally.
- q. Manages/facilitates the use of regional standard designs for all programs.
- r. Manages the Division Dam Safety Program.
- s. Manages design and construction awards program for the Division.
- t. Monitors District performance and provides direction for corrective action for engineering and construction issues of the Command Management Review (CMR) measures.
- u. Supports the Military and Management Directorate by analyzing Division and Districts' engineering and construction workload and manpower requirements for effective and efficient regional operations.
- v. Reviews Districts' methods for identifying/recording design and construction deficiencies, and for a lessons learned system.
- x. Executes Division responsibilities for certification of Army military programming document DD Form 1391s.
- y. Evaluates and approves Districts' quality management plans.
- z. Consolidates District input and provides Division evaluations to HQ USACE for all requested functional issues, performance, programs, and pending guidance.
  - aa. Approves deviations to technical criteria.
  - ab. Provides guidance to the Districts in development of construction work placement and the construction budget.
  - ac. Performs management of the Districts' Supervision and Administration (S&A) targets, workload, and manpower.
  - ae. Provides management overview of the Resident Management System (RMS).
  - af. Performs Departmental Overhead Account/Rate management.
  - ag. Performs standard construction performance analysis (Monthly Construction Update, CMR, Senior Leaders Conference, etc.).
  - ah. Provides information (charts, reports, fact sheets) to staff elements and performs special studies.
  - ai. Evaluates the quality of construction and develops recommendations for improvements in procedures and techniques.

aj. Represents POD in technical matters relating to construction quality and construction contract compliance.

ak. Performs programmatic quality assurance through Command Assistance and Quality Management Review visits to Districts.

al. Provides technical staff surveillance over POD's Construction QA Program.

am. Performs staff visits to District elements to evaluate construction quality, contract administration, and construction safety.

an. Conducts technical inspections and quality assurance reviews of selected projects in pre-design, design, construction and operational status.

ao. Furnishes consultant services to other technical elements of POD regarding construction technology.

ap. Prepares, develops, and monitors the Technical Engineering and Construction Division's internal operating budget.

aq. Provide program management expertise and oversight of the Installation Support Mission. Responsible for: command and control; program management, project development, budget maintenance, execution and reviews; regional interface; and quality assurance of installation support programs and project management functions. Provide funding and technical support to districts and installations within geographic area of responsibility, and available to support other divisions. Serve as the primary point of contact and staff consultants for the Division leadership for the Installation Support Program.

### 3. Civil Works Planning/Policy/ Management Division.

a. Division Chief.

(1) Responsible for command and control; program management; regional interface; and quality assurance of POD's Civil Works program.

(2) Serves as principal advisor to the Commanding General and Division Engineer for all Civil Works activities within POD.

(3) Ensures consistent application of policies, guidance, procedures, regulations and achievement of Civil Works objectives.

(4) Serves as the regional interface on Civil Works issues with other federal and non-federal agencies.

(5) Serves on Corps-wide, interagency, and non-federal task groups, boards,

and committees.

- (6) Serves as Civil Works proponent at project review board meetings.
  - (7) Participates in strategic and tactical planning for POD and helps to integrate the results of these efforts into each District's program. Recommends initiatives and provides oversight of RBC operations for effective and efficient regional business processes.
  - (8) Manages the Division's quality assurance program for CW planning, operation and maintenance, regulatory and program management phase of projects and products.
  - (9) Monitors District performance and provides direction for corrective action for Civil Works issues of the CMR measures.
  - (10) Analyzes Division and Districts' Civil Works workload and manpower requirements in support of the RMB for managing the RBC..
  - (11) Evaluates and approves Districts' CW project management plans as required.
  - (12) Consolidates District input and provides Division evaluations to HQUSACE for all requested functional issues, performance, programs, and pending guidance.
  - (13) Schedules staff visits to District elements to evaluate CW planning, operation and maintenance, regulatory and program management mission execution.
  - (14) Prepares, develops, and monitors the Civil Works Division's internal operating budget.
  - (15) Performs programmatic quality assurance through Command Inspection and visits to Districts.
  - (16) Prepares program defense for the Commanding General and Division Engineer and prepares Commanding General and Division Engineer for Congressional hearings testimony.
  - (17) Serves as Division Research & Development (R&D) Coordinator. Assists the Commanding General and Division Engineer in duties associated with the Coastal Engineering Research Board (CERB).
- b. Civil Works Planning and Policy Team. Provides expertise in Civil Works planning, policy, economics, operations and maintenance and regulatory programs for the Pacific Ocean Division areas of responsibilities in Alaska, Hawaii, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands. Serves as the principal staff advisor to the Commanding General and Division Engineer on all aspects of the Division's Civil Works planning, policy, operation and maintenance and regulatory functions. Manages Planning Excellence Plan for improving and maintaining regional planning capabilities.

- (1) Formulates and ensures consistent application of water resources planning procedures and policies within the framework of applicable laws and Civil Works policy directives.
- (2) Establishes overall planning goals and objectives for the Civil Works Planning/Policy/Management Division and POD consistent with HQ USACE initiatives.
- (3) Reviews and transmits POD Districts' Section 905(b) analyses, pre-conference documents, feasibility reports, and general reevaluation reports to HQ USACE.
- (4) Approves POD Districts' project management plans (PMPs) and feasibility cost sharing agreements (FCSAs) that do not deviate from the model agreement. Forwards District's PMPs and FCSAs that deviate from the model agreement to HQ USACE for approval.
- (5) Facilitates conferences on water and related land resource planning-related matters attended by HQ USACE, POD, District, and local sponsor representatives including Feasibility Scoping Meetings, Alternative Formulation Briefings, Issue Resolution Conferences, and Feasibility Review Conferences.
- (6) Prioritizes POD's CW funding requirements in coordination with Districts and requests HQ USACE to provide funding and execute reprogramming actions for the Planning Assistance to States and Flood Plain Management Services Programs.
- (7) Manages the Continuing Authorities Program by requesting and reprogramming funding, approving decision documents, approving Feasibility Cost Sharing Agreements, and Project Cooperation Agreements that do not deviate from model agreements, granting project approval, and requesting commitment of construction funds.
- (8) Works closely with the HQ USACE Legislative Action Team, MSC POCs, POD offices and Civil Works Program Management Team, District WRDA POCs, and requests, prepares, reviews, and submits legislative proposals for the Water Resources Development Acts.
- (9) Maintains contact with representatives from other Corps offices and federal, state, and local agencies.
- (10) Provides expertise in planning, policy, and economic analyses and provides support to the Civil Works Program Management Team in reviewing POD District budget proposals, fact sheets, justification sheets and budget testimony.
- (11) Provides Division and District wide direction to improve quality control and quality assurance programs in all planning functions.
- (12) Monitors and evaluates district planning program performance and recommends appropriate actions.

(13) Provides training in the Civil Works area to the Command, other POD offices, and the Districts as needed or requested.

(14) Coordinates and supports various activities that relate to the Presidential Initiatives such as Brownfields, American Heritage Rivers, Coastal America, and Challenge 21.

(15) Oversees O&M activities such as dredging, navigation, environmental compliance, project operations, and natural resource activities to ensure compliance with HQ USACE policies, administrative rules and guidance, and conformance to budget guidance.

(16) Performs periodic quality assurance and compliance inspections of O&M activities to ensure regional consistency and fulfillment of HQ USACE and Division performance measures and budget execution.

(17) Participates in HQUSACE and national dredging, navigation, environmental compliance and natural resource policy, rule making, guidance, management and business forums and dissemination and consolidation of information within the region.

(18) Oversees the regulatory programs for POD. Approves special procedures or otherwise instructs the Districts regarding emergency permit procedures.

(19) Executes pertinent portions of the Section 404(q) Memorandum of Agreement that the Corps has with the Environmental Protection Agency, Department of Commerce (National Marine Fisheries Service) and Department of Interior (Fish and Wildlife Service).

(20) Coordinates preparation of the Division O&M and Regulatory budgets and allocates HQ USACE approved budgets to the Districts.

(21) Maintains liaison with District counterparts and provides staff supervision and guidance in related functional areas.

(22) Coordinates new policies and changes to existing policies for all facets of CW operation programs.

(23) Provides input to CW Project Management Reporting Systems.

(24) Represents POD at conferences and technical meetings related to O&M and Regulatory programs and presents the approved position of the Director.

(25) Reviews reports forwarded to higher authority or government agencies for quality assurance and resolution of issues.

(26) Advises the Commanding General and Division Commander in asserting discretionary authority to modify, suspend or revoke Nationwide Permit authorizations.

c. Programs Management Team. Provide program management expertise and oversight of the Pacific Ocean Division's Civil Works Mission in Alaska, Hawaii, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands. Responsible for command and control; program management, development, execution and reviews; regional interface; quality assurance; and RBC operation of POD's Civil Works programs and project management functions. Serve as the primary point of contact and staff consultants for the Division leadership for all Civil Works program management and development activities for the POD's Civil Works current and 10-year program.

(1) Evaluates current study, planning, engineering, construction, and operation and maintenance schedules, and initiates changes for compliance with programs policy and guidance.

(2) Establishes funding schedules based on execution schedules and analyzes and justifies changes from prior schedules.

(3) Develops alternative program levels of effort for studies and projects, based on established study, planning, engineering, construction, operation, and maintenance priorities, and develops overall annual and multi-year program and alternative program levels.

(4) Presents and defends the annual and multi-year Civil Works program.

(5) 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 HQ USACE, Office of the Assistant Secretary of the Army, Civil Works (OASA CW), Office of Management and Budget (OMB), and Congress.

(6) Prepares program defense for the Commanding General and Division Engineer and actively participates in preparing Commanding General and Division Engineer for Congressional hearings testimony.

(7) Prepares the Commanding General and Division Engineer's testimony, participates as a witness with the Commanding General and Division Engineer at hearings, reviews and edits hearing transcripts for accuracy, and prepares and includes inserts as requested by the Committee.

(8) Participates in achieving efficient execution of the current year Civil Works program.

(9) 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.

(10) Monitors program progress, evaluates performance, determines causes for deviations from schedules, and implements, in coordination with subprogram managers, program changes and funding adjustments.

(11) Requests additional authority or funds, when required, to more effectively accomplish program objectives and resource utilization.

(12) Prepares the Division Civil Works portion of the internal operating budget, personnel requirements, personnel assignments, and special reports requested by higher authorities.

(13) Responsible for coordinating, evaluating, and briefing the Commanding General and Division Engineer on CMR measures.

(14) Analyzes the Civil Works workload and prepares estimates of manpower requirements. Supports RMB data requirements for RBC operation.

(15) Correlates and analyzes Civil Works program funds, work and work schedules, existing manpower and organizational configurations, and contracting levels to evaluate, IAW guidance from higher authority, the workload, and associated manpower requirements, by function and organization.

(16) Develops, in coordination with functional elements, 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.

#### 4. Real Estate Office.

a. Principal advisor to the POD Commanding General and Division Engineer, Deputy Commander, and Civil Works and Technical Directorate on real estate matters including the Appraisal, Acquisition, Management, Disposal, Planning and Control technical areas encompassing real estate activities for DA, DoD, Defense agencies, civil works, HTRW and IIS programs of POD.

b. Provides POD-wide staff supervision, technical management, direction, oversight, administration and coordination of real estate programs and activities, including the functions of Acquisition, Appraisal, Management and Disposal, Planning and Control Programs include DoD Recruiting Facilities Program, Base Closure and Realignment, Army Reserve, National Guard, Federal and non-Federal acquisition, real estate disposal and IIS.

c. Coordinates and oversees actions, which involves multiple districts or MSCs. Provides interface concerning real estate matters with regional and national offices of other Federal agencies (EPA, DOE, DOI, USDA, GSA, DOJ, etc.); non-Federal entities; States, Native American Tribes and local governments; congressional interests; Department of Army and Army major commands; and Air Force major commands. Serve on interagency and non-Federal task forces and committees.

d. Assists Districts in developing Quality Control (QC)/Quality Assurance (QA)

plans for all real estate programs, projects and activities. Develops POD Quality Assurance (QA) plans to assure Districts' compliance with QC/QA plans.

e. Provides real estate assistance on litigated matters concerning military and civil works properties prior to HQ USACE submittal to the Department of Justice. Makes recommendations on condemnation settlement offers, court awards, and post trial motions, including appeals.

f. Reviews and makes recommendations to HQ USACE on nonstandard estates, counteroffers, waivers, outgrants, deeds and other real estate products which exceed authorities delegated to POD.

g. Provides recommendations concerning allocations and reprogramming of funding and manpower for division office and district real estate programs, including direct funded real estate military programs.

h. Oversees the administration of the real property inventory, asset management, CFO compliance, and audit of realty transactions and records.

i. Reviews in leases, outgrants, deeds, condemnation assemblies and other real estate documents and certifies as to compliance with QC plans in accordance with delegated authority.

j. Reviews real estate portions of pre-authorization and post-authorization reports, and certifies as to compliance with QC/QA plan. Assures military and Superfund Real Estate Planning Reports (REPRs) prepared by Districts comply with QC/QA plan.

k. Manages and directs real estate appraisal activities POD-wide in accordance with delegated authority, or forwards with recommendations to higher authority. Oversees district appraiser certification and training.

l. Examines and coordinates all disputes, claims and litigation resulting from the use and occupancy of real property with the Office of Counsel and recommends appropriate action.

m. Interprets and ensures consistent application of real estate policy and procedures throughout POD. Facilitates resolution of policy issues with HQUSACE and others. Recommends policy changes to higher authority.

n. Exercises delegated real estate activities for Department of Justice and Assistant Secretary of Army for Installations, Logistics and Environment (ASA (IL&E)).

o. Monitors real estate programs execution and assures proactive involvement to ensure program execution. Operating as a corporate regional business center, evaluates and aligns division-wide real estate resources to assure districts meet their clients' expectations effectively and efficiently.

p. Assures all districts maintain a capable workforce trained and ready to support real estate requirements and activities for contingency, national security and domestic emergency

response and disaster relief operations. Participates in mobilization and emergency activities and exercises. Supports overseas real estate programs.

- q. Provides membership on the civil works, military, and HTRW PRBs.
- r. Develops and maintains a list of approved technical review personnel not within POD for review of certain real estate functions. Provides technical oversight to districts on complex or controversial projects, products or issues to ensure application of sound real estate principles, regulations, laws, and policy.
- s. Monitors customer stated and implied satisfaction with district real estate products and services.
- t. Provides supporting data for the Commander's congressional testimony pertaining to real estate.
- u. Serves as the POD program manager for the U.S. Army Corps of Engineers Real Estate career program (CP 55).
- v. Supports strategic planning initiatives and provide assistance in the development of vision, strategies, and goals. Supports POD business development and outreach programs.