

**US Army Corps
of Engineers**

**USACE
Fiscal Year 2000
Consolidated
Command
Guidance**

**HQUSACE
June 1999**

INDEX CONTINUE

FOREWORD

The Fiscal Year 2000 (FY 00) Consolidated Command Guidance (CCG) is the Command's near-term blueprint for fulfilling our vision. This year our near-term guidance is more strategic than in previous years. We are focusing out three years instead of one in an attempt to provide a backdrop that will assist our new Regional Management Boards (RMBs) in developing three-year operating budgets.

Our Scenario-Based Strategic Planning Process has provided us a set of five focus areas that we are using to shift our strategic energies from near-term to long-term initiatives. Therefore, my guidance to you is to review the initiatives-based efforts that comprise your Campaign Plans and Operations Plans and to refocus them to align with the five focus areas discussed in this document. This is not an easy, one-time effort. Having identified these focus areas, we are now engaged in the corporate strategic management business of refining, aligning, and measuring our progress toward fulfilling our vision of success in these five areas. To support this effort, this CCG presents an updated roadmap and narrative describing our continually evolving Strategic Management Process. The revised Command Management Review (CMR) discussed in this document will provide us the means to ensure that we stay on our strategic path.

As a Command, we have come a long way in the past 31 months. I am proud of the zeal with which we have all pulled together. Certainly, I have raised the bar for our leaders and managers, requiring three-year budgeting and a 20-year perspective. And, characteristically, you have more than met the challenge. It is my intention that we use this year's CCG to coalesce our energy in an even more successful foray into accurately charting and fulfilling our vision.

ESSAYONS!



JOE N. BALLARD
Lieutenant General
Commanding

INDEX

CONTINUE

FY 00 CONSOLIDATED COMMAND GUIDANCE

CONTENTS

INTRODUCTION i

CHAPTER 1 STRATEGIC PLANNING AND STRATEGIC MANAGEMENT 1-1

CHAPTER 2 RESOURCES 2-1

CHAPTER 3 EVALUATING RESULTS 3-1

ANNEX A - RELATIONSHIP OF THE CCG TO PUBLIC LAW A-1

INTRODUCTION

GENERAL

The CCG is a single document which for the past several years has presented resource and performance requirements for the upcoming fiscal year. The CMR and other types of performance review sessions have and will provide mission execution feedback to USACE Commanders.

USES AND ORGANIZATION OF THE CCG:

1. FY 00 Consolidated Command Guidance is a major command-level document that outlines USACE resources and procedures to monitor mission execution. This document:

a. Links the Corps Strategic Vision and the command-wide corporate strategic focus areas to mission resourcing and execution: Chapter 1.

b. Provides a road map for the resources available to the Corps: Chapter 2.

c. Establishes the FY 00 Performance Execution targets and the CMR indicators: Chapter 3.

2. Consolidated Guidance will be used by HQUSACE to:

a. Transmit changes in Manpower and Budget Guidance as required.

b. Establish mission execution visibility and accountability at operational levels: Major Subordinate Commands (MSCs), Engineer Research and Development Center (ERDC), Field Operating Activities (FOAs) and Districts.

3. Major Subordinate Commanders, District Commanders, ERDC Commander, and FOA Directors are expected to use the CCG to help them establish:

a. Organizational goals, objectives, plans, schedules and milestones to support the Corps Plus Vision.

b. A performance monitoring system to anticipate performance problems before they are surfaced in the CMR+ process.

c. The systems to provide a free-flow of data and information throughout the Command and HQUSACE.

FY 00 CONSOLIDATED COMMAND GUIDANCE

CHAPTER 1

USACE STRATEGIC PLANNING

For the past three years, USACE has been engaged in a veritable whirlwind of strategic planning activity. We have already gone through one cycle of "initiatives based" strategic planning and implementation. In that first year (1996-1997), we achieved an interconnected set of strategic planning documents: USACE Strategic Vision and a set of subordinate "initiatives-based" Campaign Plans and Operations Plans for HQUSACE and the USACE Divisions and Districts. In the second year, we refined our management processes to focus on implementing the vision and the results of the initiative-based planning process. A number of successes came out of these initiative-based efforts, including: establishing Divisions as Business Centers, setting up Regional Management Boards (RMBs), establishing the USACE Board of Directors (BOD), reorganizing the HQ to look and act more like a major command, establishing the Corporate selection policy, and reenergizing program management as the Corps' business process.

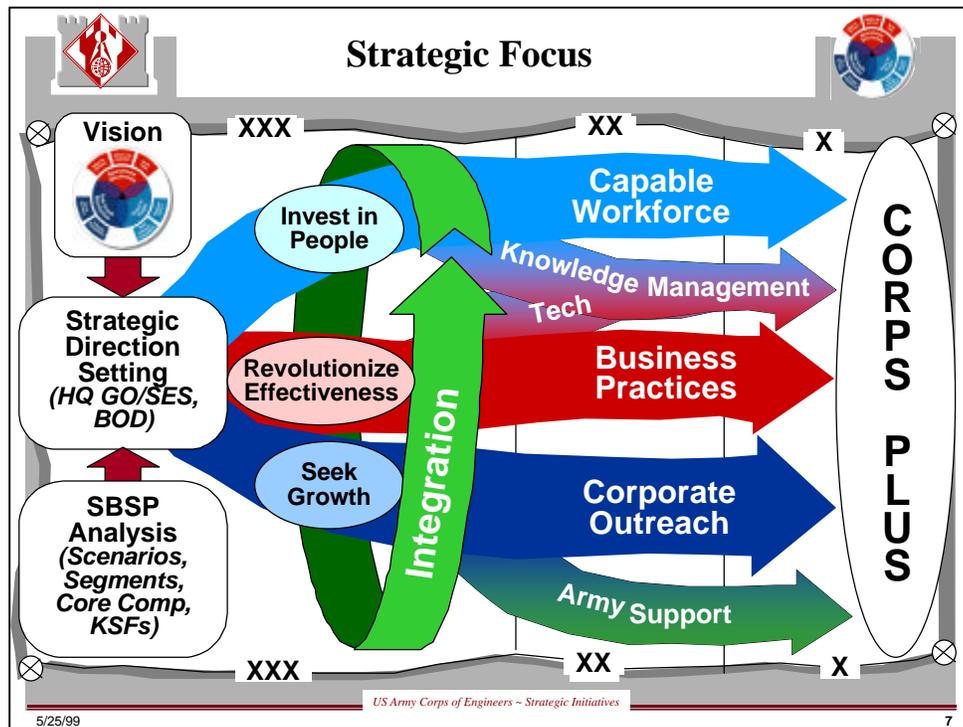
Also in the second year, we launched a more rigorous scenario-based strategic planning (SBSP) process. By this effort, we have widened the horizons of strategic planning (we are now planning toward the 2020 timeframe) and have provided a more rational foundation for the strategic planning process. As we go into the third year of our strategic planning cycle, we will be emphasizing implementation of scenario-based initiatives. All revisions to Campaign Plans and Operations Plans should include alignment with the scenario-based initiatives that are discussed below.

At the August 1998 Senior Leaders Conference (SLC), senior leaders used the scenario-based insights to identify initiatives the command should pursue. Our USACE senior leaders have now identified five strategic "focus areas" in which they seek to achieve USACE-wide alignment of effort. The diagram on the next page illustrates conceptually how the focus areas of "Capable Workforce," "Business Processes," "Knowledge and Technology Management," "Corporate Outreach," and "Support the Army" all flow from the USACE strategic vision and support accomplishment of the Corps Plus Master Strategy. Of particular significance is the role HQ senior management has taken in this process. A Strategic Management Board (SMB) consisting of the HQ Senior Executive Service (SES) and General Officers (GO) has been established to manage this process. The SMB has initiated the process of establishing the strategic direction

INDEX

CONTINUE

so that the focus teams will have a common picture of the Corps in 2020 to direct their activities. Also, the SMB is integrating all of the strategic activities across the focus areas and is in the process of enhancing the CMR so that it focuses the senior Corps leadership on achieving the USACE strategic vision.



Each of the five focus teams are chartered by the SMB and led by several SMB members with at least one BOD member to ensure the benefits of field perspectives. Below is a brief synopsis of the five corporate strategic focus areas with an emphasis on previewing some near-term products that should be issued in '00. In addition, the performance measurement effort is fast tracking toward a Beta Test of CMR+ at the '99 SLC.

a. Business Practices (Lead: Stephen Coakley, Steve Browning, and Bunny Greenhouse).

The HQUSACE SMB has decided to pursue a two-pronged approach to the business practices issue. They will review the field's RMB business processes with a view to identifying some best practices and useful lessons learned. As regards focus team review of other Corps-wide processes, the SMB will defer all Business Process reviews until they complete their major effort to redesign HQUSACE to align better with future USACE goals and relationships. The SMB has committed to aligning better with the current field practices and toward the new roles for HQUSACE that were implied by the SBSP effort. The SMB will brief their new HQUSACE organizational concept to the '99 SLC. The SMB believes that aligning HQUSACE for success in 2020 will also help them respond to the MSC Commanders' "Top Ten" lists of preferred changes to HQUSACE policies and practices.

INDEX

CONTINUE

Also in the business practices arena, last year's CCG announced the schedule for a series of Corps Customer Activity Reviews (CCAR) that were designed:

- To develop an understanding of how USACE operates.
- To simplify our business processes.
- To identify inhibitors to improving the way we do business.

These six reviews were tentatively scheduled to run between September 1998 to March 2000. The first one was a review of the (Operations and Maintenance process). It was led by Charlie Hess and Kristine Allaman and completed in January 1999. It was briefed to the 17 February 1999 BOD. There were two recommendations for migrating business processes from the Military Programs to Civil Works (CW) arenas: (1) To pilot Operations and Maintenance Engineering Enhancement (OMEE) applications to CW maintenance and (2) To incorporate "Fast Track Maintenance methods into procedures of new Installation Support Offices (ISOs)" (as well as considering them for CW applications). MG Anderson volunteered to take the lead with two other divisions in applying OMEE at some CW projects. The Fast Track Maintenance recommendation was that "this year the seven new ISOs adopt this method as one of their major support tools and next year each ISO create its own indefinite delivery, indefinite quantity (IDIQ) vehicles and develop internal team expertise." But, the Commanders revealed that one or more of the new ISOs will be collocated with districts already using Fast Track Maintenance contracts. Thus, some implementation was already feasible by the BOD decision. In addition to the O&M decisions, LTG Ballard agreed that the CCAR process should be more closely linked with the efforts of the SMB. He directed that the SMB review the remaining CCARs and provide recommendations to the Deputy Commanding General where it makes sense to do some or all of the remaining reviews in association with the SMB Focus Team on Business Practices—a recommendation that the future CCARs be reevaluated with regard to where they fit in relation to the Business Practice Focus Team's review of business processes Corps wide. For now, therefore, do not expect CCARs to proceed as scheduled last year.

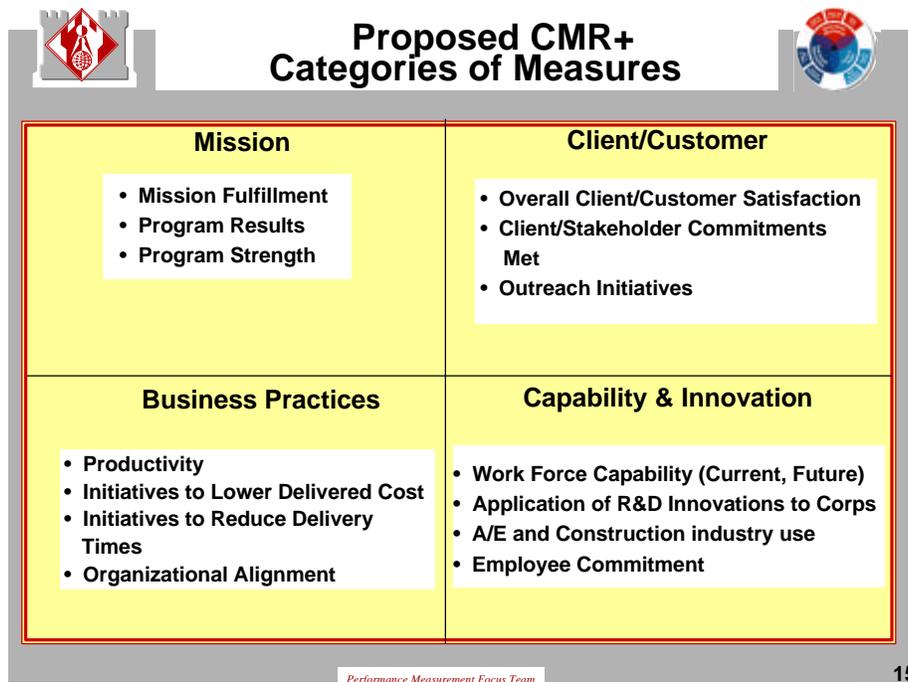
b. Outreach (Lead: Charlie Hess and Pat Rivers). This team is probably the most mature in its progress and has several deliverables due in '00:

- The Corporate Outreach Plan that identifies our strategic customers and allies and the associated Account Executives.
- The FY 00 curriculum and plan, training packages under development.
- Definition of a tiered training approach.
- Customer Care database for Corps-wide implementation.
- Adoption of an associated "Brand Management" plan.
- Establishment of a new office at HQUSACE (Deputy Chief of Staff for Strategic Planning and Business Development) that will be led by an SES. In addition to directing the strategic planning and strategic management activities in the Command, this office will support the HQUSACE Account Executives with portfolio development and account management, align all USACE outreach plans with the corporate priorities, and provide knowledge management support to the full USACE outreach team. The organization should be established early in '00.

c. **Support the Army (Lead: Kristine Allaman and Dave Sanford).** This focus team has three major products for '00:

- A comprehensive Department of Army/Office of Secretary of Defense (DA/OSD) liaison plan following along the lines of the Outreach Focus Team—in fact as an extension of the Outreach philosophy (i.e., to include identifying Account Executives and training plans).
- A strategy to support the Commanders in Chief (CINCs) in contingency planning and execution.
- Full implementation of the USACE installation support strategy—to include establishing knowledge management links among elements of the ISO community.

d. **Performance Measurement (Lead: Jim Johnson and Fred Caver).** It is important to note that there is a Performance Measurement aspect to all the focus areas. It represents a major effort to identify ways in which USACE can corporately measure how it is progressing toward achieving the USACE of 2020 that will thrive in whichever one of the four Strategic Scenarios comes to reality. This performance measurement aspect is being dealt with through development of a USACE "Balanced Scorecard" that we are calling CMR+. The strategic-level measures of progress that constitute CMR+ will be tested at the '99 SLC. Although development of the preliminary measures and collection of available data for the SLC are still in the distance, it is likely that the four quadrants of the CMR+ and Corporate Scorecard will be something like those shown in the graphic below:



e. Capable Workforce (Lead: Bill Brown, John D’Aniello, and Rob Andersen). This team is charged with developing a roadmap identifying what USACE needs to do to develop a competencies-based work force that capable of sustaining the strategic direction in which the Corps is going (i.e., market oriented, customer focused, and continually responding to change). The most near-term deliverable in their action plan is a workforce assessment of current skills, knowledge, values, and attributes, with some projection of trends.

f. Knowledge/Technology Management (Lead: Ed Link and Susan Duncan). The primary duty for this task force is to create a USACE knowledge map concept and implement it:

- First, in the installation support arena (expert database, client database, Army knowledge on-line).
- Second, in Program Project Management (Programs and Projects Delivery System [PPDS]).
- Third, in Tele-engineering.

This year’s CCG describes and prescribes a major commitment of this command to strategic planning and follow-up management to implement those plans. As the planning emphasis has shifted from near-term to long-term perspectives, the strategic management emphasis has shifted from organization-unique implementation to highly integrated and aligned implementation. Because there has been so much activity in the strategic planning and implementation arena, the strategic management process defined in last year's CCG has changed significantly.

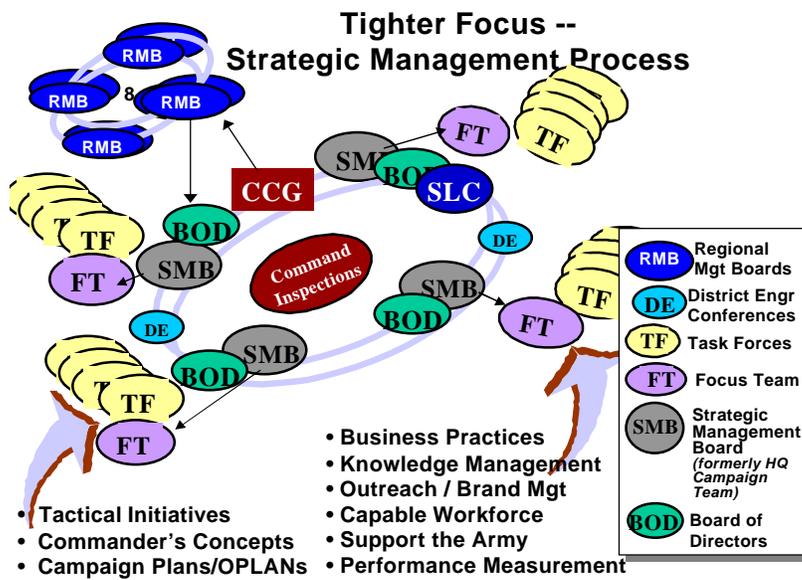
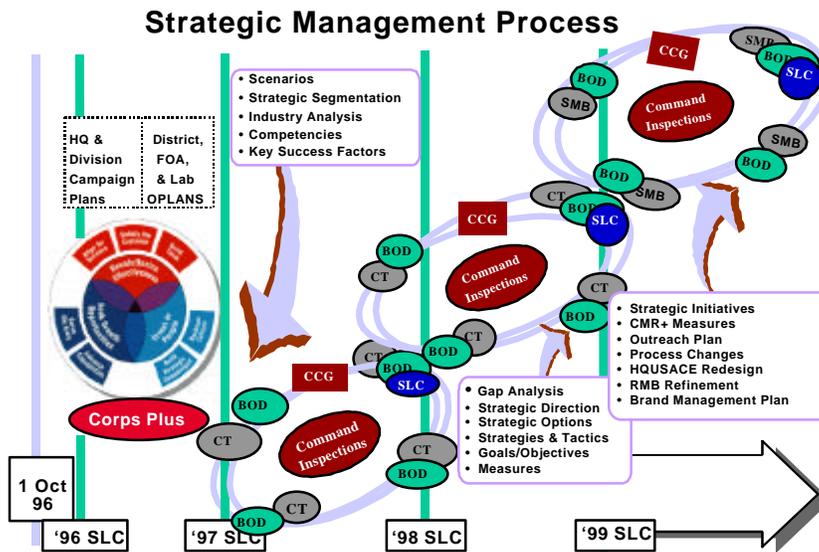
g. Integration Team (Lead: Don Leverenz, Newt Klements, Carl Enson, and Dwight Beranek). It is important to note that there is a green Integration band that encircles all five of the Focus Team Initiatives and their Performance Measurement components. It represents the necessary efforts to integrate and coordinate all of these ambitious initiatives. The Integration Team identified above meets at least weekly to review the progress of the other teams and to ensure alignment of efforts and sharing of information.

USACE STRATEGIC MANAGEMENT PROCESS

The USACE Strategic Management Process (SMP) has been evolving to make sure that our corporate management decisions and implementation of those decisions stay on track with our evolving strategic plans and implementation guidance.

- Strategic Management Process. In the midst of this flurry of strategic planning is the imperative for all USACE leaders to “manage more strategically” toward the command-wide Vision and Plan. Thus, we have developed, or at least evolved, an SMP that facilitates talking, deciding, and acting strategically (see diagrams following).

- Note the planning time line that runs along the bottom from Vision development through the SBSP process and now into the Implementation phase. It is a linear sequence of analysis, decisions, and actions (events).
- The cyclic events depicted above the planning cycle are events that constitute the mechanisms we have established for managing the tactical initiatives that emerge from any strategic planning effort. The components of the SMP are described and discussed below the diagram and depicted relationally on the diagram.



- Regional Management Boards (RMBs). Recurring meetings (at least quarterly). These boards are composed of Regional PM and RM personnel as well as other key personnel, and their mission is to cross-level requirements to operationalize the Division as a Business Center (i.e., a major component of the Revolutionize Effectiveness Goal).
- Strategic Management Board (SMB). The assembled HQUSACE General Officer and Senior Executive Service members who are stationed at HQUSACE. This group is now charged with meeting as often as necessary, but at least twice a quarter. The purpose of the SMB is to discuss strategic issues of significance to the BOD and/or HQUSACE. SMB was chartered to ensure that our HQ SES and GO members are fully engaged in the USACE strategic dialogue. This SMB forum is also charged with advising the Commanding General and Deputy Commanding General prior to all BOD sessions as well as other strategic forums (e.g., ENFORCE, Senior Leaders Conference, District Commanders Conferences). Thus, the Command has provided the forum and process to promote widespread strategic dialogue in the appropriate sequence to ensure full discussion and disclosure prior to decisions by the Commanding General.
- Board of Directors (BOD). Quarterly day-long meetings of all HQ GOs, all Division Engineers, the ERDC Commander, plus four SESs (currently Dr. Barbara Sotirin, Mr. Steve Coakley, Mr. Mike White, and Mr. Tony Lakeeta) and the SMB Chair to address strategic issues and make recommendations to the Commanding General. Each member has selected an Emerging Leader Program graduate to serve as a staff assistant. The Emerging Leaders Conference (ELC) BOD Liaison Team serves as support staff as well as participating as shadows to this strategic process, thereby observing how leaders lead, how issues progress from concepts to decisions. Each quarter, the ELC support team receives a team assignment topic on which the BOD elicits their perspectives and advice. The BOD presentations, minutes, and on-line working dialogues are posted at the Blue Strategic Button on HQUSACE web site.
- Command Management Review (CMR). The CMR is a quarterly ½-day meeting in which all HQUSACE Staff principals meet jointly with all MSC Commanders to address measures of operational efficiency. These measures are portrayed and compared across all MSCs to depict a Corps-wide status report that identifies areas for improvement and promotes sharing of best practices. The CMR is always scheduled for the morning following the BOD sessions, in order to minimize travel requirements and provide a standard sequence of events. CMR charts are posted on the USACE INET web site <http://www.usace.army.mil/inet/functions/rm/rmpg/cmr/cmr.html>. Although we strive to have standard CMR measures, there is generally some change in measures

through the year (see Chapter 3 of this document for guidance on recurring CMR measures). Note that we will be moving to a more balanced and perhaps less quantitative set of strategic measures that we have titled CMR+. The CMR+ is being modeled on the Balanced Scorecard concept that addresses how well the organization is changing toward its stated strategic goals through a balanced approach to measurement (more strategic qualitative and quantitative, short-term and long-term financial and nonfinancial, leading and lagging indicators, internal and external perspectives).

- Senior Leaders Conference (SLC). The SLC is an annual conference held in the early fall that brings together all USACE SESs, MSC Commanders, HQUSACE Staff Principals, ERDC Commander, and FOA Directors. This conference constitutes an annual senior level working session at which strategic issues are briefed, discussed, and worked. It is through this milieu that the Commander is able to ensure focus and clarity of senior leadership with regard to the Chief's key strategic initiatives. See the INET SLC home page for details of last year's and this year's SLC dates, location, agenda, briefings, and photographic record: <http://www.usace.army.mil/essc/slc>.
- Emerging Leaders Conference (ELC). Conducted concurrently with the SLC, the ELC is an annual conference held for mid-level USACE managers. This is a combined educational and networking opportunity for a select group of mid-level managers. The ELC agenda consists of both individual assessment modules as well as attendance at joint SLC-ELC sessions where major strategic issues are briefed and discussed. From a strategic perspective, the ELC is a major investment in developing USACE's future leaders in the strategic dialogue.
- District Engineers Conferences. Twice annually the USACE District Engineers meet to address strategic issues, exchange lessons learned, make recommendations to the Commander, and receive his guidance. In the fall, the District Engineers assemble in Washington, D.C., for a two-day session of corporate updates, strategic dialogue, and face-to-face idea exchanges with the Commander. In the spring, they travel to Ft. Leonard Wood to join with MSC Commanders, SESs, HQUSACE senior staff, and the other members of the Engineer Regiment to focus primarily on project and policy updates and team building events. Although this is not a USACE-only event, it is a recurring opportunity to coalesce the energy of the USACE headquarters and field leadership.
- Command Inspections. An annual series of Command two-stage inspection visits which the Deputy Commanding General and the HQUSACE staff principals conduct to ensure regional level implementation of the Strategic Vision. The agenda for these visits is structured around the Corps Plus Strategy. All readaheads and after-action

reports methodically enumerate (function-by-function) how the MSC are fulfilling the USACE Strategic Vision. The format and schedule for the next two years of Command Inspections is provided at Chapter 2 of this document.

- Consolidated Command Guidance (CCG). This annual guidance document strives to issue both the strategic and tactical guidance required for major and recurring matters of significance Command-wide. This document is provided in hard copy as well as on the INET home page: <http://www.usace.army.mil/inet/functions/rm/rmpg/rmpg.htm>.
- Executive Information Technology Steering Board (EITSB). This new board will hold regularly scheduled meetings to address the Command's Information Technology (IT) investments with particular focus on USACE automated information systems (inclusive of IT programs and automated engineering tools). IT investments will be evaluated according to their contribution to strategic change initiatives as well as business value criteria—ranked, prioritized, and recommended to the IT investment decision authority for approval.

RELATIONSHIP OF THE CCG TO PUBLIC LAW

The CCG is built on a clear and modern foundation of public laws. The four pillars of management in the U.S. Government noted below are dynamic, fully implemented by most Government organizations and directive in nature for all U.S. Executive Agencies. Our CCG and, indeed, our entire existing—and future—USACE management organization must answer to these Federal mandates. It follows then that our CCG must be fashioned so as to carefully reflect each of the following four overarching Public Laws for management.

- Chief Financial Officers Act of 1990, (CFO)
(Public Law 101-576)
- Government Performance and Results Act of 1993, (GPRA or Results Act)
(Public Law 103-62)
- Paperwork Reduction Act of 1995, (PRA)
(Public Law 104-13)
- Clinger-Cohen Act, (formerly referred to as the Information
Technology Management Reform Act [ITMRA])
(Public Law 104-106), 1996

The relationship of our USACE CCG to each of these preeminent public laws is briefly summarized in Annex A.

INDEX

CONTINUE

FY 00 CONSOLIDATED COMMAND GUIDANCE

CHAPTER 2

Section	Resources	Page
1. GENERAL REMARKS		2-3
2. PROGRAMMATIC OVERVIEW		
USACE PROGRAM SUMMARY		2-5
SELECTIVE DISCRETIONARY DOD PROGRAM FUNDS		2-6
CUSTOMER MSC/LAB OVERVIEW		
MILITARY PROGRAM MANAGERS		2-7
MP CONSTRUCTION, ARMY		2-8
MP CONSTRUCTION, AIR FORCE		2-9
MP CONSTRUCTION, DOD AND OTHER		2-10
MP INSTALLATION SUPPORT OFFICES		2-11
MP OMA DERP - IRP		2-12
MP OMA DERP - FUDS		2-13
MP BRAC - ER		2-14
MP EQ PROGRAM		2-15
MP OMA DERP - OTHER DOD		2-16
CIVIL WORKS PROGRAM MANAGERS		2-17
CW GENERAL EXPENSES		2-18
CW GENERAL INVESTIGATIONS		2-19
CW CONSTRUCTION GENERAL		2-20
CW O&M GENERAL		2-21
CW MR&T		2-22
CW REGULATORY PROGRAM		2-23
CW OTHER DIRECT (FUSRAP)		2-24
CW OTHER DIRECT (FCCE)		2-25
CW OTHER DIRECT (COASTAL WETLANDS)		2-26
CW EPA SUPERFUND		2-27
CW OTHER ERS		2-28
CW OTHER SFO		2-29
REAL ESTATE PROGRAM MANAGERS		2-30
RE DOD RECRUITING, LEASE ADMINISTRATION		2-31
RE DOD RECRUITING & USACE GSA OCCUPIED LEASES		2-32

Resources (Continued)

Section	Page
RE CIVIL DIRECT.....	2-33
RE CIVIL REIMBURSABLE	2-34
RE HOMEOWNERS ASSISTANCE PROG (LABOR & WKLD)	2-35
RE OPERATIONS, ARMY REIMBURSABLE	2-36
RE OPERATIONS, AIR FORCE REIMBURSABLE	2-37
RE SUPPORT TO ARMY	2-38
RESEARCH & DEVELOPMENT PROGRAM MANAGERS	2-39
R&D ERDC	2-40
3. WORKLOAD OVERVIEW	
USACE WORKLOAD SUMMARY	2-41
HNC	2-42
LRD	2-43
MVD	2-44
NAD	2-45
NWD	2-46
POD	2-47
SAD	2-48
SPD	2-49
SWD	2-50
TAC	2-51
4. OTHER - PROCEDURAL GUIDANCE	
HR REGIONALIZATION	2-52
LEADERSHIP DEVELOPMENT PROGRAM (LDP)	2-54
USACE FINANCE CENTER RATES	2-55
INFORMATION TECHNOLOGY (IT)	2-57
MILITARY PROGRAMS STANDARD DEFINITIONS	2-59
MANPOWER	2-64
EXECUTIVE DIRECTION AND MANAGEMENT FUNDING	2-75
HIGH GRADE ALLOCATIONS	2-76
SUPERVISION & ADMINISTRATION (S&A)	2-78
COST OF DOING BUSINESS	2-79
INFORMATION MANAGEMENT	2-81
PLANT REPLACEMENT AND IMPROVEMENT PROGRAM (PRIP)	2-84
FACILITIES GUIDANCE	2-85
LOGISTICS GUIDANCE	2-87
CONTRACTING OUT GUIDANCE	2-88
COMMAND INSPECTIONS	2-89
CONFERENCES	2-91

GENERAL REMARKS

1. This chapter is a road map to the resource guidance governing the allocation of resources given to USACE for mission accomplishment. This chapter identifies major sources of funds, program managers, estimated workload, and manpower and high grade allocations and other guidance useful in developing Regional Business Center operating plans, local operating budgets, and measuring performance of field activities.
2. All commanders are reminded that OMB Circular A-76, as augmented by higher authority implementing guidance, must be used for determining the performance of commercial activities using government facilities and personnel or by contract. This includes decisions regarding new starts, expansions, and existing services. Conversions to contract solely to avoid personnel ceilings or salary limitations are prohibited by the Circular.
3. The **USACE Program Summary** represents a three-year macro update of program for the Command. It is provided to assist Regional Management Boards (RMBs) in developing their three-year Command Operating Budgets (COB). The Program Summary is based on the FY 00 President's Budget and latest revision to the Program Objective Memorandum (POM). The Military program amounts include both direct and reimbursable programs combined for our major customers. The program amounts for Civil Works direct appropriations and Support For Others (SFO) work are reported separately. Additionally, the program amounts for Civil Works direct appropriations do not reflect Congressional Adds. The data shown in this summary were extracted from the USACE Corps Intelligence (CORINT) updated by USACE program managers.
4. Commanders will find the **Discretionary Department of Defense (DOD) Program** chart useful in developing the military reimbursable portion of their COBs because the amounts reflected in this chart represent the services discretionary income. Discretionary income is that income which is most likely to come to USACE on a reimbursable basis to perform Minor Construction and Maintenance and Repair (RPMA) services. Program amounts displayed in this chart were extracted from the Army, Air Force, Navy and Other Services POMs.
5. The charts presented in the **Customer MSC/Lab Overview** Section represent USACE program managers allocation of program to MSC/Labs for the next three years. These amounts too, as in the USACE Program Summary chart, are based on the FY 00 President's Budget and

GENERAL REMARKS (CONT'D)

latest revision to the POM. In most cases, unless otherwise indicated on the charts, the program amounts shown reflect only the USACE direct program. Also provided with each chart, is the program manager's assessment of the program, i.e., the direction of the program, what is included in the program, and significant events.

6. The **USACE Workload Summary** Chart as well as the **MSC Workload** Charts were developed based on separate district, FOA and lab submissions of their estimated workload. The field uses the Civil Force Configuration Model (FORCON) for developing their civil workload data and the Corps of Engineers Resource and Military Manpower System (CERAMMS) for developing their military workload data.

7. The FORCON data is all inclusive, meaning the data from FORCON represents the total civil workload to include work that is financed by both direct appropriations and reimbursable orders. The CERAMMS model estimates the total military design and construction workload for both our direct and reimbursable funded programs and excludes workload that is financed by direct and reimbursable funded Operations and Maintenance Army (O&M) funds, i.e., workload for real estate and executive development and management functions, Research, Development, Test and Evaluation (RDT&E) funds, Defense Environmental Restoration (DERP) funds, and Base Realignment and Closure (BRAC) environmental funds. For purposes of updating the Command's total military workload position, the program amounts for direct and reimbursable funded O&M, RDT&E, DERP and BRAC appropriations are considered to be equivalent to workload and were added to the workload data from CERAMMS.

8. In comparing USACE Civil program and workload data, civil workload is generally higher or equal to program amounts. This is because the program amounts reflect amounts presented in the FY 00 President's Budget and exclude amounts for carry over and Congressional Adds. The opposite effect is true for USACE Military program and workload data comparisons. Military program estimates are generally higher than those of workload. This is because military program figures include total project design and construction dollars which may be obligated over several years. Military workload figures, on the other hand, include only those dollar amounts to be executed within a single year.

SECTION 2

USACE PROGRAM SUMMARY

FY 00 CONSOLIDATED COMMAND GUIDANCE

USACE PROGRAM SUMMARY (DIRECT + REIMB)

FY 00-02 ESTIMATED PROGRAM (\$ MILLIONS)

SOURCE: 1999 CORINT

USACE	FY 00	FY 01	FY 02
Military Programs	7,182	7,497	7,368
Civil Works	4,925	4,931	4,935
Total	12,107	12,428	12,303

Military Programs	FY 00	FY 01	FY 02
Army, Construction	1,287	1,629	1,767
Air Force, Construction	637	649	580
DOD	1,485	1,352	1,327
Environmental (DERP/BRAC)	707	987	811
Engineering & Design	658	499	509
Real Estate	294	281	256
RDT&E	314	311	317
Host Nation/FMS	1,375	1,374	1,386
Other (e.g., ED&M)	425	415	415

Civil Works	FY 00	FY 01	FY 02
General Investigations	135	135	135
Construction General	1,240	1,240	1,240
Operations & Maintenance	1,836	1,836	1,836
Flood Control, MR&T	280	280	280
General Expense	148	148	148
Other Direct (Reg. Flood Cntrl, Mandatory)	644	645	652
SFO Environmental	308	305	302
SFO All Other	334	342	342

INDEX

CONTINUE

SECTION 2

DISCRETIONARY DOD PROGRAM

Discretionary DOD Program Funds* (\$ Millions)

Army	Appropriation	FY 00	FY 01	FY 02
Minor Construction	MILCON	1.5	2.0	2.5
	O&M	48.6	50.3	54.8
Maintenance & Repair (RPMA)	MILCON	78.5	73.0	71.5
	O&M	1080.3	1222.7	1355.6
Construction & Planning	MILCON	93.5	101.8	105.3
Navy/Marine Corps		FY 00	FY 01	FY 02
Minor Construction	O&M	71.2	75.2	76.8
Maintenance & Repair (RPMA)	O&M	1323.7	1362.7	1520.5
Construction & Planning	MILCON	67.8	75.0	82.8
Air Force		FY 00	FY 01	FY 02
Minor Construction	O&M	66.8	69.2	66.3
Maintenance & Repair (RPMA)	O&M	1425.6	1455.6	1415.6
Construction & Planning	MILCON	52.8	65.1	67.9
Defense Health Program		FY 00	FY 01	FY 02
Minor Construction	O&M	52.6	53.3	54.0
Maintenance & Repair (RPMA)	O&M	75.2	291.7	105.9
Other Defense Agencies		FY 00	FY 01	FY 02
Minor Construction	MILCON	3.5	3.4	3.5
	O&M	5.0	5.1	5.2
Maintenance & Repair (RPMA)	O&M	2.7	3.0	4.4
Construction & Planning	MILCON	18.5	21.0	21.0

Other Defense Agencies include: OSD & DLA

*These funds represent discretionary monies which other DOD services/agencies may choose to give USACE for execution.

PROGRAM MANAGERS AND DOCUMENTATION

PROGRAMS MANAGEMENT DIVISION - CEMP-M

BROWNING, STEPHEN E. - Chief, 761-1145

ARMY BRANCH - CEMP-MA

STRICKLEY, HOWARD - Chief, 761-1995

DEFENSE/SUPPORT FOR OTHERS BRANCH - CEMP-MD

SAMAHY, ALY - Chief, 761-8636

AIR FORCE BRANCH - CEMP-MF

BRASSE, ARMAND - Chief, 761-1247

POLICY BRANCH - CEMP-MP

NIELSEN, CYNTHIA - Chief, 761-1122

CTR PROGRAM

CAMPBELL, COL PHILLIP, 761-1263

ENVIRONMENTAL DIVISION - CEMP-R

RIVERS, PATRICIA - Chief, 761-0858

POLICY AND REQUIREMENTS BRANCH - CEMP-RA

ECKERSLEY, WILLIAM - Chief, 761-4704

FORMERLY USED DEFENSE SITES BRANCH - CEMP-RF

LUBBERT, BOB - Chief, 761-4950

INSTALLATION SUPPORT BRANCH - CEMP-RI

BALLIF, JAMES - Chief, 761-8880

INTERGOVERNMENTAL AND SUPERFUND SUPPORT BRANCH - CEMP-RS

VACANT, 761-8879

INSTALLATION SUPPORT DIVISION - CEMP-I (*Effective 1 Sep 99*)

ALLAMAN, KRISTINE L. - Chief, 703-428-6300

PLANNING BRANCH - CEMP-IP

ZEKERT, JERRY - Acting Chief, 703-428-0186

BUSINESS SYSTEMS BRANCH - CEMP-IB

SABO, PETER - Chief, 703-428-8209

INSTALLATION SUPPORT POLICY BRANCH - CEMP-IO

SCHMID, FRANK - Chief, 703-806-6023

ENGINEERING AND CONSTRUCTION DIVISION - CEMP-E

BERANEK, DWIGHT - Chief, 761-8826

VALUE ENGINEERING - CEMP-EV

HOLT, MICHAEL - Chief, 761-8738

CONSTRUCTION POLICY BRANCH - CEMP-EC

CHESI, ROBERT - Chief, 761-0827

MEDICAL FACILITIES OFFICE - CEMP-EM

KENNEY, THOMAS A. - Chief, 761-0424

COST ENGINEERING & SYSTEMS DEVELOPMENT BRANCH - CEMP-EE

HATWELL, RONALD - Chief, 761-1240

TECHNICAL BRANCH - CEMP-ET

SINGH, MOHAN - Chief, 761-0211

INDEX

CONTINUE

SECTION 2

MILITARY PROGRAMS

MILITARY PROGRAMS

CONSTRUCTION, ARMY (CEMP-MA)
TOTAL PROGRAM (FUNDS AVAILABLE)
(\$000)

MSC	FY 00*	FY 01*	FY 02
HNC	256,100	290,000	238,600
LRD	34,158	123,175	21,420
NAD	64,698	265,549	176,455
NWD	37,860	95,140	203,450
POD	65,170	274,299	143,395
SAD	57,168	343,972	159,750
SPD	3,300	39,050	0
SWD	55,904	187,450	51,150
TAC	0	0	0
TOTAL	574,358	1,618,635	994,220

* = Based on incremental funding

Program Managers Assessment: FY 00 - FY 02.

MCA - Program sees slight increase in FY 00 due to incremental funding. Reverts back to \$500-700M in 01-02. Chem Demil is included under Type Fund "10-MCA" for Program Years 00-03. Type Fund "4A-MCDA" displayed Chem Demil for Program Years 95-99. **AFHC** - Current program figures reflect privatizing CONUS housing with Residential Communities Initiative (RCI). Program averages \$60M per year with an OCONUS focus. Currently evaluating this initiative as it does not have Congressional support. **Base Closure Army (BCA)** - Final projects programmed in FY 00. **MCAR** - Program remains constant at an average of \$75M per year.

INDEX

CONTINUE

SECTION 2

MILITARY PROGRAMS

MILITARY PROGRAMS

CONSTRUCTION, AIR FORCE (CEMP-MF)

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

MSC	FY 00	FY 01	FY 02
HNC	0	0	0
LRD	23,900	14,200	14,200
NAD	18,100	22,123	22,00
NWD	135,400	12,581	115,125
POD	79,800	73,050	73,000
SAD	104,380	117,688	103,826
SPD	39,900	57,200	57,000
SWD	45,920	73,553	73,000
TAC	0	0	0
TOTAL	447,400	470,395	401,151

Program Managers Assessment: FY 00 - FY 02.

The Corps of Engineers is responsible for design and construction of approximately 80 percent of the Air Force's annual military construction program (MCAF). The Corps' portion of the Air Force's FY 00-02 is relatively stable. The Corps provides design and construction agent services in support of the Air Force Base Closure MILCON Program (BCF). The BCF program is steadily decreasing with final project programming for FY 01. The Corps is responsible for a portion of the Air Force Reserve MILCON Program (MAFR). We are expecting a MAFR decrease in the historical average of approximately \$33 million annually. FHAF is not included in the above projections.

INDEX

CONTINUE

SECTION 2

MILITARY PROGRAMS

MILITARY PROGRAMS

CONSTRUCTION, DOD AND OTHER (CEMP-MD)

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

MSC	FY 00	FY 01	FY 02
HNC	0	0	0
LRD	5,400	14,600	14,600
NAD	135,181	136,153	136,153
NWD	30,200	6,650	6,650
POD	108,620	72,500	72,500
SAD	41,350	76,700	76,700
SPD	38,000	15,000	15,000
SWD	41,800	52,350	52,350
TAC	168,239	61,645	61,645
TOTAL	568,790	435,598	435,598

Program Managers Assessment: FY 00 - FY 02.

*FY 02 program is straight lined. Excluded are unspecified site location or CONUS wide program funds, i.e., Nation Missile Defense, FY 00 - \$0, FY 01 - \$69.7 mil & HUD Quality Assurance, FY 00- \$3 mil; FY 01 - \$3 mil.

Some of the DoD components are listed below

Program	FY 00	FY 01	*FY 02
DOD Medical	\$100,000	\$110,000	\$110,000
DLA	\$ 74,000	\$ 61,000	\$ 61,000
DC Schools	\$110,000	\$90,000	\$90,000

INDEX

CONTINUE

SECTION 2

MILITARY PROGRAMS

MILITARY PROGRAMS

INSTALLATION SUPPORT ONE STOP, PM FORWARD, AND INSTALLATION SUPPORT OFFICES TOTAL PROGRAM (FUNDS AVAILABLE) (\$000)

MSC	FY00 - FY01 - FY02					
	ONE-STOP		PM FWD		ISO	
	FTE	\$	FTE	\$	FTE	\$
LRD	0	75	2	160	6	430
NAD	2	445	5	330	10	740
NWD	0	225	5	390	7	510
POD	1	194	2	263	10	770
SAD	2	195	6	470	8	570
SPD	0	115	1	88	7	510
SWD	1	205	3	235	8	570
TAC	0	20	1	164	1	100
MVD	0	0	0	0	1	100
TOTAL	6	1474	25	2100	58	4300

Program Managers Assessment: FY 00 - FY 02.

One-Stop Funds: The USACE Installation Support One-Stop Program provides limited nonreimbursable RPMA services for installations. It is a business concept focused on enhancing mission support capabilities, supplementing technical capabilities, and extending manpower capacity at installations when needed. One-Stop funds can be used to support immediate response to requests for support and to initiate projects.

PM Forward: The PM-Forward Program places nonreimbursable technical support personnel in a direct relationship with installation Directorates of Public Works (DPW). These personnel are intended to supplement District assets to provide hands-on support to the management and execution of DPW projects, contracts, and programs.

Installation Support Offices (ISOs): Established in FY 99. Provide effective, efficient, customer-oriented services, with particular emphasis on installation support embedded seamlessly throughout the organization.

ISOs have the mission to provide small project development and O&M technical services and guidance to MACOMs and installation Directorates of Public Works within the Division's geographic area of responsibility. ISOs should be staffed at 40-60% with full-time members. Funds for the remaining positions should be used to establish a "checkbook account" for small projects and O&M services, giving Division Commanders flexibility to use available funds to acquire services from any source. ISOs have the following skills and abilities: 1) Knowledge of Installation Operations and Maintenance; 2) Knowledge of Real Property Maintenance Activity (RPMA) policies and regulations; 3) Knowledge of USACE Districts and Divisions; 4) Ability to communicate effectively; 5) Ability to maintain composure under pressure; 6) Public relations skills and demonstrated skills in successfully working with customers.[NOTE: ISO funding reflects ongoing staffing actions.]

INDEX

CONTINUE

SECTION 2

MILITARY PROGRAMS

MILITARY PROGRAMS

OMA DERP - IRP (DIRECT / REIMB) (CEMP-RI)

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

MSC	FY 00 DIR / REIMB	FY 01 DIR / REIMB	FY 02 DIR / REIMB
HNC	0 / 0	0 / 0	0 / 0
LRD	2,300 / 5,500	2,400 / 5,500	2,400 / 5,500
NAD	5,600 / 11,000	5,700 / 11,000	5,700 / 11,000
NWD	3,000 / 23,000	3,200 / 23,000	3,200 / 23,000
POD	0 / 16,000	0 / 16,000	0 / 16,000
SAD	19,500 / 16,000	19,500 / 16,000	19,500 / 16,000
SPD	15,500 / 12,000	15,500 / 12,000	15,500 / 12,000
SWD	3,700 / 11,500	3,500 / 11,500	3,500 / 11,500
DSMOA-STATES	5,500 / 0	5,300 / 0	5,300 / 0
HQ	1,700 / 0	1,800 / 0	1,900 / 0
TOTAL	56,800 / 95,000	56,900 / 95,000	57,000 / 95,000

Program Managers Assessment: FY 00 - FY 02.

Funding for the Installation Restoration Program should remain stable over the next few years.

SECTION 2

MILITARY PROGRAMS

MILITARY PROGRAMS

OMA DERP – FUDS (DIRECT) (CEMP-RF)

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

MSC	FY 00	FY 01	FY 02
HNC	9,200	4,200	4,400
LRD	17,600	20,400	25,000
NAD	18,500	18,600	20,200
NWD	52,900	47,900	46,700
POD	38,600	30,900	25,600
SAD	15,600	15,900	17,500
SPD	14,200	15,700	18,600
SWD	15,900	13,800	12,800
DSMOA-STATES	2,300	2,300	2,300
HQ	14,200	15,900	16,500
TOTAL	199,000	185,600	189,600

Program Managers Assessment: FY 00 - FY 02.

Funding for the military environmental programs should remain stable over the next few years. Note that the HQ line includes contingency funding totaling \$9.8M, \$11.6M and \$11.7M for FYs 00, 01 and 02, respectively. These funds will be issued to districts for project execution as requirements are identified.

SECTION 2**MILITARY PROGRAMS****MILITARY PROGRAMS**

BRAC – ER (DIRECT) (CEMP-RI)

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

MSC	FY 00	FY 01	FY 02
HNC	400	400	400
LRD	15,500	75,900	38,500
NAD	20,200	103,100	51,300
NWD	3,200	14,300	7,500
POD	0	0	0
SAD	14,400	74,600	37,400
SPD	12,100	62,900	31,400
SWD	6,000	30,800	15,400
DSMOA-STATES	4,100	3,900	3,700
HQ	1,500	1,500	1,500
TOTAL	77,400	367,400	187,100

Program Managers Assessment: FY 00 - FY 02.

Funding levels reflect FY 00 projected reduction and partial deferral to FY 01. Only direct BRAC-ER is shown in the above chart since indirect funding to specific divisions can not be predicted accurately.

SECTION 2**MILITARY PROGRAMS****MILITARY PROGRAMS**

EQ PROGRAM (REIMB) (CEMP-RI)

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

MSC	FY 00	FY 01	FY 02
HNC	7,000	7,000	7,000
LRD	18,000	18,000	18,000
NAD	23,000	23,000	23,000
NWD	27,000	27,000	27,000
POD	42,000	42,000	42,000
SAD	27,000	27,000	27,000
SPD	14,000	14,000	14,000
SWD	42,000	42,000	42,000
TAW	0	0	0
HQ	0	0	0
TOTAL	200,000	200,000	200,000

Program Managers Assessment: FY 00 - FY 02.

Funding for the Environmental Quality Program should remain stable over the next few years.

SECTION 2**MILITARY PROGRAMS****MILITARY PROGRAMS**

OMA DERP - OTHER DOD (REIMB) (CEMP-RI)

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

MSC	FY 00	FY 01	FY 02
HNC	8,400	8,400	8,400
LRD	4,700	4,700	4,700
NAD	1,000	1,000	1,000
NWD	38,400	38,400	38,400
POD	4,200	4,100	4,100
SAD	1,800	1,800	1,800
SPD	5,000	5,000	5,000
SWD	5,100	5,100	5,100
DSMOA	12,900	12,900	12,900
HQ	700	800	800
TOTAL	82,200	82,200	82,200

Program Managers Assessment: FY 00 - FY 02.

Funding for the Environmental Quality Program should remain stable over the next few years.

PROGRAM MANAGERS AND DOCUMENTATION

1. General Investigations:
Program Manager: Ken Hall, CECW-BW, 202-761-8587
2. Construction, General:
Program Manager: Leonard Henry, CECW-BE, 202-761-0808.
3. Operation & Maintenance, General:
Program Manager: Joseph Bittner, CECW-BC, 202-761-0799.
4. Flood Control, Mississippi River and Tributaries:
Program Manager: Kyle Jones, CECW-BC, 202-761-8582.
5. General Expenses:
Program Manager: June Moser, CERM, 202-761-0706.
6. General Regulatory:
Program Manager: John Micik, CECW-BA, 202-761-0705.
7. Flood Control & Coastal Emergencies:
Program Manager: John Micik, CECW-BA, 202-761-0705.
8. Formerly Utilized Sites Remedial Action Program (FUSRAP):
Program Manager: Hans Moening, CECW-BA, 202-761-0372.
9. Coastal Wetlands Restoration Trust Fund:
Program Manager: Joe Rees, CECW-BC, 202-761-8581.
10. Support for Others - Reimbursable Funding:
Program Manager: Al Bertini, CECS-I, 202-761-4271.
11. Project Cooperation Agreements (PCAs):
Program Manager: James Scott, CECW-AR, 703-428-8373.

SECTION 2**CIVIL WORKS****CIVIL WORKS**

GENERAL EXPENSES

(\$000)

MSC	FY 00	FY 01	FY 02
LRD	12,193	12,324	12,046
MVD	10,242	10,262	10,267
NAD	8,317	8,649	8,995
NWD	10,480	9,809	9,068
POD	2,516	2,617	2,721
SAD	8,797	9,276	9,647
SPD	9,085	9,449	9,827
SWD	8,191	8,519	8,860
OTHER CE OFFICES	78,179	83,096	86,569
TOTAL GEN INV	148,000	154,000	158,000

Program Managers Assessment: FY 00 - FY 02.

The Strategic Management Board has several ongoing actions to relook how the Corps can best be structured for the future (HQ vs. MSC functions; support activities, etc.), and will present recommendations to the Chief of Engineers in the Fall of 1999. Implementation of these recommendations will most likely impact the GE distribution and potentially the bottom-line funding requirement. The projected increase shown above represents inflation for pay raises, rent, and other costs.

SECTION 2**CIVIL WORKS****CIVIL WORKS**

GENERAL INVESTIGATIONS

(\$000)

MSC	FY 00	FY 01	FY 02
LRD	15,600	15,000	15,500
MVD	16,000	17,000	17,600
NAD	17,400	17,000	17,600
NWD	7,400	7,400	7,700
POD	3,553	3,800	3,900
SAD	7,900	7,900	8,200
SPD	23,293	22,000	22,800
SWD	9,500	10,000	10,400
TOTAL GEN INV	100,646	100,100	103,700

Program Managers Assessment: FY 00 - FY 02.

The General Investigations program is flat through the year 2002. The FY 00 Budget is a constrained planning program level. Adjustments to this program level will be made dependent upon the successes of the individual studies underway and the annual Energy and Water Development Appropriation Acts. The MSC ceilings in the outyears reflected by the annual program EC allow for the increased outyear uncertainty of the individual studies successful progression.

SECTION 2**CIVIL WORKS****CIVIL WORKS****CONSTRUCTION GENERAL**

(\$000)

MSC	FY 00	FY 01	FY 02
LRD	119,161	165,226	179,325
MVD	177,254	158,024	151,305
NAD	138,387	164,410	193,926
NWD	152,774	203,691	214,131
POD	7,252	17,357	1,597
SAD	238,000	233,002	239,199
SPD	154,041	92,257	79,474
SWD	146,401	150,304	118,078
HQ	106,580	201,701	205,172
TOTAL CONST GEN	1,239,900	1,385,972	1,382,207

Program Managers Assessment: FY 00 - FY 02.

The Administration believes that outlays for the Construction, General program should be about \$1.4 billion each fiscal year after enactment of the of the navigation legislation for the Harbor Services User Fee (\$1.0 billion before enactment). The FY 00 Construction, General program request is \$1.240 Billion and includes optimal funding for navigation in channels and harbors (excluding inland waterways) subject to the Administration's proposed Harbor Services User Fee initiative. The Construction, General program ceiling, which contains the follow-on funding required for these navigation projects, increases to \$1.386 billion and \$1.382 billion in FY 01 and FY 02, respectively, and remains flat thereafter. Adjustments to the Construction, General program will be made each year after passage of the annual Energy and Water Development Appropriation Acts to reflect the funding level actually provided.

INDEX**CONTINUE**

SECTION 2**CIVIL WORKS**

CIVIL WORKS
O&M GENERAL
DIRECT FUNDING
 (\$000)

MSC	FY 00	FY 01	FY 02
LRD	351,126	358,470	359,160
MVD	346,458	353,704	354,385
NAD	195,206	199,288	199,672
NWD	222,262	226,911	227,348
POD	7,677	7,838	7,853
SAD	310,688	317,186	317,796
SPD	95,110	97,099	97,286
SWD	256,333	261,694	262,198
Remaining Items	51,041	52,108	52,209
TOTAL O&M GEN	1,835,900	1,874,299	1,877,907

Program Managers Assessment: FY 00 - FY 02.

In addition to the amounts reflected in the President's appropriations request for in FY 00 and the two out years, direct funding by the Bonneville Power Administration would increase those amounts by \$107, \$108 & \$114 million respectively. Although OMB indicated a flat bottom line through the outyears, this table shows a probable slight increase due to pay raises and other inflationary factors. Increased management efficiencies and general cost cutting measures are essential to reducing the maintenance backlog.

SECTION 2

CIVIL WORKS

CIVIL WORKS

MISSISSIPPI RIVER AND TRIBUTARIES

DIRECT FUNDING

(\$000)

MSC	FY 00	FY 01	FY 02
MVD	280	280	280

Program Managers Assessment: FY 00 - FY 02.

The Mississippi River and Tributaries program is flat through Fiscal Year 2002. This trend will result in delay in completion of the overall MR&T project, currently scheduled for 2031. Specific delays will be encountered in completion of some of the tributary basins, along with impacts to operation and maintenance of completed projects.

SECTION 2**CIVIL WORKS****CIVIL WORKS
REGULATORY PROGRAM
DIRECT FUNDING
(\$000)**

MSC	FY 00	FY 01	FY 02
LRD	17,000	17,700	18,300
MVD	16,300	16,900	17,500
NAD	20,500	21,300	22,000
NWD	14,500	14,900	15,400
POD	7,200	7,500	7,700
SAD	21,400	21,900	22,600
SPD	10,900	11,300	11,700
SWD	8,200	8,500	8,800
LABS	1,000	1,000	1,000
TOTAL	117,000	121,000	125,000

Program Managers Assessment: FY 00 - FY 02.

Recommended program amounts support a full administrative appeals process, proper staffing levels to provide timely services to the regulated public as permit workloads increase, development of special area management plans, increased cooperation with state and local governments, and continuation of studies in environmentally sensitive areas.

SECTION 2**CIVIL WORKS****CIVIL WORKS**

OTHER DIRECT (FUSRAP)

DIRECT FUNDING

(\$000)

MSC	FY 00	FY 01	FY 02
LRD	40,000	52,000	52,000
MVD	45,000	55,000	55,000
NAD	65,000	43,000	43,000
NWD	0	0	0
POD	0	0	0
SAD	0	0	0
SPD	0	0	0
SWD	0	0	0
TOTAL FUSRAP	150,000	150,000	150,000

Program Managers Assessment: FY 00 - FY 02.

Total program funding remains constant through the period.

SECTION 2

CIVIL WORKS

CIVIL WORKS

OTHER DIRECT (FCCE)

DIRECT FUNDING

(\$000)

Program Managers Assessment: FY 00 - FY 02.

The President's Budget for FY 00 does not request funds for the FCCE account. Funds carried over from FY 99 will be used to meet the requirements of the program in FY 00. Funds will be requested when the balance of funds in the FCCE account is expected to be insufficient to support the preparedness program and emergency response activities.

SECTION 2

CIVIL WORKS

CIVIL WORKS

OTHER DIRECT (COASTAL WETLANDS)

DIRECT FUNDING

(\$000)

MSC	FY 00	FY 01	FY 02
MVD	0	0	0

Program Managers Assessment: FY 00 - FY 02.

Authorization for the program has expired.

SECTION 2

CIVIL WORKS

CIVIL WORKS

EPA SUPERFUND

REIMBURSABLE FUNDING (\$000)

MSC	FY 00	FY 01	FY 02
LRD	10,000	10,000	10,000
MVD	24,000	24,000	24,000
NAD	170,000	170,000	170,000
NWD	69,000	69,000	69,000
POD	0	0	0
SAD	10,000	10,000	10,000
SPD	6,000	6,000	6,000
SWD	11,000	11,000	11,000
OTHER CE OFFICES	200	200	200
TOTAL EPA	300,200	300,200	300,200

Program Managers Assessment: FY 00 - FY 02.

“EPA Superfund” consists of hazardous, toxic and radioactive waste removal and remediation work the Corps performs for EPA in compliance with the Comprehensive Environmental response, Compensation and Liability Act of 1980 (CERCLA). The above forecasts for future work are base upon funds we currently have on hand and project to receive during the coming year. The reauthorization of the Superfund Program is pending and if it reauthorized we anticipate the above projection will increase.

SECTION 2**CIVIL WORKS****CIVIL WORKS**

OTHER ERS

REIMBURSABLE FUNDING (\$000)

MSC	FY 00	FY 01	FY 02
LRD	800	600	250
MVD	200	100	50
NAD	1,800	900	350
NWD	2,400	1,800	700
POD	0	0	0
SAD	1,000	700	250
SPD	600	300	100
SWD	1,300	700	250
OTHER CE OFFICES	100	100	50
TOT OTHER ERS	8,200	5,200	2,000

Program Managers Assessment: FY 00 - FY 02.

“Other ERS” consists of hazardous, toxic, and radioactive waste management and remediation work the Corps performs for other agencies or entities (not including EPA Superfund). The above forecasts for future work are based upon work we have performed in the past, expected continuation of the ongoing work until completion and any new work that may result from the outreach efforts currently underway.

SECTION 2**CIVIL WORKS****CIVIL WORKS**

OTHER SFO

REIMBURSABLE FUNDING

(\$000)

MSC	FY 00	FY 01	FY 02
LRD	38,000	35,000	35,000
MVD	9,000	10,000	10,000
NAD	120,000	125,000	125,000
NWD	13,000	15,000	15,000
POD	55,000	52,000	52,000
SAD	15,000	18,000	18,000
SPD	44,000	42,000	42,000
SWD	28,000	30,000	30,000
OTHER CE OFFICES	12,000	15,000	15,000
TOTAL OTHER SFO	334,000	342,000	342,000

Program Managers Assessment: FY 00 - FY 02.

“Other Support for Others” consists of work the Corps performs for other agencies or entities relating to vertical construction, facilities and infrastructure. The above forecasts for future work are based upon work we have performed in the past, expected continuation of the ongoing work until completion and new work that will likely result from the outreach efforts currently underway.

INDEX

CONTINUE

PROGRAM MANAGERS AND DOCUMENTATION

1. The allocation targets for direct funded Real Estate Army work are based on the FY 00-02 Program Budget Guidance (PBG) as provided by CERM-B. No specific document allocates resources for Reimbursable real estate work estimates. These projections are based on customers and districts projections. The Program Manager is Bret Griffin, CERE-P, 202-761-0528.
2. No specific document allocates resources for reimbursable civil real estate functions. This is because of the various agreements under which reimbursable work is undertaken. Program Manager is Fred Caver, CECW-B, 202-761-0191 and Real Estate POC is Bret Griffin, CERE-P, 202-761-0528.
3. Homeowners Assistance Program (HAP) funding authorizations are based on approved HAP programs. Funding targets depicted below are contingent upon realization of projected workload. Program Manager: John Downey, CERE-AH, 202-761-8987.

SECTION 2**REAL ESTATE****REAL ESTATE PROGRAMS**

DOD RECRUITING, LEASE ADMINISTRATION

DIRECT FUNDING

(\$000)

MSC	FY 00	FY 01	FY 02
LRD	1500	1545	1591
MVD	0	0	0
NAD	3000	3090	3183
NWD	2025	2086	2149
POD	175	180	185
SAD	1900	1957	2016
SPD	1850	1905	1962
SWD	1325	1365	1406
UNDIST/HQPRG	3000	3090	3183
TOTAL DOD REC LEASE ADMIN	14,775	15,218	15,675

Program Managers Assessment: FY00 - FY02.

By continuing to improve our business practices, we will continue efforts to reduce administration costs as a percentage of total lease dollars. The costs have been reduced from 12.7% in FY95 to 12.3% in FY96 to 11.7% in FY97 and to 11.4% in FY98. The target for FY99 was 11.0% of total lease costs. The actual FY99 ratio was 10.99%. The overall target is 11.5%. This target will continue to be reviewed during the annual development and approval of the Recruiting Facilities Program.

SECTION 2

REAL ESTATE

REAL ESTATE PROGRAMS

DIRECT FUNDING (\$000)

DOD RECRUITING & USACE GSA OCCUPIED LEASES

MSC	FY 00	FY 01	FY 02
LRD	14800	15244	15701
MVD	0	0	0
NAD	23250	23948	24666
NWD	14650	15090	15542
POD	1000	904	922
SAD	14800	15244	15701
SPD	14500	14935	15383
SWD	11200	11536	11882
UFC <u>1</u> / Includes USACE & DOD GSA Leases	40881	42107	43371
UNDIST/HQPRG	5329	5489	5654
TOTAL DOD RECRUITING LEASES (Includes USACE & DOD GSA Leases)	140,410 _1/ 23,081	144,622 _1/ 23,773	148,960 _1/ 24,487

Program Managers Assessment: FY 00 - FY02.

USACE support to the DOD Recruiting Facilities Program will experience a spike in growth of approximately \$5M/year for FY 00 and FY01. This spike is a result of DA funding up-front cost associated with its Bold Venture initiative to relocate administrative facilities from urban commercial leased space to available space on military installations. Army and Navy plus-ups and service's high priority actions will also cause increases in some district's workload. This is based on the need to put more recruiters on the street to help meet accession goals. As a result of Bold Venture, the number of facilities will decline, but overall cost savings will be minimal. This is due in part to the production recruiter increases, and also due to the strong national economy, in which landlords can raise rents faster than the increase in the overall cost of living.

SECTION 2**REAL ESTATE****REAL ESTATE PROGRAMS**

CIVIL, DIRECT

DIRECT LABOR FUNDING

(\$000)

MSC	FY 00	FY 01	FY 02
LRD	8,081	7,011	6,916
MVD	9,748	8,395	13,306
NAD	3,030	3,257	2,986
NWD	4,738	6,101	5,420
POD	194	337	294
SAD	5,926	6,566	5,658
SPD	3,593	3,786	3,245
SWD	5,452	5,053	5,079
UNDIST/HQPRG	1,341	1353	1403
TOTAL CIVIL, DIRECT	42,101	41,860	44,308

Program Managers Assessment: FY00 - FY02.

The direct funded Real Estate workload/ income will possibly experience an overall five percent growth between FY00 - 02. Managers are encouraged to take a very close look at their workload projections for these program years to ensure they have included all work and the associated cost estimates. Needed resource adjustments should be coordinated within the DDE (PM), RM, other real estate offices and the HQ during the next window of opportunity to update program/budget estimates.

SECTION 2**REAL ESTATE****REAL ESTATE PROGRAMS**

CIVIL, REIMBURSABLE

REIMBURSABLE LABOR FUNDING

(\$000)

MSC	FY 00	FY 01	FY 02
LRD	3592	3374	3337
MVD	1484	1133	6841
NAD	500	495	605
NWD	2348	2421	2371
POD	169	252	253
SAD	5138	5714	4896
SPD	2967	2847	2402
SWD	2983	2794	2816
UNDIST/HQPRG	0	0	0
TOTAL CIVIL, REIMBURSABLE	19,181	19,030	23,521

Program Managers Assessment: FY00 - FY02.

There is an overall twenty percent projected increase in workload/income between FY00-FY02. Real Estate Program Managers are encouraged to take a very close look at their workload projections and staffing levels for these program years and to make the necessary adjustment within the functional areas in coordination with the DDE (PM), other Real Estate Offices and the HQ.

SECTION 2**REAL ESTATE****REAL ESTATE PROGRAMS**

HOMEOWNERS ASSISTANCE PROGRAM (HAP)

DIRECT FUNDING (LABOR & WORKLOAD)

(\$000)

MSC	FY 00	FY 01	FY 02
LRD			
MVD			
NAD	388	0	0
NWD			
POD			
SAD	4,115	3,908	1,253
SPD	44,051	42,540	32,584
SWD	4,959	2,500	794
UNDIST/HQPRG	1,603	1,311	1,205
TOTAL HAP	55,116	50,259	35,836

Program Managers Assessment: FY00 - FY02.

Overall program requirements continue to diminish. Some additional programs are being projected for the future including Fort McClellan, AL; Edwards AFB, CA and Fort Greely, AK. Congress is discussing the need for two additional rounds of Base closures.

If new legislation is enacted to close or realign additional facilities, the dollar amounts for FY02 and beyond may change direction and increase substantially. POCs: John Downey, 202-761-8987, or Imogene Newsome, 202-761-0531.

SECTION 2

REAL ESTATE

REAL ESTATE PROGRAMS

REAL ESTATE OPERATIONS, ARMY REIMBURSABLE
REIMBURSABLE LABOR FUNDING
(\$000)

MSC	FY 00	FY 01	FY 02
LRD	560	576	594
MVD	0	0	0
NAD	1890	1946	2005
NWD	910	937	965
POD	420	432	445
SAD	2100	2163	2227
SPD	1190	1225	1262
SWD	560	576	594
UNDIST/HQPRG	0	0	0
TOTAL REO, ARMY, REIMB	6630	7855	8092

Program Managers Assessment: FY00 - FY02.

We must continue to work with our Army customers by assisting them in programming and budgeting for the above real estate requirements that exceed our ability to directly fund. We realize that our customers have also experienced decreases in available funding. The need for close workload coordination is essential from district to installation, MSC and MACOM levels. For example the Army's initiatives for privatization of utilities, the family housing Commercialization push and greater emphasis on outgranting federal lands represents an increase in workload for FY99 and out. Communication is essential in order for us to adequately identify and program the Army's total workload, workload value and the necessary resources to execute the program.

SECTION 2

REAL ESTATE

REAL ESTATE PROGRAMS

REAL ESTATE OPERATIONS, AIR FORCE REIMBURSABLE
REIMBURSABLE LABOR FUNDING
(\$000)

MSC	FY 00	FY 01	FY 02
LRD	223	230	236
MVD	0	0	0
NAD	971	1000	1030
NWD	1401	1443	1486
POD	668	688	708
SAD	1207	1243	1280
SPD	566	583	600
SWD	250	258	265
UNDIST/HQPRG	5	5	5
TOTAL REO, AIR FORCE REIMB	5291	5450	5610

Program Managers Assessment: FY00 - FY02.

Our ability to program the necessary manpower resources to execute the Air Force's real estate work requires close coordination with the Air Force Real Estate team members at Base/District, MSC and MAJCOM/MACOM levels. We must identify the program year workload estimates in order for us to reserve the FTE for execution in those program years. The FY00 target represents a slightly constrained estimate. At this point we think this estimate is conservative. We will adjust as we receive more funding data from the customer. The customer has expressed an interest in possibly turning over the remainder of their outleasing program to USACE for management to include collections. We will monitor the progress of the negotiations and make the necessary resource adjustments as applicable.

SECTION 2**REAL ESTATE**

REAL ESTATE PROGRAMS
REAL ESTATE SUPPORT TO ARMY
DIRECT LABOR FUNDING
 (\$000)

MSC	FY 00	FY 01	FY 02
LRD	400	400	400
MVD	0	0	0
NAD	705	705	705
NWD	855	855	855
POD	310	310	310
SAD	730	730	730
SPD	550	550	550
SWD	220	220	220
UNDIST/HQPRG	31	31	31
TOTAL REAL ESTATE SUPPORT	3880	3880	3880

Program Managers Assessment: FY00 - FY02.

The funding for this program is projected to remain at the current level through FY02. This level of funding is not adequate to support the current estimate for the Army's installation support real estate base workload. Real Estate Program Managers at all levels (installation/district, etc) should coordinate their efforts to ensure that the unfunded real estate requirements for the program years are submitted for inclusion into the respective MACOM's program budgets.

SECTION 2

RESEARCH AND DEVELOPMENT

PROGRAM MANAGERS AND DOCUMENTATION

1. Direct Research and Development Testing and Evaluation
Program Managers: Thomas Hart, CERD-M, 202-761-1849, Mr. Jerry Lundien, CERD-L, 202-761-1847, Dr. Clemens Meyer, CERD-M, 202-761-1850
2. Direct OMA: Program Manager: Ms. Eloisa E. Brown, CERD-L, 202-761-1834, Mr. Regis Orsinger, CETEC-DCA, 703-428-6804
3. Direct Civil: Program Manager: Ms. Isabel Sayers, CERD-C, 202-761-1837, Dr. Tony Liu, CERD-C, 202-761-0222, Mr. David Mathis, CERD-C, 202-761-1846

Program Managers Assessment, FY 00 – FY 02

The civil works R&D program continues to provide practical end products to enhance the efficiency of civil works planning, design, construction, operations and maintenance activities. Strategic R&D focus areas for FY 00-02 include innovations for navigation projects, high performance material and systems, sediment management, geospatial technology, and ecosystem management and restoration.

The RDT&E Program continues to evolve to meet Army and Corps mission requirements in the areas of military engineering, environmental quality and facility management. With the incorporation of the Corps laboratories into the newly formed Engineering, Research and development Center (ERDC), the research community will be aligned with the concept of Divisions as Business centers and be in a better position to meet the critical military technology needs of the Corps. To that end, the USAERDC has the following major end objectives:

- . To deliver new technologies needed by the USACE to achieve its strategic vision,
- . To increase the relevance of the Corps to its customers,
- . To increase the focus on priority future operational capabilities of the Nation and
- . To sustain world-class research capability in critical mission areas.

SECTION 2**RESEARCH AND DEVELOPMENT****ENGINEERING RESEARCH AND DEVELOPMENT CENTER (ERDC)**

CIVIL WORKS DIRECT (\$000)	FY 00	FY 01	FY 02
GI	27,000	30,000	30,000
CG	3,000	4,000	4,000
O&M	14,475	15,000	15,000
GE & OTHER	7,900	7,000	6,000
TOTAL CW DIRECT	52,375	56,000	55,000
CIVIL WORKS REIMBURSABLE			
ENVIRON RESTORATION SPT	1,815	2,200	2,900
OTHER, SPT FOR OTHERS (non DOD)	12,500	14,000	15,800
DOD REIMB	0	0	0
USACE REIMB (CORPS TO CORPS)	50,970	51,000	53,000
TOTAL REIMBURSABLE	65,285	67,200	71,700
TOTAL CIVIL WORKS	117,660	123,200	126,700
MILITARY DIRECT (\$000)			
RDT&E DIRECT (ARMY)	91,987	93,239	99,167
OTH DIR (DOD, ETC.)	57,064	57,664	58,664
MILITARY R&D REIMBURSABLE			
DOD	57,991	57,816	57,816
NON-DOD	0	0	0
ARMY RDTE REIMB	25,446	26,203	26,271
TOTAL MILITARY REIMBURSABLE	83,437	84,019	84,087
OTH INDIRECT FUNDS (DIR FUND CITE)	32,171	32,171	32,171
TOT REIMBURSABLE & OTHER	115,608	116,190	116,258
TOTAL MILITARY R&D/RDTE	264,659	267,093	274,089
OMA DIRECT (ARMY)	21,951	22,483	22,980
DERP (FUDS & IRP)	1,000	1,200	1,300
OMA REIMBURSABLE (ARMY)	41,827	42,327	47,577
TOTAL OMA PROGRAM	64,778	66,010	71,857
TOTAL MILITARY	329,437	333,103	345,946
TOT R&D (CIVIL/MIL)	447,097	456,303	472,646

SECTION 3**USACE WORKLOAD SUMMARY****FY 00 CONSOLIDATED COMMAND GUIDANCE**

**USACE WORKLOAD SUMMARY
 FY 00-02 ESTIMATED WORKLOAD (\$ MILLIONS)*
 SOURCE: 1999 CORINT**

CIVIL	FY 00	FY 01	FY 02
MSCs (10)	5,968.1	5,825.7	5,354.4
ERDC	112.8	117.8	121.3
Separate FOAs	94.7	74.2	63.3
HQUSACE	57.7	58.3	60.2
TOTAL	6,233.3	6,076.0	5,599.2

MILITARY	FY 00	FY 01	FY 02
MSCs (10)	6,829.5	6,475.0	6,454.2
ERDC	313.7	311.3	317.3
Separate FOAs	98.0	97.0	97.0
HQUSACE**	213.0	210.0	210.0
TOTAL	7,454.2	7,093.3	7,078.5

TOTAL CIV+MIL	13,687.5	13,169.3	12,677.7
----------------------	-----------------	-----------------	-----------------

*Direct and Reimbursable Expenditures

**Includes workload MIPR'd to districts

FY 00 Consolidated Command Guidance Major Subordinate Command Engineering & Support Center, Huntsville			
Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations	0.0	0.2	0.0
Construction General	0.0	0.0	0.0
Operations & Maintenance	0.0	0.0	0.0
General Expense	0.1	0.0	0.0
Regulatory	0.0	0.0	0.0
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	0.0	0.0	0.0
Total Direct	0.1	0.2	0.0
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	0.0	0.0	0.0
Other Reimbursable	2.3	2.3	2.3
Total Reimbursable	2.3	2.3	2.3
Total Civil Workload	2.3	2.5	2.3
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
Construction			
Army	31.8	31.8	31.8
Air Force	0.0	0.0	0.0
DOD and Other	211.8	283.1	283.1
Total Construction	243.5	314.8	314.8
Engineering	18.1	16.8	16.8
OMA (excl DERP)	221.9	216.7	216.7
OMA DERP	38.0	38.0	38.0
Other Military	511.1	218.6	218.6
Total Military Workload	1,032.6	805.0	805.0
Total Civil + Military Workload	1,034.9	807.5	807.3

FY 00 Consolidated Command Guidance Major Subordinate Command Great Lakes and Ohio River Division			
Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations	27.5	28.5	29.8
Construction General	247.8	234.3	256.1
Operations & Maintenance	365.2	363.5	362.7
General Expense	13.0	12.8	12.3
Regulatory	16.0	16.1	15.9
MR&T	0.0	0.0	0.0
FUSRAP	68.4	77.1	77.1
Other Direct	6.8	1.9	2.0
Total Direct	744.7	734.2	755.8
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	28.2	27.9	32.0
Other Reimbursable	32.2	9.6	21.5
Total Reimbursable	60.5	37.5	53.5
Total Civil Workload	805.2	771.6	809.3
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
Construction			
Army	100.7	100.0	100.0
Air Force	54.9	36.1	36.1
DOD and Other	20.2	23.0	23.0
Total Construction	175.9	159.1	159.1
Engineering	44.1	41.3	41.3
OMA (excl DERP)	20.4	20.4	20.4
OMA DERP	35.0	34.2	34.2
Other Military	10.4	10.0	10.0
Total Military Workload	285.8	265.0	265.0
Total Civil + Military Workload	1,091.0	1,036.6	1,074.3

FY 00 Consolidated Command Guidance Major Subordinate Command Mississippi Valley Division			
Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations	29.2	26.9	25.8
Construction General	261.4	269.0	245.4
Operations & Maintenance	376.7	371.7	373.3
General Expense	10.2	10.3	10.2
Regulatory	15.3	15.3	15.3
MR&T	0.0	0.0	0.0
FUSRAP	48.0	55.0	55.0
Other Direct	395.2	371.6	364.9
Total Direct	1,136.1	1,119.7	1,089.9
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	14.0	19.0	6.4
Other Reimbursable	23.3	20.0	18.3
Total Reimbursable	37.3	39.0	24.7
Total Civil Workload	1,173.4	1,158.8	1,114.6
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
Construction			
Army	18.7	20.7	20.7
Air Force	0.0	0.0	0.0
DOD and Other	0.0	0.0	0.0
Total Construction	18.7	20.7	20.7
Engineering	2.9	2.9	2.9
OMA (excl DERP)	3.1	3.5	3.5
OMA DERP	0.0	0.0	0.0
Other Military	0.0	0.0	0.0
Total Military Workload	24.7	27.1	27.1
Total Civil + Military Workload	1,198.1	1,185.9	1,141.7

FY 00 Consolidated Command Guidance Major Subordinate Command North Atlantic Division			
Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations	39.2	38.1	35.2
Construction General	336.5	327.7	298.7
Operations & Maintenance	202.8	207.9	205.5
General Expense	8.3	9.3	9.6
Regulatory	19.6	19.6	19.6
MR&T	0.0	0.0	0.0
FUSRAP	65.0	43.8	48.8
Other Direct	1.5	1.5	1.5
Total Direct	672.8	647.9	619.0
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	256.1	229.0	202.3
Other Reimbursable	226.3	222.8	64.6
Total Reimbursable	482.4	451.8	267.0
Total Civil Workload	1,155.3	1,099.7	885.9
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
Construction			
Army	634.7	599.6	599.6
Air Force	65.4	125.9	125.9
DOD and Other	98.4	91.3	91.3
Total Construction	798.5	816.7	816.7
Engineering	122.0	92.8	92.8
OMA (excl DERP)	94.8	91.6	91.6
OMA DERP	22.3	20.8	20.8
Other Military	125.8	112.6	112.6
Total Military Workload	1,163.3	1,134.5	1,134.5
Total Civil + Military Workload	2,318.6	2,234.2	2,020.4

FY 00 Consolidated Command Guidance Major Subordinate Command Northwestern Division			
Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations	17.5	18.5	16.8
Construction General	188.9	244.5	264.2
Operations & Maintenance	367.3	362.3	362.3
General Expense	10.5	9.7	8.9
Regulatory	13.5	13.5	13.5
MR&T	0.0	0.0	0.0
FUSRAP	17.5	11.8	8.3
Other Direct	2.5	2.4	2.5
Total Direct	617.7	662.7	676.5
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	87.4	67.9	51.0
Other Reimbursable	23.6	40.7	36.2
Total Reimbursable	111.0	108.6	87.2
Total Civil Workload	728.7	771.4	763.7
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
Construction			
Army	177.9	149.4	149.4
Air Force	189.8	136.5	136.5
DOD and Other	35.5	26.7	26.7
Total Construction	403.2	312.6	312.6
Engineering	52.6	49.9	49.9
OMA (excl DERP)	204.1	195.4	195.4
OMA DERP	26.6	24.3	24.3
Other Military	0.4	0.4	0.4
Total Military Workload	686.8	582.6	582.6
Total Civil + Military Workload	1,415.5	1,354.0	1,346.3

FY 00 Consolidated Command Guidance Major Subordinate Command Pacific Ocean Division			
Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations	7.4	8.7	8.1
Construction General	32.3	34.2	17.8
Operations & Maintenance	8.6	9.3	6.5
General Expense	2.5	2.6	2.7
Regulatory	6.9	6.9	6.9
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	0.5	0.5	0.5
Total Direct	58.2	62.3	42.5
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	9.3	8.8	8.8
Other Reimbursable	57.4	58.1	34.0
Total Reimbursable	66.8	66.9	42.8
Total Civil Workload	125.0	129.2	85.3
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
Construction			
Army	356.6	295.8	295.8
Air Force	109.7	84.3	84.3
DOD and Other	1,129.2	1,170.2	1,170.2
Total Construction	1,595.6	1,550.3	1,550.3
Engineering	87.5	83.0	83.0
OMA (excl DERP)	60.3	59.8	59.8
OMA DERP	35.7	35.8	35.8
Other Military	11.0	6.1	6.1
Total Military Workload	1,790.0	1,735.0	1,735.0
Total Civil + Military Workload	1,915.0	1,864.2	1,820.3

FY 00 Consolidated Command Guidance Major Subordinate Command South Atlantic Division			
Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations	17.5	18.5	17.5
Construction General	372.9	365.7	344.6
Operations & Maintenance	325.5	323.5	322.2
General Expense	8.8	10.1	10.6
Regulatory	19.9	19.9	19.9
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	2.9	2.4	2.4
Total Direct	747.5	740.1	717.2
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	17.1	10.3	1.2
Other Reimbursable	160.2	72.3	43.7
Total Reimbursable	177.3	82.6	44.8
Total Civil Workload	924.8	822.7	762.1
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
Construction			
Army	305.8	320.8	320.8
Air Force	108.9	85.6	85.6
DOD and Other	22.3	11.4	11.4
Total Construction	437.0	417.8	417.8
Engineering	52.1	13.0	13.0
OMA (excl DERP)	157.1	154.3	154.3
OMA DERP	8.1	14.2	14.2
Other Military	30.0	25.5	25.5
Total Military Workload	684.3	624.8	624.8
Total Civil + Military Workload	1,609.1	1,447.5	1,386.9

FY 00 Consolidated Command Guidance Major Subordinate Command South Pacific Division Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations	36.5	42.5	42.1
Construction General	267.3	177.4	131.0
Operations & Maintenance	102.4	100.0	99.5
General Expense	9.1	10.0	10.4
Regulatory	10.3	10.0	10.0
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	3.7	3.8	3.8
Total Direct	429.2	343.7	296.9
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	15.7	3.7	2.3
Other Reimbursable	29.3	19.5	20.2
Total Reimbursable	44.9	23.2	22.4
Total Civil Workload	474.1	366.9	319.4
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
Construction			
Army	86.3	60.4	60.4
Air Force	95.7	27.1	27.1
DOD and Other	83.6	52.5	52.5
Total Construction	265.6	139.9	139.9
Engineering	94.3	84.4	84.4
OMA (excl DERP)	23.9	23.5	23.5
OMA DERP	65.6	46.1	46.1
Other Military	83.7	69.6	69.6
Total Military Workload	533.2	363.5	363.5
Total Civil + Military Workload	1,007.3	730.4	682.9

FY 00 Consolidated Command Guidance Major Subordinate Command Southwestern Division			
Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations	14.6	18.3	19.4
Construction General	193.5	182.0	184.8
Operations & Maintenance	260.0	263.1	263.5
General Expense	8.2	8.5	8.8
Regulatory	7.7	7.7	7.7
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	1.6	1.5	1.5
Total Direct	485.7	481.0	485.8
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	8.5	9.4	7.0
Other Reimbursable	67.2	205.6	119.0
Total Reimbursable	75.7	215.1	126.1
Total Civil Workload	561.4	696.1	611.8
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 01
Construction			
Army	194.8	185.9	185.9
Air Force	138.5	132.2	132.2
DOD and Other	30.7	30.5	30.5
Total Construction	363.9	348.5	348.5
Engineering	42.4	42.8	42.8
OMA (excl DERP)	42.2	40.7	40.7
OMA DERP	2.3	2.3	2.3
Other Military	42.9	42.3	42.3
Total Military Workload	493.7	476.7	476.7
Total Civil + Military Workload	1,055.1	1,178.8	1,088.5

FY 00 Consolidated Command Guidance Major Subordinate Command Transatlantic Programs Center			
Civil Works Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
General Investigations			
Construction General			
Operations & Maintenance			
General Expense			
Regulatory			
MR&T			
FUSRAP			
Other Direct			
Total Direct	0.0	0.0	0.0
Funds Source (\$M)	FY 00	FY 01	FY 02
Env Restoration Support	0.0	0.0	0.0
Other Reimbursable	17.9	6.8	0.0
Total Reimbursable	17.9	6.8	0.0
Total Civil Workload	17.9	6.8	0.0
Military Workload			
Funds Source (\$M)	FY 00	FY 01	FY 02
Construction			
Army	47.0	53.0	53.0
Air Force	8.5	10.5	10.5
DOD and Other	150.1	160.1	160.1
Total Construction	205.6	223.6	223.6
Engineering	13.8	15.1	15.1
OMA (excl DERP)	201.4	201.4	201.4
OMA DERP	0.0	0.0	0.0
Other Military	0.0	0.0	0.0
Total Military Workload	420.8	440.0	440.0
Total Civil + Military Workload	438.7	446.8	440.0

SECTION 4

PROCEDURAL GUIDANCE

HR REGIONALIZATION. HR Regionalization, begun in FY 96, requires budgeting for the costs of both regional Civilian Personnel Operations Centers (CPOC) and local Civilian Personnel Advisory Centers (CPAC). CPOC costs are billed by HQUSACE to Corps CONUS commands for their share of the HQDA-identified costs. Under the signed Memorandum of Agreement, HQDA is committed to providing a draft bill for planning purposes, followed by the actual bill in October. Payments can be made quarterly.

CPOC bills include both start-up costs (during the early years) and operating costs (primarily salary and benefits for a portion of the CPOC staff). The basis for the CPOC charges is the percent each command's population represents of the total regional CPOCs serviced population. The table attached does not display CPAC costs that cover required services that have not been assumed by the regional CPOC. Determination and payment of the CPAC costs is a local command operating budget process (whether the CPAC is Corps or another Army Commands).

Based on latest information from HQDA and estimates of the percentage of population serviced by Regional CPOCs, the following rates (per employee serviced, excluding direct OMA Funded) can be used for planning purposes.

CPOC REGIONS DIVISIONS & DISTRICTS	RATE FY 00	RATE FY 01	RATE FY 02
ANCR	\$556	\$567	\$578
HQUSACE			
HEC			
CPW			
WRC			
TAC/TAE			
SOUTHEAST	\$521	\$531	\$542
SAD			
SAC			
SAJ			
SAM			
SAS			
SAW			
NORTHEAST	\$522	\$532	\$542
LRB			
LRE			
MDC			
NAD			
NAB			
NAN			
NAO			
NAP			
NAE			
NORTHCENTRAL	\$587	\$599	\$611
LRH			
LRP			
MVR			
MVP			

INDEX

CONTINUE

SECTION 4

PROCEDURAL GUIDANCE

CPOC REGIONS DIVISIONS & DISTRICTS	RATE FY 00	RATE FY 01	RATE FY 02
SOUTHCENTRAL	\$558	\$569	\$580
CERL			
CRREL			
TEC			
WES			
UFC			
LRC			
NWK			
MVD			
MVM			
MVN			
MVS			
MVK			
HNC			
LRD			
LRL			
LRN			
SOUTHWEST	\$550	\$561	\$572
NWO			
SWD			
SWF			
SWG			
SWL			
SWT			
WEST	\$520	\$530	\$541
SPD			
SPL			
SPK			
SPN			
SPA			
NWD			
NWP			
NWS			
NWW			

SECTION 4

PROCEDURAL GUIDANCE

LEADERSHIP DEVELOPMENT PROGRAM (LDP) POLICY ON FUNDING OF LABOR

1. The Leadership Development Program (LDP) places qualified candidates in on-the-job training assignments aimed at broadening their experiences. The development of LDP participants will come from their work on projects (in the case of districts) and assignments (in the case of HQ and MSC) which expand their experience and capabilities.
2. The general policy for funding of LDP participants is as follows:
 - a. The Central LDP fund will reimburse home USACE organizations for the TDY and travel costs associated with placing a participant in an LDP assignment.
 - b. The gaining USACE organization (to whom the LDP participant is assigned) will reimburse the home USACE organization for 100% of effective rate labor, as prescribed in paragraph 2c below.
 - c. The formula for reimbursing the labor of LDP participants follows the guidance specified in ER-2-10, Chapter 22:
 - 1) When the gaining and home organizations are districts within the same MSC, the gaining organization will reimburse for effective rate labor costs and General & Administrative (G&A) overhead.
 - 2) When the gaining and home organizations are districts within different MSCs, the gaining organization will reimburse for effective rate labor costs, G&A overhead, and Departmental Overhead (DOH).
 - 3) When the home organization is a district and the gaining organization is the HQUSACE or a division office, the gaining organization will reimburse for effective rate labor costs.
 - 4) When the home organization is the HQUSACE or a division office and the gaining organization is a district, the gaining organization will reimburse for effective rate labor costs.
3. The Central LDP fund will reimburse USACE home organizations for the effective rate labor costs of LDP participants who are placed outside USACE to the extent possible.
4. For each LDP assignment, the gaining USACE organization will send a reimbursable order to the home station of the LDP participant as soon as the requirement is known. Where this has not yet happened for current LDP participants, the gaining and home organizations should complete the issuance and acceptance of reimbursable orders by 15 Jun 99.

INDEX

CONTINUE

SECTION 4

PROCEDURAL GUIDANCE

USACE FINANCE CENTER RATES

Furnished below are the estimated amounts that will be distributed to each site for operating finance and accounting support provided by the USACE Finance Center (UFC) for FY 00-02. Beginning with FY 00, the UFC has developed a new methodology for distributing these support costs. We developed an algorithm to spread the cost in correlation with the volume of work performed in five categories or functions, i.e., travel, accounts payable, accounts receivable/debt management, disbursing, and field reports. Workload statistics have been compiled for each site to serve as a basis for distributing the support costs. We believe this methodology provides for a more equitable cost distribution than the method previously used which was based on FTEs transferred to the UFC from each site. Over time, serviced locations will have the flexibility to modify their business practices to impact (reduce) the amount of the billings from the UFC.

It must be noted that the amounts provided below **do not** include CEAP/AIS costs which the UFC will incur in FY 00-02. As is the current practice, we will bill these costs separately on an actual cost basis. The projected total CEAP/AIS cost for the UFC for FY 00 is \$2.8M. Sites should estimate their share of this cost based on historical cost billed during FY 99.

	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>
HUNTSVILLE	442,400	464,500	487,700
MISS. VALLEY DIV	79,900	83,900	88,100
MEMPHIS	252,100	265,700	277,900
NEW ORLEANS	456,800	479,600	503,600
ST. LOUIS	353,700	371,400	389,900
VICKSBURG	415,300	436,100	457,900
ROCK ISLAND	432,100	453,700	476,400
ST PAUL	373,300	392,000	411,600
NORTH ATLANTIC DIV	44,900	47,100	49,500
NEW YORK	395,400	415,200	435,900
NEW ENGLAND	509,000	534,500	561,200
BALTIMORE	735,400	772,200	810,700
NORFOLK	341,100	358,200	376,100
PHILADELPHIA	271,500	285,100	299,300
NORTHWESTERN DIV	106,500	111,800	117,100
PORTLAND	459,800	482,800	506,900
SEATTLE	404,500	424,700	446,000
WALLA WALLA	236,100	247,900	260,300

INDEX

CONTINUE

SECTION 4**PROCEDURAL GUIDANCE**

	<u><i>FY 00</i></u>	<u><i>FY 01</i></u>	<u><i>FY 02</i></u>
KANSAS CITY	521,600	547,700	575,100
OMAHA	879,400	923,400	969,500
HUNTINGTON	430,200	451,700	474,300
LOUISVILLE	651,400	684,000	718,200
NASHVILLE	351,700	369,300	387,700
PITTSBURGH	324,200	340,400	357,400
BUFFALO	181,500	190,600	200,100
CHICAGO	113,600	119,300	125,200
DETROIT	240,200	252,200	264,800
GREAT LAKES DIV	132,000	138,600	145,500
ALASKA	254,900	267,700	281,000
SOUTH ATLANTIC DIV	72,100	75,700	79,500
CHARLESTON	116,200	122,000	128,100
JACKSONVILLE	522,400	548,500	575,900
MOBILE	911,500	957,100	1,004,900
SAVANNAH	590,400	619,900	650,900
WILMINGTON	263,400	276,600	290,400
SOUTH PACIFIC DIV	59,900	62,900	66,000
LOS ANGELES	434,700	456,400	479,300
SACRAMENTO	691,400	725,900	762,300
SAN FRANCISCO	179,000	188,000	197,300
ALBUQUERQUE	208,000	218,400	229,300
SOUTHWESTERN DIV	46,100	48,400	50,800
FORT WORTH	758,800	796,700	836,600
GALVESTON	160,000	168,000	176,400
LITTLE ROCK	422,400	443,500	465,700
TULSA	609,400	639,900	671,900
CRREL	197,400	207,300	217,600
CERL	193,000	202,700	212,800
WES	596,800	626,700	657,900
HECSA	<u>1,160,500</u>	<u>1,218,500</u>	<u>1,279,500</u>
TOTALS	18,583,900	19,514,400	20,488,000

INDEX**CONTINUE**

INFORMATION TECHNOLOGY (IT)**1. Automated Information Systems (AIS)/Information Technology**

(IT) Management. The management costs, including design, development, testing, deployment, and operations and maintenance, associated with HQUSACE directed AIS/IT initiatives or programs are paid by either direct funding (including PRIP where applicable) or by a fee-for-service. The fee-for-service can take the form of either a rate per metered usage on a central platform such as CEAP-IA, or, where metering cannot be effected, by the imposition of a Site License (one-time annual fee). Metered usage is measured in CPU/second and the costs thereof are billed monthly via the billing for other CEAP-IA costs.

2. Information Technology (IT) Investment Portfolio System

(ITIPS). ITIPS will be used as a management tool at every command level. ITIPS is the official source for all information related to the Command's investments in information technology. ITIPS contains information associated with the full life cycle management of IT investment--planning, budget requirements, approved FY budget, actual cost, etc. (An interface between ITIPS and CEFMS has been developed to extract IT cost information and is scheduled to be operational at the beginning of FY 00.) The information in ITIPS will be used by the appropriate decision authorities at each command level for reviewing, analyzing, and making IT investment decisions.

At HQUSACE, a programmatic review will be done by the USACE CIO and reported to the Executive Information Technology Steering Board (EITSB), Strategic Management Board (SMB), Board of Directors (BOD), and USACE CG. The EITSB will evaluate, rank, prioritize, and recommend approval on USACE IT investments with particular focus on command-wide, standard AISs (inclusive of IT Programs and automated engineering tools). Critical to the success of IT investment management is timely, accurate up-to-date information in ITIPS. Consequently, each command must emphasize the importance to AIS/IT investment sponsors/functional proponents to input and maintain their information. Budget approval will not be given to any IT investment request that is not in ITIPS.

With ITIPS/CEFMS integration, comes the responsibility for each command's management staff to work closely with their Chief of Information Management (C/IM) and Resource Management Officer (RMO) to ensure IT costs are properly captured in CEFMS. IT investment management cannot function well if commands fail to be compliant with ER 37-2-10, Chapter 16, Change 87. C/IMs and RMOs must ensure all appropriate and correct resource codes are being used in CEFMS to capture IT investment costs.

3. Information Assurance Management-- Network Security Improvement Program (NSIP).

The Corps of Engineers will continue to develop and execute NSIP which uses a defense in depth strategy to provide a reasonable degree of information assurance for USACE Critical Information Infrastructure (Operations Order 99-001 (Positive Control)).

4. Year 2000 Surveys and Reports. With the on-going changes to the Command Management Review (CMR) process, the inclusion of Y2K as a formal FY 00 CMR indicator cannot be determined at this time. However, as a minimum, measurement of Y2K as a Command concern will continue through the second quarter of FY 00. USACE will execute its Y2K transition mission by addressing two major areas: (1) compliance testing and reporting of USACE systems readiness, and (2) consequence management strategy. (Operations Order 99-002 (WARP SPEED-Y2K))

The dates that could impact your information technology (IT)/information systems (IS) are:

- a. 30 Sep 99 to 1 Oct 99 - Fiscal Year rollover from FY 99 to FY 00
- b. 31 Dec 99 to 1 Jan 00 - Calendar Year rollover from 1999 to 2000
- c. 10 Jan 00 - First date with seven characters "1012000"
- d. 28 Feb 00 to 29 Feb 00 - Leap Year
- e. 10 Oct 00 - First date with eight characters "10102000."

5. Transitioning from CEERIS to EDMS. The effort to integrate Electronic Document Management System (EDMS) capabilities into Corps of Engineers Recordkeeping Information System (CEERIS) has been accelerated by 18 months. New plans call for obtaining purely commercial-off-the-shelf (COTS) packages for EDMS software capabilities which will incorporate electronic recordkeeping functions. Chief advantages of this new approach will be obtaining more extensive benefits, sooner, and reduce the total life cycle costs for these enhanced capabilities. USACE organizations should retain existing earmarked funding for CEERIS to support the fielding of EDMS, beginning approximately 3rd quarter FY 00. More detailed information and cost estimates will be provided in the near future. A major portion of EDMS software will be centrally procured to reduce overall costs.

MILITARY PROGRAMS STANDARD DEFINITIONS

1. DIRECTORATE OF MILITARY PROGRAMS (CEMP) CONSTRUCTION AND CONSTRUCTION RELATED PROGRAM DEFINITIONS.

a. **PROGRAM CATEGORIES.** To clearly define programs, the Directorate of Resource Management developed 17 funds type groups. The Directorate of Military Programs manages construction and construction related programs in the 11 categories identified below.

FUNDS TYPE GROUPS

<u>Funds Type Groups</u>	<u>Direct (D) or Reimbursable (R)</u>	<u>Military (M) or Civil (C) Appropriation</u>	<u>Description</u>
1	D	M	Military Direct, Army
2	D	M	Military Direct, Air Force
3	D	M	Military Direct, DoD Agencies
4	D & R	M	Military Environmental
5	R	M	Military Reimbursable, O&MA
6	R	M	Military Reimbursable, O&M, Air Force
7	R	M	Military Reimbursable, DoD (Work for Others)
8	D & R	M & C	Special Management Programs
9	R	M	Military Reimbursable, Non-Federal
H	R	C	Civil Reimbursable, Environmental Support
S	R	C	Civil Reimbursable, Other Support for Others

b. **DIRECT FUNDING.** Military Construction (MILCON) funds are generally provided to USACE on a Funding Authorization Document (FAD) or a Treasury Warrant. The MILCON and other direct funds are allocated to USACE activities through the issuance of FADs.

c. **REIMBURSABLE FUNDING.** Funds that are provided by non-USACE activities are provided on a Military Interdepartmental Purchase Request (MIPR) or comparable document. Examples include MIPRs received from other Major Commands, Army Major Subordinate Commands (MSC), and installations as well as DoD elements. The funds are used primarily for operations and maintenance, repair, or environmental work and by non-Federal agencies for major construction, operations and maintenance, rehabilitation, and repair projects.

d. CONSTRUCTION PROGRAM FUNDS TYPE GROUPS AND TYPE

FUNDS. The 11 Major Program Categories identified in para. 1.a. are further divided into Funds Type Groups (GP). These GPs are further desegregated into Type Funds (TF) as published in the Project Management Information System (PROMIS).

SECTION 4

PROCEDURAL GUIDANCE

Following is a list of all GPs and TFs managed by CEMP. The listed HQUSACE Proponent (CEMP-MP) is responsible for coordinating the issuance of funds for the indicated TFs listed.

FUNDS TYPE GROUPS (GP) AND TYPE FUNDS (TF)

<u>GP</u>	<u>TF</u>	<u>ABBR</u>	<u>HQ PRP</u>	<u>DESCRIPTION</u>
1				MILITARY DIRECT, ARMY
1A	10	MCA	CEMP-MA	MILITARY CONSTRUCTION, ARMY
1A	11	MMCA	CEMP-MA	MILITARY CONSTRUCTION, ARMY, MINOR
1B	02	BCA1	CEMP-MA	BASE CLOSURE, PART I, ARMY (BRAC I)
1B	07	BCA2	CEMP-MA	BASE CLOSURE, PART II, ARMY(BRAC91)
1B	0A	BCA3	CEMP-MA	BASE CLOSURE PART III, ARMY (BRAC93)
1B	0C	BCA4	CEMP-MA	BASE CLOSURE, ARMY (BRAC95)
1D	42	FHLI	CEMP-MA	FAMILY HOUSING, LINE ITEM IMPROVEMENT
1D	40	FHNC	CEMP-MA	FAMILY HOUSING, NEW CONSTRUCTION
1E	12	MCAR	CEMP-MA	MILITARY CONSTRUCTION, ARMY RESERVES
1E	06	MMCR	CEMP-MA	MILITARY CONSTR, ARMY RESERVES, MINOR
1F	18	OMAR	CEMP-MA	OPERATION AND MAINTENANCE, ARMY RESERVE
1G	17	ARNG	NONE	MILITARY CONSTR, ARMY NATIONAL GUARD
1H	15	PBS	CEMP-MA	PRODUCTION BASE SUPPORT
1J	19	OTHA	NONE	OTHER ARMY FUNDS
2				MILITARY DIRECT, AIR FORCE
2A	20	MCAF	CEMP-MF	MILITARY CONSTRUCTION, AIR FORCE
2A	23	MMAF	CEMP-MF	MILITARY CONSTRUCTION, AIR FORCE, MINOR
2B	03	BCF1	CEMP-MF	BASE CLOSURE, PART I, AIR FORCE
2B	08	BCF2	CEMP-MF	BASE CLOSURE, PART II, AIR FORCE
2B	0B	BCF3	CEMP-MF	BASE CLOSURE PART III, AIR FORCE
2B	0D	BCF4	CEMP-MF	BASE CLOSURE, PART IV, AIR FORCE
2D	26	FHAF	CEMP-MF	FAMILY HOUSING, AIR FORCE
2E	21	MAFR	CEMP-MF	MILITARY CONSTRUCTION, AIR FORCE RESERVES
2G	25	MANG	CEMP-MF	MILITARY CONSTRUCTION, AIR NATIONAL
3				MILITARY DIRECT, DOD
3A	54	DLA	CEMP-MD	DEFENSE LOGISTICS AGENCY
3A	53	CEETA	CEMP-MD	COMMUN ELECTRONIC EVAL & TESTING AGENCY
3A	39	MDOD	CEMP-MD	DEFENSE AGENCY (DOD), UNSPECIFIED MINOR
3A	41	DFAS	CEMP-MD	DOD DEFENSE FINANCE ACCOUNTING SYSTEM
3A	48	DLI	CEMP-MD	DEFENSE LANGUAGE INSTITUTE
3A	1A	ECIP	CEMP-MA	ENERGY CONSERV INVESTMT PROG,ARMY
3A	1B	ECIF	CEMP-MF	ENERGY CONSERV INVESTMT PROG, AIR FORCE
3B	43	DODU	CEMP-MD	DOD MEDICAL FACILITIES, UNSPECIFIED MINOR
3B	46	DODM	CEMP-MD	DOD MEDICAL FACILITIES
3C	4A	MCDA	CEMP-MA	MIL CONSTR DEFENSE ACCOUNT (CHEM DEMIL)
3D	3B	RPMA	NONE	REAL PROPERTY MAINT, DEFENSE(ARMY)
3D	3E	RPMD	NONE	REAL PROPERTY MAINT, DEFENSE(DEFENSE)
3D	3G	RPMF	NONE	REAL PROPERTY MAINT, DEFENSE(AIR F)
3D	5M	OMS	NONE	DOD SCHOOLS, OPERATIONS AND MAINT
3E	4S	SOF	CEMP-MD	DOD SPECIAL OPERATIONS FORCE
3E	4B	BMDO	CEMP-MD	NAT'L MISSILE DEFENSE (BALLISTIC MISSILE)

SECTION 4

PROCEDURAL GUIDANCE

FUNDS TYPE GROUPS (GP) AND TYPE FUNDS (TF) (Continued)

<u>GP</u>	<u>TF</u>	<u>ABBR</u>	<u>HQ PRP</u>	<u>DESCRIPTION</u>
4				MILITARY ENVIRONMENTAL
4A	5A	IRPAD	CEMP-RI	DERP, ARMY INST RESTORATN PROG (IRP), DIRECT
4A	5U	FUDS	CEMP-RF	DERP, FORMERLY USED DEF SITES (FUDS) DIRECT
4B	5H	BA1E	CEMP-RI	BRAC ENVIR, PART I, ARMY (BRAC I) DIRECT
4B	5I	BA2E	CEMP-RI	BRAC ENVIR, PART II, ARMY (BRAC91) DIRECT
4B	5J	BA3E	CEMP-RI	BRAC ENVIR, PART III, ARMY(BRAC93) DIRECT
4B	5K	BA4E	CEMP-RI	BRAC ENVIR, PART IV, ARMY(BRAC95) DIRECT
4C	5P	BF1E	CEMP-RI	BRAC ENVIR, PART I, AIR FORCE, DIRECT
4C	5Q	BF2E	CEMP-RI	BRAC ENVIR, PART II, AIR FORCE, DIRECT
4C	5R	BF3E	CEMP-RI	BRAC ENVIR, PART III, AIR FORCE, DIRECT
4C	5T	BF4E	CEMP-RI	BRAC ENVIR, PART IV, AIR FORCE, DIRECT
4D	5G	IRPAR	CEMP-RI	DERP, ARMY IRP, REIMB
4D	5D	IRPLR	CEMP-RI	DERP, DEFENSE LOGISTICS AGENCY IRP, REIMB
4D	5F	IRPFR	CEMP-RI	DERP, AIR FORCE IRP, REIMB
4D	5B	IRPOR	CEMP-RI	DERP, OTHER IRP, REIMB
4E	5L	EQ	CEMP-RI	ENVIRONMENTAL QUALITY, REIMB
4F	5C	C2PA	CEMP-RI	COMPLI, CONSERV AND POLLUTION PREV, REIMB
4F	5E	C2PF	CEMP-RI	COMPLI, CONSERV & POL PREV, AF, REIMB
5				MILITARY REIMBURSABLE, ARMY
5A	14	OMA	NONE	OPERATION AND MAINTENANCE, ARMY
5B	45	FHMA	NONE	FAMILY HOUSING - MAINTENANCE AND REPAIR
5C	16	ANC	CEMP-MD	ARLINGTON NATIONAL CEMETERY
5C	1K	KWM	CEMP-MD	KOREAN WAR MEMORIAL
5D	1R	OMARR	CEMP-MA	OP & MAINT, ARMY RESERVE REIMBURSABLE
5X	5X	RARLD	CEMP-EC	PLANNING AND DESIGN, O&M, ARMY
5X	5Y	RANRD	CEMP-EC	ENGINEERING NOT RELATED TO CONSTR, O&MA
6				MILITARY REIMBURSABLE, AIR FORCE
6A	2A	QOLEA	CEMP-MF	QUALITY OF LIFE ENHANCEMENT, AIR FORCE
6B	2M	FHMF	NONE	FAMILY HOUSING, O+M, AIR FORCE
6C	28	OTHF	NONE	OTHER AIR FORCE FUNDS
6D	29	BOMAF	NONE	BRAC O&M, AIR FORCE
7				MILITARY REIMBURSABLE, DOD
7A	98	DECA	CEMP-MD	DEFENSE COMMISSARY AGENCY
7A	4T	CTR	CEMP-M	COOPERATIVE THREAT REDUCTION
7A	56	DMA	CEMP-MD	DEFENSE MAPPING AGENCY
7A	57	DNA	CEMP-MD	DEFENSE NUCLEAR AGENCY
7A	58	DCA	CEMP-MD	DEFENSE COMMUNICATIONS AGENCY
7A	69	NSA	CEMP-MD	NATIONAL SECURITY AGENCY
7B	51	DODS	CEMP-MD	DOD DEPENDENT SCHOOLS
7B	5S	S6S	CEMP-MD	MILITARY CONSTR, SECTION 6 SCHOOLS-CONUS
7C	30	MCN	CEMP-MD	MILITARY CONSTRUCTION, NAVY
7C	32	NMCR	CEMP-MA	NAVY AND MARINE CORPS RESERVE
7C	33	OMN	NONE	OPERATION AND MAINTENANCE, NAVY/MC
7C	3P	RPMN	NONE	REAL PROPERTY MAINT, DEFENSE(NAVY/MC)
7D	3A	DBOA	NONE	DEFENSE BUSINESS OPERATIONS FUND(ARMY)
7D	3D	DBOD	NONE	DEFENSE BUSINESS OPERATIONS FUND(DEFENSE)
7D	3F	DBOF	NONE	DEFENSE BUSINESS OP FUND (AIR FORCE)
7D	3N	DBON	NONE	DEFENSE BUSINESS O FUND (NAVY/MC)
7E	1P	PRP	CEMP-MD	PENTAGON RENOVATION PROGRAM
7E	66	SAH	CEMP-MD	US SOLDIERS' AND AIRMEN'S HOME
7E	1S	SOCM	NONE	MILCON, SOUTHERN COMMAND (PANAMA)

SECTION 4

PROCEDURAL GUIDANCE

FUNDS TYPE GROUPS (GP) AND TYPE FUNDS (TF) (Continued)

<u>GP</u>	<u>TF</u>	<u>ABBR</u>	<u>HQ PRP</u>	<u>DESCRIPTION</u>
8				SPECIAL MANAGEMENT PROGRAMS
8A	63	PIK	NONE	PAYMENT IN KIND
8A	76	GOJ	NONE	GOVERNMENT OF JAPAN
8A	77	GOK	NONE	GOVERNMENT OF KOREA
8B	52	NATO	NONE	NORTH ATLANTIC TREATY ORGANIZATION
8B	5N	AFN	NONE	NATO, AIR FORCE
8C	70	FMS	CEMP-MD	FOREIGN MILITARY SALES
9				MILITARY REIMBURSABLE, NON-FEDERAL
9A	60	NAFA	CEMP-MA	NON-APPROPRIATED FUNDS, ARMY
9B	27	NAAF	CEMP-MF	NON-APPROPRIATED FUNDS, AIR FORCE
9B	35	NAFN	NONE	NON APPROPRIATED FUNDS (NAVY)
9C	3J	GOJC	NONE	GOVT OF JAPAN FUNDED CONSTRUCTION
9C	3K	ROKC	NONE	REPUBLIC OF KOREA FUNDED CONSTRUCTION
9D	3Q	GOCQ	CEMP-MD	GOVERNMENT OF KUWAIT FUNDED CONSTR
H				ENVIRONMENTAL SUPPORT FOR OTHERS
H1	V1	HGSA	CEMP-RS	ENVIRONMENTAL FOR GEN SERVICES ADMIN
H1	V2	HHUD	CEMP-RS	HOUSING AND URBAN DEVELOPMENT
H1	V3	HTRE	CEMP-RS	DEPARTMENT OF THE TREASURY
H1	V4	HGAO	CEMP-RS	GOVERNMENT ACCOUNTING OFFICE
H1	V5	HFDA	CEMP-RS	FOOD AND DRUG ADMINISTRATION
H1	V6	HIHS	CEMP-RS	INDIAN HEALTH SERVICE
H1	VA	HEDA	CEMP-RS	DEPT OF COMMERCE, ECON. DEVPMENT ADMIN
H1	VB	HBIA	CEMP-RS	DEPT OF INTERIOR, BUREAU OF INDIAN AFFAIRS
H1	VC	HBLM	CEMP-RS	DEPT OF INTERIOR, BUREAU OF LAND MGMT
H1	VD	HNPS	CEMP-RS	DEPT OF INTERIOR, NATIONAL PARK SERVICE
H1	VF	HCCC	CEMP-RS	DEPT OF AGRICULTURE, COMMODITY CREDIT
H1	VG	HFSA	CEMP-RS	DEPT OF AGRICULTURE, FARM SERVICE AGENCY
H1	VH	HFAA	CEMP-RS	DEPT OF TRANSPORT, FEDERAL AVIATION ADMIN
H1	VI	HCG	CEMP-RS	DEPT OF TRANSPORTATION, U.S. COAST GUARD
H1	VJ	HFRA	CEMP-RS	DEPT OF TRANSPORT, FEDERAL RAILWAY ADMIN
H1	VK	HHHS	CEMP-RS	DEPT OF HEALTH AND HUMAN SERVICES
H1	VL	HDOE	CEMP-RS	DEPT OF ENERGY
H1	VM	HPHS	CEMP-RS	PUBLIC HEALTH SERVICE
H1	VN	HFEMA	CEMP-RS	FEDERAL EMERGENCY MANAGEMENT AGENCY
H1	VP	HFDC	CEMP-RS	FEDERAL DEPOSIT INSURANCE CORPORATION
H1	VQ	HSBA	CEMP-RS	SMALL BUSINESS ADMINISTRATION
H1	VR	HUSPS	CEMP-RS	UNITED STATES POSTAL SERVICE
H1	VS	HNOAA	CEMP-RS	NATIONAL OCEANIC AND ATMOSPHERIC ADMIN
H1	VT	HJBP	CEMP-RS	DEPT OF JUSTICE, BUREAU OF PRISONS
H1	VU	HJFBI	CEMP-RS	DEPT OF JUSTICE, FED BUREAU INVESTIGATION
H1	VV	HJINS	CEMP-RS	DEPT OF JUSTICE, IMMIGRATION &
H1	VX	HIBR	CEMP-RS	DEPT OF INTERIOR, BUREAU OF RECLAMATION
H1	VY	HIFW	CEMP-RS	DEPT OF INTERIOR, FISH AND WILDLIFE SERVICE
H1	VZ	HAFS	CEMP-RS	DEPT OF AGRICULTURE, FOREST SERVICE
H1	WG	HEPA	CEMP-RS	EPA, EXCEPT CONSTR GRANTS & SUPERFUND
H2	WU	SUPF	CEMP-RS	EPA SUPERFUND

SECTION 4

PROCEDURAL GUIDANCE

FUNDS TYPE GROUPS (GP) AND TYPE FUNDS (TF) (Continued)

<u>GP</u>	<u>TF</u>	<u>ABBR</u>	<u>HQ PRP</u>	<u>DESCRIPTION</u>
S				OTHER SUPPORT FOR OTHERS (SFO)
S1	W2	SONAS	CEMP-MD	NATIONAL AERONAUTICAL AND SPACE ADMIN
S1	W3	SOINS	CEMP-MD	DEPT OF JUSTICE, IMMIG & NATURALIZATION
S1	W4	SOFDA	CEMP-MD	DEPT OF AGRICULTURE, FOOD AND DRUG ADMIN
S1	WI	SODOS	CEMP-MD	DEPARTMENT OF STATE
S1	WJ	SODOI	CEMP-MD	DEPARTMENT OF INTERIOR
S1	WK	SODOJ	CEMP-MD	DEPARTMENT OF JUSTICE, BUREAU OF PRISONS
S1	WL	SODOE	CEMP-MD	DEPARTMENT OF ENERGY
S1	WM	SONPS	CEMP-MD	DEPT OF INTERIOR, NATIONAL PARK SERVICE
S1	WP	SOVOA	CEMP-MD	INTERNAT L COMMUNICATION AGENCY (VOA)
S1	WS	SOSLG	CEMP-MD	STATE AND LOCAL GOVERNMENTS
S1	WT	SOFG	CEMP-MD	FOREIGN GOVERNMENTS
S1	WW	SOEMA	CEMP-MD	FEDERAL EMERGENCY MANAGEMENT AGENCY
S1	WX	SOOTH	CEMP-MD	ALL OTHER FED DEPARTMENTS & AGENCIES
S1	WY	SONGV	CEMP-MD	ALL NON-GOVERNMENT ENTITIES
S1	WZ	SODOT	CEMP-MD	DEPT. OF TRANSPORTATION, U.S. COAST GUARD
S1*	W5	SDMDC	CEMP-MD	DEFENSE MANPOWER DATA CTR
S1*	W6	SDCPS	CEMP-MD	DC PUBLIC SCHOOLS
S1*	W7	SGAO	CEMP-MD	GENERAL ACCOUNTING OFFICE
S1*	W8	SHOLM	CEMP-MD	HOLOCAUST MUSEUM
S1*	W9	SKENC	CEMP-MD	KENNEDY CENTER
S1*	WA	SHGSA	CEMP-MD	GENERAL SERVICES ADMINISTRATION
S2	72	SCGNT	CEMP-EC	CONSTRUCTION GRANTS
S2	73	SHUD	CEMP-EC	HOUSING & URBAN DEVELOPMENT ASSISTANCE

* new

Manpower management is receiving increased emphasis at HQ, Department of the Army (HQDA). Defense Reform Initiative Directive 20 (DRID 20), the Army Stationing Installation Plan (ASIP), Total Army Analysis (TAA), and certification of manpower requirements determination processes are ongoing initiatives requiring input and action in the manpower arena. Command emphasis must be placed on meeting all data submission requirements supporting these initiatives.

The FTE allocations are based on the review and analysis of several factors to include workload, funding levels, utilization trends, Congressional actions, and FTE ceiling limitations. Based on our best projections, we feel that each command has received the required resources to accomplish their respective missions. However, if during the year a command determines that their allocation is insufficient to execute actual workload, they should internally adjust within the command, and then if necessary, come forward to HQUSACE with a request for additional resources.

MILITARY FUNDED MANPOWER

1. The controlling factor in measuring execution will continue to be FTE. However, end strength numbers remain important as they will continue to be monitored and reported to higher headquarters.
2. The allocations include the FTE associated with the dis-establishment of the Center for Public Works, the reengineering of the HQUSACE Directorate of Military Programs (CEMP), and the staffing of Installation Support Office (ISO) FTE at the MSCs.
3. The DPW partnering test between the Rock Island Arsenal and Rock Island District is still under review/audit. Staffing decisions and actions are deferred until the review is concluded.
4. Commanders have flexibility in the determination of the internal FTE allocations and utilization within their respective commands to ensure the most efficient and economic utilization of manpower resources.
5. Accurate planning for the execution of manpower is critical to ensure maximum utilization of available resources. The timely and accurate submission of Civilian Employment Plans (CEPs) is essential.
6. Commands must ensure that all military funded work is accurately charged in CEFMS. This will allow for the accurate capture of utilization in the Manpower Utilization Module.

7. Detailed guidance by MDEP and AMSCO will be forwarded at a later date.

CIVIL FUNDED MANPOWER

1. The *DRAFT* Allocation is based on workload. General Investigation and Construction General programs were constrained at 6.0% and 11.3% respectively. There were no FTE withheld for Congressional Actions.
2. Timely and accurate submission of Civil Works Usage Plans (CWUPs) is important. Commands should maintain open communication with HQUSACE to identify excess FTE or submit requests for additional FTE at the earliest possible moment during the fiscal year.
3. Emphasis should be placed on the timely and accurate submission of 113G reports.

UNIFORMED MILITARY AUTHORIZATIONS

As part of the Quadrennial Defense Review (QDR) and the Officer Reduction Inventory (ORI), uniformed military authorizations will now be allocated by grade.

SECTION 4

MANPOWER

USACE FTE ALLOCATIONS

		FY 00	FY 01	FY 02
HNC	CIVIL	25	25	25
	MILITARY	743	754	754
	TOTAL	768	779	779
MVD	CIVIL	5,566	5,566	5,566
	MILITARY	173	170	170
	TOTAL	5,739	5,736	5,736
NAD	CIVIL	2,490	2,490	2,490
	MILITARY	1,572	1,528	1,505
	TOTAL	4,062	4,018	3,995
NWD	CIVIL	3,775	3,775	3,775
	MILITARY	1,212	1,182	1,168
	TOTAL	4,987	4,957	4,943
LRD	CIVIL	4,404	4,404	4,404
	MILITARY	397	378	368
	TOTAL	4,801	4,782	4,772
POD	CIVIL	264	264	264
	MILITARY	1,268	1,258	1,232
	TOTAL	1,532	1,522	1,496
SAD	CIVIL	2,959	2,959	2,959
	MILITARY	1,065	1,047	1,027
	TOTAL	4,024	4,006	3,986
SPD	CIVIL	1,896	1,896	1,896
	MILITARY	756	715	665
	TOTAL	2,652	2,611	2,561
SWD	CIVIL	2,358	2,358	2,358
	MILITARY	648	624	605
	TOTAL	3,006	2,982	2,963
TAC	CIVIL	3	3	3
	MILITARY	319	316	310
	TOTAL	322	319	313
MSC TOTAL	CIVIL	23,740	23,740	23,740
	MILITARY	8,153	7,972	7,804
	TOTAL	31,893	31,712	31,544

SECTION 4

MANPOWER

USACE FTE ALLOCATIONS (CONT'D)

		FY 00	FY 01	FY 02
WRSC	CIVIL	158	158	158
	MILITARY	0	0	0
	TOTAL	158	158	158
CPW	CIVIL	0	0	0
	MILITARY	0	0	0
	TOTAL	0	0	0
R&D LABS	CIVIL	744	744	744
	MILITARY	1,374	1,343	1,343
	TOTAL	2,118	2,087	2,087
HECSA	CIVIL	76	76	76
	MILITARY	102	102	102
	TOTAL	178	178	178
MDC	CIVIL	31	31	31
	MILITARY	0	0	0
	TOTAL	31	31	31
UFC	CIVIL	106	0	0
	MILITARY	51	0	0
	TOTAL	157	0	0
249th	CIVIL	0	0	0
	MILITARY	31	31	31
	TOTAL	31	31	31
HQ	CIVIL	470	457	456
	MILITARY	413	410	406
	TOTAL	883	867	862
FOA TOTAL	CIVIL	1,585	1,466	1,465
	MILITARY	1,971	1,886	1,882
	TOTAL	3,556	3,352	3,347
CORPS TOTAL				
	CIVIL	25,325	25,206	25,205
	MILITARY	10,124	9,858	9,686
	TOTAL	35,449	35,064	34,891

SECTION 4

MANPOWER

MILITARY FUNDED FTE - FY 00

COMMAND	MCA	BRAC	DERP	RE	FMS	RDTE		OTHER OMA	TOTAL
						TECH	BASE OPS/ RPMA		
LRD	257	21	60	40	0	0	0	19	397
MVD	80	7	70	0	0	13	0	3	173
NAD	1,169	82	150	123	0	0	0	48	1,572
NWD	655	24	395	74	0	0	0	64	1,212
POD	1,078	10	100	17	0	0	0	63	1,268
SAD	793	23	87	110	18	0	0	34	1,065
SPD	394	62	112	133	22	0	0	33	756
SWD	469	37	60	46	0	0	0	36	648
MSC TOTAL	4,895	266	1,034	543	40	13	0	300	7,091
HNC	550	0	100	0	0	0	0	93	743
TAC	140	0	0	0	175	0	0	4	319
CTR TOTAL	690	0	100	0	175	0	0	97	1,062
CERL	0	0	0	0	0	198	42	30	270
CRREL	0	0	0	0	0	117	60	26	203
TEC	0	0	0	0	0	149	37	150	336
WES	4	0	20	0	0	461	54	26	565
LABS TOTAL	4	0	20	0	0	925	193	232	1,374
249TH	0	0	0	0	0	0	0	31	31
HECSA	6	0	0	0	0	0	0	96	102
FIN CTR	39	0	0	0	1	0	0	11	51
HQUSACE	7	21	49	11	4	0	3	318	413
HQ/FOA TOTAL	52	21	49	11	5	0	3	456	597
USACE TOTAL	5,641	287	1,203	554	220	938	196	1,085	10,124

SECTION 4

MANPOWER

MILITARY FUNDED FTE - FY 01

COMMAND	MCA	BRAC	DERP	RE	FMS	RDTE		OTHER OMA	TOTAL
						TECH	BASE OPS/ RPMA		
LRD	243	17	59	40	0	0	0	19	378
MVD	80	5	69	0	0	13	0	3	170
NAD	1,142	69	147	122	0	0	0	48	1,528
NWD	644	18	387	74	0	0	0	59	1,182
POD	1,074	6	98	17	0	0	0	63	1,258
SAD	781	23	85	106	18	0	0	34	1,047
SPD	379	56	110	129	8	0	0	33	715
SWD	463	27	59	39	0	0	0	36	624
MSC TOTAL	4,806	221	1,014	527	26	13	0	295	6,902
HNC	564	0	98	0	0	0	0	92	754
TAC	138	0	0	0	174	0	0	4	316
CTR TOTAL	702	0	98	0	174	0	0	96	1,070
CERL	0	0	0	0	0	192	42	30	264
CRREL	0	0	0	0	0	113	60	26	199
TEC	0	0	0	0	0	144	37	150	331
WES	4	0	18	0	0	447	54	26	549
LABS TOTAL	4	0	18	0	0	896	193	232	1,343
249TH	0	0	0	0	0	0	0	31	31
HECSA	6	0	0	0	0	0	0	96	102
FIN CTR	0	0	0	0	0	0	0	0	0
HQUSACE	7	21	48	11	4	0	3	316	410
HQ/FOA TOTAL	13	21	48	11	4	0	3	443	543
USACE TOTAL	5,525	242	1,178	538	204	909	196	1,066	9,858

SECTION 4

MANPOWER

MILITARY FUNDED FTE - FY 02

COMMAND	MCA	BRAC	DERP	RE	FMS	RDTE		OTHER OMA	TOTAL
						TECH	BASE OPS/ RPMA		
LRD	235	15	59	40	0	0	0	19	368
MVD	80	5	69	0	0	13	0	3	170
NAD	1,122	66	147	122	0	0	0	48	1,505
NWD	631	17	387	74	0	0	0	59	1,168
POD	1,050	4	98	17	0	0	0	63	1,232
SAD	770	20	85	100	18	0	0	34	1,027
SPD	364	54	110	96	8	0	0	33	665
SWD	446	24	59	40	0	0	0	36	605
MSC TOTAL	4,698	205	1,014	489	26	13	0	295	6,740
HNC	564	0	98	0	0	0	0	92	754
TAC	132	0	0	0	174	0	0	4	310
CTR TOTAL	696	0	98	0	174	0	0	96	1,064
CERL	0	0	0	0	0	192	42	30	264
CRREL	0	0	0	0	0	113	60	26	199
TEC	0	0	0	0	0	144	37	150	331
WES	4	0	18	0	0	447	54	26	549
LABS TOTAL	4	0	18	0	0	896	193	232	1,343
249TH	0	0	0	0	0	0	0	31	31
HECSA	6	0	0	0	0	0	0	96	102
FIN CTR	0	0	0	0	0	0	0	0	0
HQUSACE	7	20	48	11	4	0	3	313	406
HQ/FOA TOTAL	13	20	48	11	4	0	3	440	539
USACE TOTAL	5,411	225	1,178	500	204	909	196	1,063	9,686

SECTION 4

MANPOWER

FY 00 UNIFORMED MANPOWER ALLOCATIONS and GRADE CEILINGS - 0100/0200 TDA

ORG	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF						WO	TOTAL	
	GO	06	05	04	03	02				GO	06	05	04	03	02			
HNC	0	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	0	0
LRD	0	1	1	2	0	0	0	0	4	1	8	8	9	29	0	0	55	
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	20	0	0	45	
NAD	1	0	3	2	1	0	0	0	7	0	6	3	5	24	0	0	38	
NWD	0	1	4	2	0	0	0	0	7	1	5	4	7	16	0	0	33	
POD	0	3	5	3	9	0	0	6	26	1	2	0	3	10	0	0	16	
SAD	0	1	3	3	2	0	0	0	9	1	4	5	5	11	0	0	26	
SPD	0	1	3	2	0	0	0	0	6	1	2	4	5	16	0	0	28	
SWD	0	1	1	2	1	0	0	0	5	1	4	4	1	25	0	0	35	
TAC	1	3	7	7	6	0	0	1	25	0	0	0	0	0	0	0	0	
D/C Total	2	12	28	24	20	0	0	7	93	7	38	35	45	151	0	0	276	
CERL	0	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0	1	
CRREL	0	0	0	1	0	0	0	0	1	0	1	1	1	3	0	0	6	
TEC	0	1	1	1	0	0	1	6	10	0	0	0	0	0	0	0	0	
WES	0	0	0	0	0	0	0	0	0	0	1	0	3	13	0	0	17	
Lab Total	0	2	1	2	0	0	1	6	12	0	2	2	4	16	0	0	24	
CPW	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FOA Total	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	
249th PPB	0	0	1	2	4	0	9	162	178	0	0	0	0	0	0	0	0	
TRG	0	0	1	0	0	0	0	2	3	0	0	0	0	0	0	0	0	
AMHA	1	4	5	0	0	0	0	2	12	2	8	15	11	11	0	1	48	
HQ Total	1	4	6	0	0	0	0	4	15	2	8	15	11	11	0	1	48	
Cmd Total	3	18	36	28	24	0	11	188	308	9	48	52	60	178	0	1	348	

INDEX

CONTINUE

SECTION 4

MANPOWER

FY 01 UNIFORMED MANPOWER ALLOCATIONS and GRADE CEILINGS

	MILITARY FUNDED									CIVIL WORKS FUNDED							
	OFF						WO	EN	TOTAL	OFF						WO	TOTAL
ORG	GO	06	05	04	03	02				GO	06	05	04	03	02		
HNC	0	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	0
LRD	0	1	1	2	0	0	0	0	4	1	8	8	9	29	0	0	55
OPMS XXI ADJ											-4	3					
LRD ADJ TOT	0	1	1	2	0	0	0	0	4	1	4	11	9	29	0	0	54
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	20	0	0	45
NAD	1	0	3	2	1	0	0	0	7	0	6	3	5	24	0	0	38
OPMS XXI ADJ											-1	1					
REORG - TAE		1	2	1	4												
NAD ADJ TOT	1	1	5	3	5	0	0	0	15	0	5	4	5	24	0	0	38
NWD	0	1	4	2	0	0	0	0	7	1	5	4	7	16	0	0	33
ACQ ADJ												-1	-1				
NWD ADJ TOT	0	1	4	2	0	0	0	0	7	1	5	3	6	16	0	0	31
POD	0	3	5	3	9	0	0	6	26	1	2	0	3	10	0	0	16
OPMS XXI ADJ											-1	1					
POD ADJ TOT	0	3	5	3	9	0	0	6	26	1	1	1	3	10	0	0	16
SAD	0	1	3	3	2	0	0	0	9	1	4	5	5	11	0	0	26
GRADE ADJ			1		-1												
SAD ADJ TOT	0	1	4	3	1	0	0	0	9	1	4	5	5	11	0	0	26
SPD	0	1	3	2	0	0	0	0	6	1	2	4	5	16	0	0	28
SWD	0	1	1	2	1	0	0	0	5	1	4	4	1	25	0	0	35
TAC	1	3	7	7	6	0	0	1	25	0	0	0	0	0	0	0	0
REORG - TAE		-1	-2	-1	-4												
TAC ADJ TOT	1	2	5	6	2	0	0	1	17	0	0	0	0	0	0	0	0
D/C Total	2	12	29	24	19	0	0	7	93	7	32	39	44	151	0	0	273
CERL	0	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0	1
LAB CONSOL		-1															
CERL ADJ TOT	0	0	0	0	0	0	0	0	0								
CRREL	0	0	0	1	0	0	0	0	1	0	1	1	1	3	0	0	6
OPMS XXI ADJ											-1	1					
LAB CONSOL												-1					
CRREL ADJ TOT	0	0	0	1	0	0	0	0	1	0	0	1	1	3	0	0	5
TEC	0	1	1	1	0	0	1	6	10	0	0	0	0	0	0	0	0
LAB CONSOL		-1															
TEC ADJ TOTAL	0	0	1	1	0	0	1	6	9	0	0	0	0	0	0	0	0
WES	0	0	0	0	0	0	0	0	0	0	1	0	3	13	0	0	17
Lab Total	0	0	1	2	0	0	1	6	10	0	1	2	4	16	0	0	23

INDEX

CONTINUE

SECTION 4

MANPOWER

**FY 01 UNIFORMED MANPOWER ALLOCATIONS
and
GRADE CEILINGS
(CONTINUED)**

	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF					WO	TOTAL		
	GO	06	05	04	03	02				GO	06	05	04	03	02			
ORG																		
ISC	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	0
DISESTABLISHED							-1	-9										
ISC ADJ TOT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
																0		
FOA Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
249th PPB	0	0	1	2	4	0	9	162	178	0	0	0	0	0	0	0	0	0
MULTI-COMP ADJ								12										
249th ADJ TOT	0	0	1	2	4	0	9	174	190	0	0	0	0	0	0	0	0	0
249th AUG	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ISC DISESTABLISHMENT							1	9	10									
249th AUG ADJ TOT	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	0
249th TOTAL	0	0	1	2	4	0	10	183	200	0	0	0	0	0	0	0	0	0
TRG	0	0	1	0	0	0	0	2	3	0	0	0	0	0	0	0	0	0
TRANS FUNC FROM TEC		1																
TRANS FUNC FROM CERL		1																
TRG ADJ TOT	0	2	1	0	0	0	0	2	5	0	0	0	0	0	0	0	0	0
AMHA	1	4	5	0	0	0	0	2	12	2	8	15	11	11	0	1		48
OFF ADJ											1	3	1	2				
TRANS FUNC FROM CRREL												1						
AMHA ADJ TOT	1	4	5	0	0	0	0	2	12	2	9	19	12	13	0	1		56
HQ Total	1	6	6	0	0	0	0	4	17	2	9	19	12	13	0	1		56
Cmd Total	3	18	37	28	23	0	11	200	320	9	42	60	60	180	0	1		352

INDEX

CONTINUE

SECTION 4

MANPOWER

FY 02 UNIFORMED MANPOWER ALLOCATIONS and GRADE CEILINGS

ORG	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF						WO	TOTAL	
	GO	06	05	04	03	02				GO	06	05	04	03	02			
HNC	0	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	0	0
LRD	0	1	1	2	0	0	0	0	4	1	4	11	9	29	0	0	0	54
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	20	0	0	0	45
NAD	1	1	5	3	5	0	0	0	15	0	5	4	5	24	0	0	0	38
NWD	0	1	4	2	0	0	0	0	7	1	5	3	6	16	0	0	0	31
POD	0	3	5	3	9	0	0	6	26	1	1	1	3	10	0	0	0	16
SAD	0	1	4	3	1	0	0	0	9	1	4	5	5	11	0	0	0	26
SPD	0	1	3	2	0	0	0	0	6	1	2	4	5	16	0	0	0	28
SWD	0	1	1	2	1	0	0	0	5	1	4	4	1	25	0	0	0	35
TAC	1	2	5	6	2	0	0	1	17	0	0	0	0	0	0	0	0	0
D/C Total	2	12	29	24	19	0	0	7	93	7	32	39	44	151	0	0	0	273
CERL	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
CRREL	0	0	0	1	0	0	0	0	1	0	0	1	1	3	0	0	0	5
TEC	0	0	1	1	0	0	1	6	9	0	0	0	0	0	0	0	0	0
WES	0	0	0	0	0	0	0	0	0	0	1	0	3	13	0	0	0	17
Lab Total	0	0	1	2	0	0	1	6	10	0	1	2	4	16	0	0	0	23
ISC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FOA Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
249th PPB	0	0	1	2	4	0	9	174	190	0	0	0	0	0	0	0	0	0
249th AUG	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	0
249th TOTAL	0	0	1	2	4	0	10	183	200	0	0	0	0	0	0	0	0	0
TRG	0	2	1	0	0	0	0	2	5	0	0	0	0	0	0	0	0	0
AMHA	1	4	5	0	0	0	0	2	12	2	9	19	12	13	0	1	0	56
HQ Total	1	6	6	0	0	0	0	4	17	2	9	19	12	13	0	1	0	56
Cmd Total	3	18	37	28	23	0	11	200	320	9	42	60	60	180	0	1	0	352

INDEX

CONTINUE

SECTION 4

EXECUTIVE DIRECTION & MGT FUNDING

EXECUTIVE DIRECTION AND MANAGEMENT CONSOLIDATED COMMAND GUIDANCE FY 2000-FY 2002

(\$000)

GENERAL EXPENSES, 96x3124						
Division Offices*:	FTE Target	FY 2000 Funding	FTE Target	FY 2001 Funding	FTE Target	FY 2002 Funding
LRD	91	12,193	86	12,324	80	12,046
MVD	82	10,242	82	10,652	79	10,673
NAD	73	8,317	75	8,886	75	9,241
NWD	90	10,480	83	10,051	74	9,273
POD	17	2,552	18	2,771	18	2,881
SAD	72	8,797	75	9,530	76	9,908
SPD	71	9,185	73	9,820	73	10,213
SWD	67	8,191	69	8,773	69	9,124
Total Div.:	563	69,957	561	72,807	544	73,359
HQ** (+ UFC Charges)	438	58,152 586	425	58,656 1,046	425	60,416 1,080
HECSA	75	18,239	75	20,885	75	21,512
UFC (1 Mar. '00 DFAS tfr)	4	420	0	0	0	0
WRSC***	27	2,931	17	2,027	17	2,108
CERB	2	324	2	337	2	350
Total SFOA:	108	21,914	94	23,249	94	23,970
GRAND TOTAL:	1,109	150,609	1,080	155,758	1,063	158,825

OPERATIONS & MAINTENANCE, ARMY, 21_ 2020					
FTE Target	FY 2000 Funding	FTE Target	FY 2001 Funding	FTE Target	FY 2002 Funding
12	1,386	13	1,561	13	1,625
0	0	0	0	0	0
27	2,267	28	2,626	28	2,731
25	2,301	21	2,048	21	2,131
44	6,126	46	6,558	46	6,821
19	2,120	20	2,320	20	2,414
17	1,840	18	2,009	18	2,089
20	1,913	21	2,088	21	2,172
164	17,953	167	19,210	167	19,983
282	31,039	282	32,026	282	32,987
	550		981		1,020
56	9,084	56	12,946	56	13,334
4	393	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
60	9,477	56	12,946	56	13,334
506	59,019	505	65,163	505	67,325

Above numbers include FY 00 UFRS approved in November 22, 1999 SPBAC. As applicable outyear figures were adjusted.

*Revised Division Office Staffing and Funding Levels represent increases approved by the PBAC Chair, LTG Ballard, 23 Jun 99, to support additional workload as a result of Regional Management Board and other activities not previously performed at Division level, effective beginning FY 01. FY 00 adjustments include corrections for NAD for +4 NAU plus-up in '99 less -2 FTE programmed in '00 IAW 5-Year Plan (25 adjusted to 27 in '00); and POD ED&M plus-up in '99 to 36 (IAW decision memo) vice 40 shown in error, +8 FTE to 44 approved by the Chief, effective FY '00.

**Includes CW Program Accounts at \$2M level for FY 00/01, 4% inflation for FY 02, pending final review and decision by the Chief of Engineers. UFC capitalization to become effective 1 Mar. 00 (5/12 of annual FTE and funding at UFC; 7/12 at HQ to be MIPR'd to DFAS).

***WRSC staffing and funding levels for GE represent CW/WRSC proposed GE share of decrements based on the Chief of Engineer's request for a plan equating to a 20% Revised 12/3/99. and 40% reduction to WRSC. These funding levels are subject to change pending final decision by the Chief.

SECTION 4

HIGH GRADE ALLOCATIONS

1. This year we received an addition of 27 military funded high grade ceiling from HQDA (from 723 to 750). The additions are distributed among HNC (+24), LRD (+1), NAD (+5), NWD (+2), POD (+3), SAD (+4), SPD (+2), SWD (+1), and TAC (+1) for a total plus up of divisions of 43. HQUSACE is reduced by 19 high grades. The second chart indicates how the FY 00 high grade numbers were determined. Any program specific high grades will be limited to the life of the program, i.e., HNC high grades for Chemical Demilitarization.
2. The civil funded high grade ceiling has remained relatively steady since FY 95. However, the actual on-board civil high grades have been declining due primarily to organizational restructuring and affordability levels. Four high grade ceiling is added to MVD in FY 00. TAC is granted two high grades for FY 00, reflecting an increase in the USACE total of five. The Labs are decreased by 1. With the capitalization of the UFC, high grade ceiling levels return to pre-FY 00 levels for FY 01 and FY 02.
3. Three years guidance is provided, but it is subject to change based on various factors including, but not restricted to restructuring actions, workload shifts, and new missions. Commanders should make staffing and organizational decisions with the goal of meeting their assigned ceiling at fiscal year-end.

SECTION 4**HIGH GRADE ALLOCATIONS****USACE HIGH GRADE ALLOCATIONS**

COMMAND	FY 00		FY 01		FY 02	
	MILITARY	CIVIL	MILITARY	CIVIL	MILITARY	CIVIL
HNC *	65	2	65	2	65	2
LRD **	16	127	16	128	16	128
MVD **	3	148	3	149	3	149
NAD * **	67	104	68	105	68	105
NWD**	51	118	52	118	52	118
POD **	53	21	54	21	54	21
SAD * **	38	90	38	90	38	90
SPD **	28	66	28	67	28	67
SWD**	30	68	30	69	30	69
TAC *	25	2	25	1	25	0
MSC SUBTOTAL	376	746	379	750	379	749
LABS	175	97	175	97	175	97
HECSA	7	7	7	7	7	7
MDC	0	2	0	2	0	2
WRSC	0	31	0	31	0	31
FIN CTR	2	6	0	0	0	0
HQUSACE	186	222	186	222	186	222
RESERVE	4	0	3	2	3	3
HQ/FOA SUBTOTAL	199	268	196	264	196	265
USACE TOTAL	750	1111	750	1111	750	1111

* FY 00 Military High Grades allocated to cover Chemical Demilitarization and Ballistic Missile Program in HNC, PENREN in NAD, FMS and Nairobi in TAC will remain for the life of the program only. The Hospital in Ft. Bragg completes in FY00 in SAD. Transfer of contracts is reflected in MVD and Labs.

FY 00 Civil High Grades allocated for Washington Acqueduct and DC Schools for NAD.

** FY 01 Civil and Military High Grades resource division offices for additional ED&M responsibilities.

FY 00 S&A Rates Targets

	MILCON	O&M	DERP
HNC	n/a	n/a	n/a
LRD	5.7%	6.5%	8.0%
NAD*	5.9%	7.5%	8.0%
NWD	5.9%	6.5%	8.0%
POD	6.5%	8.0%	8.5%
SAD	5.7%	6.5%	8.0%
SPD	5.7%	6.5%	8.0%
SWD	6.0%	6.5%	8.0%
TAC	6.5%	8.0%	n/a

*NAD blended CONUS & OCONUS rates will be calculated on actual workload mixture to balance income and expense.

FY 00 “Checking” Account starting balances (\$000)

HNC	n/a
LRD	3,223
NAD	3,677
NWD	6,001
POD	3,077
SAD	2,424
SPD	3,123
SWD	1,832
TAC	668

*HNC is not doing any flat rate construction in FY00-02.

SECTION 4

COST OF DOING BUSINESS

New for FY 00 are three accounting policy changes that will impact formulation of operating budgets. These include the publication of a standard list of indirect costs that will always be charged to indirect accounts, the requirement to spread departmental overhead to the labor of field office personnel, and the elimination of separate and distinct area/resident office overhead accounts. Collectively, these accounting changes facilitate the “regionalizing” efforts of the Regional Management Boards (RMB’s).

These changes in accounting policy and in the business practices of project and area/resident offices are resource neutral in that they do not increase a district’s cost to do business. They will, however, change the distribution of the costs. Some direct project costs may go down and some indirect costs may go up. Therefore, the targets for Total Labor Multiplier (TLM) rates are adjusted, minimally in some business lines and more substantially in the business lines for operations and construction where the accounting policy changes are expected to have the greatest impact.

TLM rates will be monitored and published in the FY 00 Command Management Review (CMR), but no district will be evaluated against the TLM targets in FY 00 which we will treat as a “dust settling” year. Districts will, however, be evaluated against the General and Administrative (G&A) targets since it is estimated that the changes will have less than a 5 percent impact on a district’s total direct labor base.

RMB’s should ensure operating budgets are prepared in accordance with the policy changes and monitor FY 00 performance to ascertain standard indirect cost practices throughout their regions. The long-term impact of these changes is to pave the way for future regional rates.

	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>
CONUS Civil G&A (S)	.35	.33	.32
(M)	.30	.29	.28
(L)	.25	.24	.24
OCONUS Civil G&A (S)	.35	.33	.32
Civil Planning TLM	2.58	2.56	2.54
Civil Construction TLM	2.47	2.44	2.40
Civil O&M TLM	2.30	2.28	2.26
Civil Design TLM (S)	2.58	2.55	2.52
(M)	2.55	2.53	2.52
(L)	2.54	2.53	2.52

SECTION 4**COST OF DOING BUSINESS**

	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>
CONUS Military G&A (S)	.28	.27	.27
(L)	.26	.25	.25
OCONUS Military G&A (S)	.38	.37	.36
(L)	.30	.29	.29
Military Real Estate	2.39	2.37	2.36
Military Construction TLM	2.35	2.33	2.30
HTRW Design TLM	2.53	2.52	2.52
Design TLM (Except HTRW)	2.53	2.52	2.52
Military and Civil Design Chargeability	.60	.60	.60

NOTE: (S) = Smaller Districts (M) = Middle Districts (L) = Larger Districts

SECTION 4

INFORMATION MANAGEMENT

INFORMATION TECHNOLOGY (IT) CHARGES

1. Management costs, including development, testing and operations of HQUSACE-directed IT are paid by either direct funding (including PRIP) or by a fee-for-service. Fee-for-service can take the form of either a Site License (a one-time annual fee), or metered usage on a central platform such as CEAP-IA. Metered usage is measured in CPU/second.

2. The following are the site license fees for FY 00 and estimated for 01, and 02. These fees are based on the amounts submitted in the Information Technology Investment Portfolio System. These fees are subject to change incumbent upon: 1) The results of final Headquarters approval authorization of funding levels and 2) Changes in the number of site licenses, which will change the Fee per Site. Starting in FY 00, charges for ACASS and CCASS will be through Site License instead of metered. Two new command designated systems, the Programs, Projects and Delivery System (PPDS) and Specs Intact have been added for FY 00. Total charges will be approximately \$263K for PPDS and \$226K for Specs Intact.

AIS	Est # Sites	Fee per Site	Fee per Site	Fee per Site
	FY 00	FY 00	FY 01	FY 02
PCASE	21	\$19,048.00	\$19,048.00	\$19,048.00
VIMS	48	6,469.00	4,187.00	4,187.00
APPMS	58	10,173.00	3,792.00	3,792.00
MCACES	275	4,327.00	4,345.00	4,345.00
RECIS	1,375	214.00	225.00	225.00
RMS	278	4,064.00	4,190.00	4,190.00
E-MCX	38,273	14.58	15.31	15.31
PPDS	56	4,700.00	4,700.00	4,700.00
ACASS/CCASS	12,047	42.77	58.00	61.00
PROMIS*	45	24,711.00	23,762.00	23,762.00

* PROMIS will also charge a variable rate for Data Base Administration per Site.

3. Those IT metered on the CEAP-IA platform, the estimated individual rates by CPU/second are shown below. These systems covered under a single rate are currently limited to CEFMS, CEEMIS and REMIS. Actual metering began in February 1996. These rates have been based on actual historical usage from the first 6 months of FY 99 and the current amounts reported in ITIPS. They are subject to change based on the results of final Headquarters approval authorization of funding levels. Starting in FY 00 there will be one machine speed rate as opposed to FY 99 which had three.

	FY 00	FY 01	FY 02
<i>Funding and Requirements</i>	\$12,445,200	\$13,277,800	\$12,123,300
<i>Rate Per CPU Second</i>	\$0.0266	\$0.0284	\$0.0259

4. POC is Ed Zammit, CERM-BA, at (202) 761-1880 or the AIS POC identified in the Information Technology Investment Portfolio database.

INDEX

CONTINUE

SECTION 4

INFORMATION MANAGEMENT

CEAP-IA CHARGES

1. The Chief of Engineers recently endorsed the audit finding that mandates that the cap on the CEAP-IA charges be eliminated. The audit finding was based on the fact that all sites have fully transitioned to CEFMS. The concern was that bills would jump disproportionately with some sites on CEFMS and others on COEMIS. The division restructuring and the ERDC consolidation also would have required an examination of the fixed portion of the bills. The Directors of Information Management will meet during the month of July to deliberate on an alternative billing method. The audit finding did contain language that will allow for a quantity discount for high volume sites. The Directors of Information Management are expected to develop a revised algorithm that provides steep discounts when usage is high at any one site. This, combined with the potential for a phase out of the cap, should largely mitigate the effects of the elimination of the cap. As a result, it is recommended that all sites program with the assumption that any one sites' charges will not exceed 10% more than the current FY. Please keep foremost in your planning that CEAP-IA will collect income to recoup its expenses. Stated differently, the new billing scheme will result in a zero sum game – if costs for one site go up, they must come down for other sites.

2. The current per site charge for the fixed amount of the bill is \$18,986. The fixed portion of the budget will increase for FY 00 by slightly less than 5% due to the requirement to provide information assurance. The Corps will implement its version of the Army CERT during FY 00. As a result, the fixed charge under the current scheme would rise to \$19,935.30. This should drop marginally in the following two years by 2.5% per year.

3. The variable portion of the budget remains essentially flat. As a result, the CPU charges would remain flat. However, the use of the SUN 6000 technology with its vastly increased capacity continues to generate a theoretical surge in income, however, that is prevented by the cap. With the elimination of the cap, the CPU rates must be dropped significantly to bring expected use and charges in line with the income requirement. As a result, the CPU charges for the SUN 6000 and SUN 2000 will be reduced to approximately one third of the current CPU rate.

4. The rate table has been reduced significantly since the CYBER systems have been all but taken out of service. All SUN 6000 processors have been upgraded to 336 MHz processors and therefore there is a single SUN 6000 rate.

5. Following the current billing scheme, rates for usage to be applied in FY 99 would have been:

- a. Fixed costs: FY 00 - \$19,935.30
 FY 01 - \$19,436.92
 FY 02 - \$18,951.00

SECTION 4

INFORMATION MANAGEMENT

b. Variable rates:

SUN 2000:

FY 00 - \$.005 per CPU second
FY 01 - \$.005 per CPU second
FY 02 - \$.005 per CPU second

SUN 6000:

FY 00 - \$.002 per CPU second
FY 01 - \$.002 per CPU second
FY 02 - \$.002 per CPU second

Input/Output:

FY 00 - \$.10 per thousand pages
FY 01 - \$.10 per thousand pages
FY 02 - \$.10 per thousand pages

Connect Time:

FY 00 - \$.14 per hour
FY 01 - \$.14 per hour
FY 02 - \$.14 per hour

1-800 Indial:

FY 00 - \$.14 per minute with minimum charge of \$1.00
FY 01 - \$.14 per minute with minimum charge of \$1.00
FY 02 - \$.14 per minute with minimum charge of \$1.00

6. POC is Kenneth Calabrese, CEIM-S at (202) 761-1244.

**FY 00 CONSOLIDATED COMMAND GUIDANCE
PLANT REPLACEMENT AND IMPROVEMENT PROGRAM (PRIP)**

	<i>FY00</i>	<i>FY01</i>	<i>FY02</i>
CELRD	3,787,000	3,555,000	6,550,000
CEHND	0	0	0
CEMPD	3,420,000	6,760,000	5,000,000
CENAD	5,360,000	2,860,000	2,505,000
CENWD	340,000	110,000	30,000
CEPOD	724,000	275,000	300,000
CESAD	1,231,000	1,201,000	285,000
CESPD	76,000	1,311,000	26,000
CESWD	478,000	275,000	160,000
CEMDC	20,381,000	18,106,800	4,514,000
NCR	18,273,800	11,264,500	6,158,400
CEFC	210,000	0	0
ERDC (WES)	4,349,000	3,748,700	4,635,500
TOTAL	<u>58,629,800</u>	<u>49,467,000</u>	<u>30,163,900</u>

Remarks: All PRIP amounts are estimates. The amounts will be revised based on FY 00 PRIP submittals. Outyear program amounts will be based on updated Eng Form 1978s. The POC is Marilyn H. White.

MACOM Engineer Office (CELD-ZE):

Larry Robinson, CELD-ZE, 202-761-8774, fax 202-761-0611,

larry.m.robinson@usace.army.mil

Facilities master planning by all USACE individual commands is the key to sound capital investment strategies for our internal facility needs, and subsequent build-buy-lease recommendations for CECG approval. Facilities costs are a component of overhead that can be managed. Better correlation between space utilization rates and overhead costs is under study, and will be reflected in the CMR process in the near future. Subordinate commands above the DA/USACE target utilization rates are required to maintain space reduction plans. Space utilization rates and reduction plan updates are shared with CECG at least annually (normally 1st Quarter CMR), and are covered in Command Staff Inspections.

Presently, in general, the preferred USACE approach to meeting its facilities requirements is through leasing due to the flexibility leasing provides. CECG is open to moves to military installations where practicable.

Should a USACE subordinate command determine that its needs cannot be met in the future in the current facilities, contact the MACOM Engineer Office to discuss the best course of action and appropriate documentation to address the facilities needs. A listing of typical components of a facility decision package for CECG approval follows. The degree of documentation depends on the size and complexity of the request. Space requirements must be submitted through the Logistics functional channel to HQUSACE (MACOM Engineer Office) for validation early in the process to avoid delays and lost effort.

TYPICAL COMPONENTS OF A USACE FACILITY DECISION PACKAGE

- Capital Investment Strategy, as part of an on-going master plan, affordability and flexibility are essential.

- Identify, consider, and report on all viable alternatives. Local military installations, lease options, and the “as is”/current facility are normally among the alternatives. If you are constrained to be in the Central Business District (CBD), reflect this in your alternatives or how you plan to work around this requirement (E.O. 12072). New construction is normally the least attractive option due to funding problems and decreased flexibility with a changing workforce. Use ECONPACK for your economic analysis and recommend one of the alternatives for CG approval.

- Prepare a space requirements analysis in accordance with GSA and AR 405-70 criteria. Demonstrate that the local administrative space utilization rate will be within USACE target of 162 nsf/authorized person, given official manning allowances and manning forecasts. Use of SF 81/81a or 1450/1450a is recommended.

- Address employee/union impacts, and assess the need for an Environmental Impact Statement.

- Address mission accomplishment relative to the alternatives.

- Discuss local political support or resistance to the relocation.

- Address any coordination with GSA, and GSA’s position on the proposed relocation; e.g., supportive, resistant, will delegate leasing authority to Corps, etc. Clarify if the relocation is a GSA forced move.

- Address urgency. Provide timeliness for needed actions including approvals and funding.

- Address impact if no relocation is approved.

- State whether systems furniture is being planned in conjunction with the relocation, and how it will be paid for.

- Clarify how you plan to pay for the relocation and associated construction and annual RPMA costs. Identify sources of funding and what funding, if any, is being requested from HQUSACE.

AUTOMATED PERSONAL PROPERTY MANAGEMENT SYSTEM

The Directorate of Logistics will be deploying a new version of the Automated Personal Property Management System (APPMS). This version is Oracle based and utilizes Web technology to process transactions. We expect to begin deployment on or about June 1999 using a phased deployed schedule and be completed in late 2000. The phased deployment approach is required to convert the program from Foxpro 2.6 to Oracle Web. This conversion will be accomplished with support from the Project Office, Corps of Engineer Management System (CEFMS) and local resources from Information Management and Logistics Management offices. Detailed conversion instructions and training for the deployment will be provided to all elements.

The current deployment schedule:

CEBWA, then rest of NAD	Jun/Jul '99
HECSA	Aug '99
SAD	Aug-Sep '99
ERDC	Oct '99
MVD-Finance Center	Jan '00
LRD	Feb/Mar '00
NWD	Apr/May '00
SWD	Jun/Jul '00
POD	Aug '00
ERDC	Oct '00

If you have commitments that will delay or advance your scheduled time, please notify HQ USACE CELD-MS for a schedule change.

SECTION 4

CONTRACTING OUT GUIDANCE

CIVIL WORKS CONTRACTING OUT GUIDANCE

It is the policy of the Corps of Engineers to maintain a balanced program of in-house and contract work on all phases of the Civil Works program. The percentage of work contracted out varies with the different phases of the projects.

In the Planning, Engineering, and Design phases, sufficient work must be accomplished in-house to maintain the technical expertise required to properly define, manage, and review the work of architect-engineer contractors. Based on the projected size of the FY 00 Civil Works program, the programmatic level of contracting for Planning, Engineering, and Design products, that will maintain technical expertise, is 40% as measured by the Cost of Doing Business (CDB) report. While Civil Works contracting is no longer a Command Management Review indicator, Civil Works Engineering and Construction Division will monitor quarterly CDB summaries from the various MSC's and report those incidents where MSC's fall below 30% on the CDB.

The distribution of in-house and contracting work at the District level is the responsibility of the District command and the MSC Regional Management Board (RMB). While it is desirable for the various districts to maintain a uniform level of contracting, the MSC RMB may adjust the contracting level for any District to meet the current and future needs and goals of the MSC.

USACE ORGANIZATIONAL INSPECTION PROGRAM

1. The HQUSACE OIP will consist of Command Staff Inspections, IG Inspections, Command Visits, and Staff Assistance Visits.

HQUSACE Command Staff Inspections (CSI) consist of two-day visits to USACE Divisions, Centers, the Engineer Institute, the 249th Engineer Battalion, and selected FOAs by the DCG and selected staff principals once in every two-year cycle. The inspection will be preceded by a detailed inspection of half of each division's by members of the USACE Staff and/or field augmentees, within the month preceding the scheduled two-day inspection. Specific implementation guidance will be made available by the proponent. At this point, a schedule has been provided below to cover the next 3 fiscal years. In order to insure minimum disruption to existing MSC inspection schedules, the identified districts are subject to change in the final implementing guidance.

IG Inspections will be conducted by the Office of The Engineer Inspector General (OTEIG) in accordance with the provisions of AR 20-1 and AR 1-201. The Commander will direct inspection focus and scheduling.

HQUSACE Command Visits (CV) consist of one-day visits to those Divisions, Centers, and selected FOAs that do not receive a Command Staff Inspection in that Fiscal Year. The DCG and selected staff principals will conduct the visit. The visit will not include a pre-inspection by the USACE staff. The objectives of these visits are to 1) evaluate Division, Center, and Laboratory progress in areas of command emphasis, as determined by the DCG on a semi-annual basis, and 2) conduct a functional review of initiatives that support the *Corps Vision and Strategic Management Process*. Specific implementation guidance will be made available by the proponent. The schedule for these visits is provided on the next page.

The HQUSACE staff, as directed by the Commander, Deputy Commander or staff principal, will conduct **HQUSACE Staff Assistance Visits**.

2. The OIP for USACE Divisions and the 249th Engineer Battalion (Prime Power) will consist of Command Inspections and Staff Assistance Visits.

Division commanders and the 249th Engineer Battalion Commander will conduct **Command Inspections** of their respective organizations. The frequency and scope of these inspections will be tailored to meet the needs of each commander.

Division staffs and the 249th Engineer Battalion staff, as directed by the respective commander or staff principal, will conduct **Staff Assistance Visits**.

3. The schedule for FY 99-02 is listed below. The symbol **CSI** designates the 2-day, detailed inspection and names the districts to be inspected. The symbol **CV** designates the 1-day visit, which mirrors the current day of mandatory, corporate topics and/or functional initiatives in support of the *Corps Vision and Strategic Management Process*.

SECTION 4

COMMAND INSPECTIONS

<u>Dates</u>	<u>Organizations (including districts) Inspected</u>	<u>CSI or CV</u>
Nov 1999	SWD (Little Rock, Tulsa)	CSI
Nov 1999	MVD	CV
Nov 1999	WES/Engineer Institute (CERL, CRREL, TEC)	CSI
Feb 2000	POD	CV
Feb 2000	SPD (Albuquerque, Los Angeles)	CSI
Apr 2000	NWD	CV
Apr 2000	LRD (GL Reg'l Office, Chicago, Detroit, Nashville)	CSI
Jun 2000	NAD	CV
Jun 2000	TAC	CSI
Aug 2000	HNC	CSI
Aug 2000	SAD	CV
Nov 2000	MVD (Memphis, New Orleans, Vicksburg)	CSI
Nov 2000	WES/Engineer Institute	CV
Nov 2000	SWD	CV
Feb 2001	POD (Far East, Japan)	CSI
Feb 2001	SPD	CV
Apr 2001	NWD (MR Reg'l HQ, Kansas City, Omaha)	CSI
Apr 2001	LRD	CV
Jun 2001	NAD (Baltimore, Norfolk, Philadelphia)	CSI
Jun 2001	TAC	CV
Aug 2001	SAD (Charleston, Wilmington)	CSI
Aug 2001	HNC	CV
Nov 2001	SWD (Ft Worth, Galveston)	CSI
Nov 2001	MVD	CV
Nov 2001	WES/Engineer Institute (CERL, CRREL, TEC)	CSI
Feb 2002	POD	CV
Feb 2002	SPD (Sacramento, San Francisco)	CSI
Apr 2002	NWD	CV
Apr 2002	LRD (GL Reg'l Ofc, Huntington, Louisville, Pittsburgh, Buffalo)	CSI
Jun 2002	NAD	CV
Jun 2002	TAC	CSI
Aug 2002	HNC	CSI
Aug 2002	SAD	CV

SECTION 4

CONFERENCES

ER 37-1-18 provides guidance and instructions for conducting all USACE sponsored meetings and conferences. The CG has approved the following *Standard Recurring Approved Conferences* which support our strategic vision. Other meetings that involve 25 or more Department of Army (DA) personnel in a TDY status are *Special Meetings* that are approved on an ‘as needed’ basis. MSC Commanders, HQUSACE Directors and Office Chiefs will follow ER 37-1-18 in gaining these approvals.

HQUSACE STANDARD RECURRING APPROVED CONFERENCES

Senior Leaders' Conference (with the associated Emerging Leaders Conference)

Spring USACE Leaders Workshop (with ENFORCE)

Fall District Commanders Conference (in DC)

* Worldwide DPW Training Workshop (with ENFORCE)

* Project Delivery Team Conference¹

* USACE Technical Transfer Conference²

* Navigation Conference (*PL95-269 & WRDA*)

Small Business Conference (in DC)

These HQUSACE sponsored Conferences will have specific mission purposes, clearly written objectives, and After Action Reviews (AAR) to assess if objectives were met. Directors will include success in meeting conference/workshop objectives in appropriate senior leaders' performance evaluations.

* The MP and CW managed Conferences will have a total not to exceed 3200 mandays per year.

1 The focus audience for this conference will be division chiefs at district, division and HQs, representing the disciplines that comprise the project team concept for cradle to grave project management. Intent is to facilitate the maturation of this project management concept, eliminate stovepipe mentality, and to engrain this concept into our organization culture. The focus of each year's conference would vary based on different phases of a project. While each conference would include representation from all the disciplines comprising the project team, attendance would be weighted towards those disciplines supporting that conference's focus area. This strategy supports the “train the trainer” concept as only a fraction of the leadership involved with project management across districts and divisions will be able to attend each year. Annual scheduling provides the ability to establish continuity between conferences and over time to reach a greater percentage of Corps employees associated with the project management process.

2 The conferences conducted within this framework will consist of a series of workshops that will have written objectives and specific mission purposes approved by the Director(s) of MP & CW. The number, size and type of workshops will vary each year, but the total number of mandays involved would remain relatively constant. The focus audience of the workshops would generally be below the branch chief level. Each workshop will focus on a particular discipline, with the purpose of disseminating information, receiving feedback, sharing lessons learned and best practices, and clarifying guidance to assure that critical policies, methods and resolutions of major issues are understood.

FY 00 CONSOLIDATED COMMAND GUIDANCE

CHAPTER 3

Evaluating Results

CMR PLUS STRATEGYPage 3-2

COMMAND MANAGEMENT REVIEW INDICATOR TABLES:

Military Programs Table 1
Civil Works Programs Table 2
Real Estate Table 3
Research and Development Table 4
Resource Management Table 5
Human Resources Table 6
Equal Employment Opportunity Table 7
Information Management Table 8
Logistics Table 9
Safety and Occupational Health Table 10
Small Business Office Table 11
Principal Assistant Responsible for Contracting..... Table 12

CMR PLUS STRATEGY

The + in CMR + signals that a strategic corporate perspective is being introduced into the CMR. Traditionally CMR's have focused on measuring the operational performance of the Corps without having a strategic corporate perspective to frame operational performance reviews. This biased us toward a short-term performance focus and contributed to our drilling down into field level operations without the needed corporate perspective to guide the drill down.

That perspective is established in the CMR+ by expressly defining key strategic and corporate level performance questions to guide discussions. The corporate level questions by their nature will prompt reviewers of operational performance measures to make clear the strategic significance of their discussions during CMR +. More importantly the + emphasizes that evaluation of corporate performance will focus on trends and strategic direction. This is a Headquarters performance evaluation role which has been missing from our traditional CMR focus on quarterly operational performance.

The main part of the new CMR will focus on corporate-wide measures of current overall health and efficiency, and strategic measures aimed at keeping the Corps successfully headed in the right direction. None of these measures are specific to a particular division or program. Hence, the Director of Civil Works, for example, would not have sole responsibility for producing, analyzing or explaining any of the indicators, given that the DCW's oversight responsibilities are principally focused only on one program. The DCW would participate with other members of the Strategic Management Board (SMB), the Chief and the division commanders in corporate discussions in which surfacing problems (and solutions) and reaching appropriate management decisions are encouraged. These are the revolutionary parts of the CMR +.

An underlying concept of the CMR + proposal, as it is being structured, is that the Corps will corporately conduct a multi-tiered management review process. The tiers would consist of district, division, program and corporate levels. Structured correctly, each of these tiers would support the one above it, and all would be complementary and assist in directing us toward corporate objectives.

Existing CMR indicators will NOT be eliminated. We anticipate that the indicators for the district, division and program levels will be improved versions of the traditional ones we have now and will be closely examined on a monthly basis in PRBs at each organization level with appropriate management decisions resulting. Further, on a quarterly basis the division/program indicators would be developed into CMR charts and included in the Chief's read-ahead package and pre-brief for the HQ CMR -- again, much like the current practice.

If all is well at the division/program levels, none of those indicators would actually be presented for discussion at the CMR. If a problem is indicated, however, it may be a topic of further examination at the CMR, or handled separately as the Chief decides. CMR + will

accomplish the Chief's desire not to "throw the baby out with the bath water", in preserving the important parts of the old CMR.

The Deputy Chief of Staff for Resource Management (DCSRM), in partnership with the SMB, will assume corporate level responsibility for the CMR+. The SMB will have a key role in the development, maturation, and subsequent evaluation and interpretation of the information content in the corporate measures. The DCSRМ will assume a significant role in directing the corporate review, independently evaluating the CMR+ products, and in implementing SMB decisions.

CMR+ will be implemented at the 3rd Quarter CMR in August at the Senior Leaders Conference. By separate correspondence, the DCG will provide final strategic measures to division commanders for use at the 3rd Quarter CMR.

DIRECTORATE OF MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data (SOD)	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
DEVELOPMENT, MANAGEMENT, AND EXECUTION OF PROGRAMS				
<p>MP-01 PROJECT DEFINITION (PD)</p> <p>TYPE FUNDS 10</p> <p><i>CEMP-MA</i></p>	<p>DATA AGGREGATED BY MSC.</p> <p>SOD: PROJECT MANAGEMENT INFORMATION SYSTEM (PROMIS).</p> <p>VISIBILITY: MSC; REPORTED QUARTERLY</p>	<p>PD IS DEFINED AS DEVELOPMENT OF THE PARAMETRIC ESTIMATE FOR THE MILITARY CONSTRUCTION, ARMY (MCA) PROGRAM. PD IS DEVELOPED IN THE DESIGN YEAR [PROGRAM YEAR (PY) PLUS 2] AND IS A MEASURE OF HOW THE CORPS IS BEING POSITIONED FOR PY EXECUTION.</p>	<p>NUMERATOR: THE NUMBER OF PY 02 PROJECTS WITH AN ACTUAL PROJECT DEFINITION DATE THROUGH THE END OF THE RATING QUARTER.</p> <p>DENOMINATOR: THE NUMBER OF PY 02 PROJECTS RELEASED FOR DESIGN THAT ARE NOT DEFERRED, CANCELED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND.</p>	<p>RATING CRITERIA: GREEN: 100% BY 1 JUL RED: ANYTHING LESS THAN 100%.</p> <p>GOVERNING REGULATION OR LAW: AR 415-15</p>
<p>MP-02 READY-TO- ADVERTISE (RTA)</p> <p>Type Funds</p> <p>Army (10, 40, 42, 0C, 12)</p> <p>Air Force (0D, 20,21,23,26,27, 1B)</p> <p>DoD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, & 3Q)</p> <p><i>CEMP-MA CEMP-MF CEMP-MD</i></p>	<p>DATA AGGREGATED BY MSC.</p> <p>SOD: PROMIS</p> <p>VISIBILITY: MSC; REPORTED QUARTERLY</p>	<p>RTA IS DEFINED AS COMPLETING ALL NECESSARY STEPS TO ADVERTISE A PROJECT FOR AWARD OF THE CONSTRUCTION CONTRACT. IT IS A MEASURE OF HOW THE CORPS IS BEING POSITIONED FOR PROGRAM YEAR (PY) EXECUTION. THE GOAL IS TO HAVE 50% OF THE PROGRAM RTA BY 30 SEP 00. INTERIM GOALS ARE ESTABLISHED FOR QUARTERS 1, 2, AND 3.</p>	<p>NUMERATOR: THE NUMBER OF PY 01 PROJECTS WITH AN ACTUAL RTA THROUGH THE END OF THE RATING QUARTER.</p> <p>DENOMINATOR: THE NUMBER OF PY 01 PROJECTS SCHEDULED FOR RTA THROUGH THE END OF THE QUARTER THAT ARE NOT DEFERRED, CANCELLED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND</p>	<p>RATING CRITERIA: GREEN: ACTUAL \geq 50% OF GOAL AMBER: ACTUAL 40-49% OF GOAL RED: ACTUAL < 40% OF GOAL</p> <p>GOVERNING REGULATION OR LAW: NONE</p>

DIRECTORATE OF MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data (SOD)	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<p>MP-03 PROJECT EXECUTION: Type Funds Army (10, 40, 42, 0C, 12, 4A) Air Force (0D, 20,21,23,26,27, 1B) DoD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 70, 3Q & , and Type Funds beginning with "W")</p> <p><i>CEMP-MA CEMP-MF CEMP-MD</i></p>	<p>DATA AGGREGATED BY MSC.</p> <p>SOD: PROMIS</p> <p>VISIBILITY: MSC; REPORTED QUARTERLY</p>	<p>A MEASURE OF THE MSC AWARDING ITS CUMULATIVE CURRENT AND PRIOR YEAR UNAWARDED CONSTRUCTION PROJECTS</p>	<p>NUMERATOR: THE NUMBER OF PY 00 AND PRIOR YEAR UNAWARDED PROJECTS ACTUALLY AWARDED THROUGH THE END OF THE RATING QUARTER.</p> <p>DENOMINATOR: THE NUMBER OF PROJECTS FORECAST FOR AWARD THROUGH THE END OF THE RATING QUARTER THAT ARE NOT DEFERRED, CANCELED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND. THE FORECAST IS BASED ON THE APPROVED HQUSACE LOCK-IN ESTABLISHED PRIOR TO THE END OF THE 1ST QUARTER.</p> <p>AWARD OF MORE THAN 50% OF THE PROJECT WILL CONSTITUTE 100% PROJECT CREDIT.</p>	<p>RATING CRITERIA: GREEN: ACTUAL ≥ 90% OF GOAL AMBER: ACTUAL 80-90% OF GOAL RED: ACTUAL <80% OF GOAL</p> <p>GOVERNING REGULATION OR LAW: NONE</p>
<p>MP-04 CONGRESSIONAL ADDS PROJECT EXECUTION</p> <p>TYPE FUNDS 20, 21, 10, 40, 42 & 12</p> <p><i>CEMP-MA</i></p>	<p>DATA AGGREGATED BY MSC.</p> <p>SOD: PROMIS</p> <p>VISIBILITY: MSC; REPORTED QUARTERLY</p>	<p>A MEASURE OF THE MSC AWARDING ITS CONGRESSIONAL ADDS AND LINE ITEM VETO OVERRIDES FOR THE PY.</p>	<p>NUMERATOR: THE NUMBER OF CONGRESSIONAL ADDS AWARDED THROUGH THE END OF THE RATING QUARTER.</p> <p>DENOMINATOR: THE NUMBER OF CONGRESSIONAL ADDS FORECAST FOR AWARD THROUGH THE END OF THE RATING QUARTER THAT ARE NOT DEFERRED, CANCELLED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND.</p>	<p>RATING CRITERIA: GREEN: ACTUAL ≥ 90% OF GOAL AMBER: 80-90% OF GOAL RED: <80% OF GOAL</p> <p>GOVERNING REGULATION OR LAW: NONE</p>

DIRECTORATE OF MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data (SOD)	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<p>MP-05 DESIGN COST MANAGEMENT</p> <p>FUND TYPE GROUPS: 1A, 1B, 1D, 1E, 1F, 1H, 2A, 2B, 2D, 2E, 2F, 3A, 5C, 6C, 7A, 7B, 7C, & 7E</p> <p><i>CEMP-EE</i></p>	<p>DESIGN COST MANAGEMENT IS EVALUATED BY COMPARING ACTUAL DESIGN COSTS MINUS LOST EFFORT TO TARGET DESIGN COSTS</p> <p>SOD: PROMIS</p> <p>VISIBILITY: MSC; REPORTED QUARTERLY</p>	<p>MEASURES ACTUAL DESIGN COST (LESS LOST DESIGN) OF PROJECTS AWARDED TO CONSTRUCTION AGAINST TARGET DESIGN COSTS. THE TARGET COSTS ARE DERIVED FROM A DESIGN COST TARGET CURVE WHICH IS BASED ON AN ANALYSIS OF HISTORICAL DESIGN COSTS. ONLY INCLUDES PROJECTS DESIGNED BY AE OR IN-HOUSE.</p>	<p>Actual Cost = $\frac{\text{Total Design Cost} - \text{Lost Design}}{\text{Total Program Amount}} \times 100$</p> <p>Target Cost = $\frac{\text{Total Target Costs}}{\text{Total Program Amount}} \times 100$</p>	<p>RATING CRITERIA:</p> <p>GREEN: ACTUAL COST \leq TARGET COST AMBER: ACTUAL COST NO MORE THAN 5% OVER TARGET COST. RED: ACTUAL COST MORE THAN 5% OVER TARGET COST.</p> <p>GOVERNING REGULATION OR LAW: DESIGN COST TARGET CURVE ESTABLISHED BY CEMP-ES MEMORANDUM. "PLANNING & DESIGN RATE TARGETS FOR MILITARY CONSTRUCTION PROJECTS," DATED 1 DEC 94.</p>
<p>MP-06 IN-HOUSE DESIGN PERCENTAGE</p> <p>FUND TYPE GROUPS: ALL MILITARY FUND TYPE GROUPS EXCEPT GROUPS 8A, 8B, 8C, 9C & 9D</p> <p><i>CEMP-EE</i></p>	<p>SOD: PROMIS</p> <p>VISIBILITY: MSC; REPORTED QUARTERLY</p>	<p>IN-HOUSE DESIGN WORKLOAD IS MEASURED OVER A FIVE YEAR PERIOD (CURRENT FY \pm 2 YEARS) TO ACCOUNT FOR FLUCTUATIONS IN PROGRAM SIZE AND PROJECT MIX. NOTE THAT ENVIRONMENTAL PROJECTS WILL NOW BE INCLUDED SINCE THE INFORMATION WILL BE AVAILABLE IN PROMIS. INCLUDES ALL PROJECTS EXCEPT THOSE WITH AN AUTHORIZED PHASE CODE OF '0'-NO DESIGN AUTHORITY, '5'-DEFERRED FROM PROGRAM, AND '8'- PROJECT CANCELLED. THE GOAL IS TO DESIGN 25% OF THE MILITARY WORKLOAD IN-HOUSE.</p>	<p>NUMERATOR: THE TOTAL PROGRAM AMOUNT (PA) OF PROJECTS REPORTED AS BEING DESIGNED IN-HOUSE (DESIGN BY CODE IS 'HL').</p> <p>DENOMINATOR: THE TOTAL PA OF ALL PROJECTS UNDER DESIGN.</p>	<p>RATING CRITERIA:</p> <p>GREEN: IN-HOUSE DESIGN PERCENTAGE \leq 25% AMBER: 25% < IN-HOUSE PERCENTAGE \leq 30% RED: IN-HOUSE PERCENTAGE > 30%</p> <p>GOVERNING REGULATION OR LAW: ER 1110-345-100, "DESIGN POLICY FOR MILITARY CONSTRUCTION"</p>

DIRECTORATE OF MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data (SOD)	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<p>MP-07</p> <p>BENEFICIAL OCCUPANCY DATE (BOD) TIME GROWTH</p> <p>FUND TYPE GROUPS: 1-ARMY DIRECT, 2-AIR FORCE DIRECT, 3-DOD DIRECT, & 7-DOD REIMB</p> <p><i>CEMP-EE</i></p>	<p>CONSTRUCTION TIME GROWTH EVALUATED AS THE DIFFERENCE BETWEEN THE BASELINE BOD AND ACTUAL BOD</p> <p>SOD: RESIDENT MANAGEMENT SYSTEM (RMS) & PROMIS</p> <p>VISIBILITY: MSC; REPORTED QUARTERLY</p>	<p>THE BASELINE BOD IS THE OCCUPANCY DATE AGREED TO BY THE CUSTOMER PRIOR TO ISSUING THE NOTICE TO PROCEED (NTP) TO THE CONTRACTOR. INCLUDES PROJECTS WITH A CONTRACT VALUE GREATER THAN \$200K WITH A DURATION GREATER THAN 183 DAYS, AND WITH A BOD ACTUAL FALLING WITHIN THE MEASUREMENT PERIOD</p>	<p>NUMERATOR: CUMULATIVE TIME (IN DAYS) BETWEEN THE BASELINE BOD AND ACTUAL BOD</p> <p>DENOMINATOR: CUMULATIVE DAYS BETWEEN NTP AND BOD ACTUAL.</p> <p>NEGATIVE TIME GROWTH IS CALCULATED AS 0%.</p>	<p>RATING CRITERIA: GREEN: BOD GROWTH ≤ 20% AMBER: BOD GROWTH > 20% BUT < 25% RED: BOD GROWTH > 25%</p> <p>GOVERNING REGULATION OR LAW: NONE</p>
<p>MP-08</p> <p>CONSTRUCTION COST GROWTH</p> <p>FUND TYPE GROUPS: SAME AS FOR INDICATOR MP-07</p> <p><i>CEMP-EE</i></p>	<p>CONSTRUCTION COST GROWTH EVALUATED BY CONTROLLABLE AND UNCONTROLLABLE COSTS OF MODIFICATIONS.</p> <p>SOD: RMS & PROMIS</p> <p>VISIBILITY: MSC; REPORTED QUARTERLY</p>	<p>TOTAL CONSTRUCTION COST GROWTH FOR A PROJECT IS MADE UP OF TWO ELEMENTS: CONTROLLABLE COST GROWTH (ENGINEERING CHANGES, DIFFERING SITE CONDITIONS, VARIATIONS IN ESTIMATED QUANTITIES, VE CHANGES, AND GOVT. FURNISHED EQUIPMENT CHANGES) AND UNCONTROLLABLE COST GROWTH (USER CHANGES, INACCURATE PRICING/TAXES/USE & POSSESSION/DEFECTIVE WORK, WEATHER, ADMINISTRATIVE CHANGES, AND WORK SUSPENSION). . INCLUDES PROJECTS WITH A CONTRACT VALUE GREATER THAN \$200K WITH A DURATION GREATER THAN 183 DAYS, AND WITH A BOD ACTUAL FALLING WITHIN THE MEASUREMENT PERIOD.</p>	<p>NUMERATOR: THE SUMMATION OF THE ESTIMATED DOLLAR COST INCREASE/DECREASE OF ALL MODIFICATIONS</p> <p>DENOMINATOR: THE CONSTRUCTION CONTRACT AWARD AMOUNT PLUS MODIFICATIONS WITH REASON CODE 5 (PRE-NEGOTIATED CONTRACT OPTIONS).</p> <p>NUMERATOR FOR CONTROLLABLE COST GROWTH: SUMMATION OF THE ESTIMATED DOLLAR COST INCREASE/DECREASE OF ALL MODIFICATIONS WITH REASON CODE 1, 7, 8, G, & Q.</p>	<p>RATING CRITERIA: GREEN: TOTAL COST GROWTH ≤ 5% AMBER: TOTAL COST GROWTH = 5.1 – 5.5% RED: TOTAL COST GROWTH > 5.5%</p> <p>GOVERNING REGULATION OR LAW: NONE</p>

DIRECTORATE OF MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data (SOD)	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<p>MP-9 ENVIRONMENTAL OBLIGATIONS FUND TYPE GROUPS 4 & H</p> <p><i>CEMP-RA</i></p>	<p>QUARTERLY GOAL FOR PROGRAMS IDENTIFIED IN CHAPTER 3, SECTION 1, GPs 4 & H.</p> <p>SOD: ICAR/CEFMS</p> <p>VISIBILITY: MSC; REPORTED QUARTERLY.</p>	<p>MSCs' OBLIGATION OF CURRENT FY ENVIRONMENTAL FUNDS</p>	<p>OLIGATION (EXECUTION), EXCEPT HQUSACE, MEASURED AGAINST THE ESTABLISHED QUARTERLY GOAL.</p>	<p>RATING CRITERIA: GREEN: ≤ 90% OF GOAL AMBER: ACTUAL 80-89% OF GOAL RED: ACTUAL LES THAN 80% OF GOAL</p>
CUSTOMER SATISFACTION				
<p>MP-10 CUSTOMER SATISFACTION ALL MILITARY FUND TYPE GROUPS</p> <p>FUND TYPE GROUPS: ALL MILITARY FUND TYPE GROUPS</p> <p><i>CEMP-MP</i></p>	<p>INDICATOR: NOT APPLICABLE</p> <p>SOD – CUSTOMER RESPONSES TO CEMP CUSTOMER SURVEY AND MSC ACTIONS</p> <p>VISIBILITY: MSC; REPORTED AT END OF 4TH QUARTER ONLY</p>	<p><i>PART I.</i> THE CORPORATE VIEW OF MILITARY CUSTOMER SATISFACTION SURVEY RESULTS. THE CMR PRESENTATION WILL CONSIST OF A SERIES OF SLIDES DEPICTING A SUMMARY REPORT OF SURVEY RESULTS AND ISSUES WHICH THE DIRECTOR DEEMS APPROPRIATE FOR DISCUSSION. FOCUS WILL BE ON KEY STRATEGIC ISSUES AS PRESENTED IN THE VISION AND STRATEGIES.</p> <p><i>PART II.</i> THE MSC SUMMARY OF RESPONSES TO SURVEY RESULTS. THE BRIEFING FORMAT WILL BE LEFT TO THE DISCRETION OF THE MSC COMMANDER BUT WILL INCLUDE OPPORTUNITIES AND ACTIONS UNDERWAY AND/OR COMPLETED TO ENHANCE CUSTOMER SATISFACTION. FOCUS WILL BE ON KEY ISSUES AND SPECIFIC ACTIONS BEING TAKEN AS A RESULT OF THE CUSTOMER RESPONSES.</p>	<p>NOT APPLICABLE</p>	

DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
PROGRAMS				
<p align="center">CW-01 PROGRAMMING, BUDGETING AND EXECUTING CIVIL WORKS TOTAL DIRECT PROGRAM CECW-BD COOK/761-8576</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: ≥ 98%</p> <p><u>AMBER</u>: ≥ 95% - 98%</p> <p><u>RED</u>: < 95%</p>
<p align="center">CW-02 PROGRAMMING, BUDGETING AND EXECUTING GENERAL INVESTIGATIONS TOTAL PROGRAM CECW-BD COOK/761-8576</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: ≥ 98%</p> <p><u>AMBER</u>: ≥ 95% - 98%</p> <p><u>RED</u>: < 95%</p>
<p align="center">CW-03 PROGRAMMING, BUDGETING AND EXECUTING CONSTRUCTION, GENERAL TOTAL PROGRAM CECW-BD COOK/761-8576</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: ≥ 98%</p> <p><u>AMBER</u>: ≥ 95% - 98%</p> <p><u>RED</u>: < 95%</p>

DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<p align="center">CW-04 PROGRAMMING, BUDGETING AND EXECUTING OPERATIONS AND MAINTENANCE, GENERAL TOTAL PROGRAM CECW-BD COOK/761-8576</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>(R SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT CS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: ≥ 98%</p> <p><u>AMBER</u>: ≥ 95% - 98%</p> <p><u>RED</u>: < 95%</p>
<p align="center">CW-05 PROGRAMMING, BUDGETING AND EXECUTING MR&T TOTAL PROGRAM CECW-BD COOK/761-8576</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: ≥ 98%</p> <p><u>AMBER</u>: ≥ 95% - 98%</p> <p><u>RED</u>: < 95%</p>
<p align="center">CW-06 CONGRESSIONAL INTENT CECW-BD COOK/761-8576</p>	<p>EXECUTION OF CONGRESSIONAL ADDS EVALUATED BY PROJECT STARTS WITHIN THE SAME APPROPRIATION YEAR INCLUDED ARE STUDIES AND PROJECTS IN GI, CG, INCLUDING CAP, O&M, AND MR&T APPROPRIATIONS. CAP PROJECTS WILL BE DISPLAYED SEPARATELY.</p> <p>SOD: CECW-BA SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p>	<p>CONGRESSIONAL ADDS ARE THOSE <u>NEW</u> UNBUDGETED PROJECTS ADDED IN THE LEGISLATION & APPROVED FOR EXECUTION. DO NOT INCLUDE CONTINUING PROJECTS OR THOSE ADDED IN PRIOR YEARS UNDER SAME APPROPRIATION.</p> <p>STARTED EQUALS THOSE STUDIES OR PROJECTS WHICH HAVE INCURRED OBLIGATIONS.</p>	<p>% STARTED =</p> <p align="center">ADDS (STARTED) DIVIDED BY SCHEDULED NEW START CONGRESSIONAL ADDS</p>	<p><u>GREEN</u>: 100% SCHEDULED AND STARTED WITHIN THE YEAR ADDED.</p> <p><u>AMBER</u>: ≥ 90% - 99%</p> <p><u>RED</u>: < 90%</p>

DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
PLANNING				
<p align="center">CW-07 GENERAL INVESTIGATIONS (GI) STUDIES (RECONS) CECW-PM SMITH/761-1976</p>	<p>RECONNAISSANCE REPORTS EVALUATED BY COMPLETIONS ON SCHEDULE AND WITHIN TIME LIMITS (12-18 MONTHS FOR REGULAR AND 6-9 MONTHS FOR EXPEDITED REPORTS)</p> <p>SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES CONTAINED IN FY 98 JUSTIFICATIONS</p> <p>VISIBILITY: MSCs</p>	<p>A RECON REPORT IS COMPLETE WHEN THE DISTRICT SIGNS THE REPORT OR 905B ANALYSIS TO THE DIVISION FOR REVIEW OR WHEN THE STUDY IS TERMINATED</p>	<p align="center">% COMPLETE = RECONNAISSANCE STUDY REPORTS COMPLETED DIVIDED BY REPORTS SCHEDULED</p>	<p><u>GREEN</u>: > or = 90% SCHEDULED REPORTS ARE COMPLETED.</p> <p><u>AMBER</u>: 80-89% SCHEDULED REPORTS ARE COMPLETED OR <80%, BUT PROJECT >OR= 80%.</p> <p><u>RED</u>: < 80% OF SCHEDULED REPORTS ARE COMPLETED AND PROJECT < 80%.</p>
<p align="center">CW-08 GENERAL INVESTIGATIONS (GI) STUDIES (FEASIBILITIES) CECW-PM SMITH/761-1976</p>	<p>FEASIBILITY STUDY COMPLETIONS EVALUATED BY COMPLETIONS ON SCHEDULE; AVG TIME TO COMPLETE TRACKED VS. REGULATORY GUIDANCE (48 MONTHS)</p> <p>SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES IN FY 98 JUSTIFICATIONS</p> <p>VISIBILITY: MSCs</p>	<p>A STUDY IS CONSIDERED COMPLETE WHEN THE DIVISION ENGINEER'S REPORT IS ISSUED OR WHEN THE STUDY IS TERMINATED</p>	<p align="center">% COMPLETE = FEASIBILITY REPORTS COMPLETED DIVIDED BY REPORTS COMPLETED</p>	<p><u>GREEN</u>: > or = 90% SCHEDULED REPORTS ARE COMPLETED.</p> <p><u>AMBER</u>: 80-89% SCHEDULED REPORTS ARE COMPLETED OR <80%, BUT PROJECT >OR= 80%.</p> <p><u>RED</u>: < 80% OF SCHEDULED REPORTS ARE COMPLETED AND PROJECT < 80%.</p>
<p align="center">CW-09 CONTINUING AUTHORITIES PROGRAM CECW-PM SMITH/761-1976</p>	<p>CAP CONSTRUCTION STARTS EVALUATED BY NUMBER OF STARTS MADE FOR PROJECTS WITH BASELINE AWARDS SCHEDULED.</p> <p>SOD: CAP DATABASE VISIBILITY: MSCs</p>	<p>A PROJECT IS CONSIDERED STARTED ON THE DATE OF THE INITIAL FUNDING FOR CONSTRUCTION. DECOMMITTED PROJECTS ARE REMOVED FROM SCHEDULE.</p>	<p align="center">% STARTED = # STARTED (end of quarter) DIVIDED BY # SCHEDULED (end of quarter)</p>	<p><u>GREEN</u>: > or = 90% SCHEDULED REPORTS ARE COMPLETED.</p> <p><u>AMBER</u>: 80-89% SCHEDULED REPORTS ARE COMPLETED OR <80%, BUT PROJECT >OR= 80%.</p> <p><u>RED</u>: < 80% OF SCHEDULED REPORTS ARE COMPLETED AND PROJECT < 80%.</p>

INDEX

CONTINUE

DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
ENGINEERING				
CW-10 AWARD OF CONSTRUCTION CONTRACTS CECW-EP BICKLEY/761-8892	CONSTRUCTION CONTRACT AWARDS WITH ECC OVER \$1M (CG & MRT) EVALUATED BY ACTUAL AWARDS VS. SCHEDULED SOD: PRISM (PB-2A REPORT)AND MSC QTRLY REPORT. VISIBILITY: MSCs	AWARD OF CONSTRUCTION GENERAL (CG) & MR&T CONSTRUCTION CONTRACTS OVER \$1MILLION.	$\% \text{ OF CONTRACTS AWARDED} = \frac{\# \text{ CONTRACTS AWARDED}}{\# \text{ SCHEDULED AWARDS}} * 100$	<u>GREEN</u> : $\geq 90\%$ <u>AMBER</u> : $\geq 80\%$ AND $\leq 89\%$ <u>RED</u> : $< 80\%$
CW-11 DESIGN COMPLETIONS CECW-EP BICKLEY/X8892	DESIGN COMPLETIONS WITH ESTIMATED CONSTRUCTION COSTS (ECC) OVER \$1M (CG & MR&T) EVALUATED BY ACTUAL COMPLETIONS VS. SCHEDULED. SOD: MSC QTRLY REPORT. VISIBILITY: MSCs	DESIGN COMPLETION FOR CONSTRUCTION GENERAL (CG) AND MISSISSIPPI RIVER AND TRIBUTARIES (MR&T) CONSTRUCTION CONTRACTS OVER \$1 MILLION.	$\% \text{ OF DESIGNS COMPLETED} = \frac{\# \text{ DESIGNS COMPLETED}}{\# \text{ DESIGNS SCHEDULED}} * 100$	<u>GREEN</u> : $\geq 90\%$ <u>AMBER</u> : $\geq 80\%$ AND $\leq 89\%$ <u>RED</u> : $< 80\%$

DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
POLICY				
<p align="center">CW-12 PROJECT COOPERATION AGREEMENTS CECW-AR SCOTT/ 703-428-8373</p>	<p>PROJECT COOPERATION AGREEMENTS (PCAs) EVALUATED BY ACTUAL VS SCHEDULED</p> <p>SOD: MSC SCHEDULES AND EXECUTED PCA DATA FROM CECW-AR</p> <p>VISIBILITY: MSCs</p>	<p>PROJECT COOPERATION AGREEMENTS EXECUTED AS A PERCENTAGE OF PCAs SCHEDULED FOR EXECUTION BY THE MSCs</p>	<p align="center">% EXECUTED</p> <p align="center"># PCAs EXECUTED DIVIDED BY # PCAs SCHEDULED</p>	<p><u>GREEN</u>: $\geq 90\%$</p> <p><u>AMBER</u>: $\geq 80\%$ AND $\leq 89\%$</p> <p><u>RED</u>: $< 80\%$</p>

DIRECTORATE OF REAL ESTATE

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation (s)	Rating Criteria & Governing Regulation or Law
<i>Acquisition</i>				
RE01 Reserves= Leasing Program CERE-AM Smith 202-761-1706	Reserve facilities leasing actions evaluated as a percentage of actual lease renewals compared to scheduled leasing actions. SOD: RFMIS. VISIBILITY: Districts	Renewals of existing leases for Army Reserve facilities.	Reserve Facilities Leases $\frac{\text{Actual Renewals}}{\text{Planned Renewals}} \times 100\%$	Rating Criteria: GREEN: >95% completion AMBER: $\geq 89\%$ and $\leq 95\%$ completion. RED: < 89% completion.
RE02 Recruiting Facilities Program CERE-AM Butler 202-761-1707	High priority recruiting facilities leasing actions evaluated as an average of the variances (+/-) from the Service's requested Beneficial Occupancy Date. SOD: RFMIS VISIBILITY: Districts	Providing all Recruiting Facility High Priority Actions on the date requested by the Service Recruiting Command.	High Priority Recruiting Facilities Leases Score = 100 – (minus) $\frac{\text{The total of the Variances}}{\text{Total Actions}}$	Rating Criteria: GREEN: >91: 0-9 days variance (+/-). AMBER: ≥ 81 and ≤ 90 : 10-19 days variance (+/-). RED: ≤ 80 : ≥ 20 days variance (+/-).
<i>Management & Disposal</i>				
RE03 Out Grants: Agriculture & Grazing (AG) Leases Program CERE-MC Waldman 202-761-17455	A&G actions evaluated as a percentage of the benefits (which include offsets & cash revenue) actually provided to the government compared to expected benefits. SOD: REMIS VISIBILITY: Districts	Record of cumulative dollar Value of offsets plus & cash receipts provided to the government by the lessee for agriculture & grazing.	Program Execution = $\frac{\text{Dollars Recorded}}{\text{Planned}} \times 100\%$	Rating Criteria: GREEN: deviation from schedule <89 %. AMBER: deviation from schedule between 75 and 89 %. RED: deviation from schedule >75%.
RE04	Encroachment actions evaluated as a	The cumulative number of	Program Execution =	Rating Criteria

INDEX

CONTINUE

DIRECTORATE OF REAL ESTATE

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation (s)	Rating Criteria & Governing Regulation or Law
Encroachments Resolution Program CERE-MC McConnell 202-761-7034	percentage resolved compared to those projected for resolution. SOD: REMIS VISIBILITY: Districts	encroachments scheduled for resolution in the FY.	$\frac{\text{Actual Resolved}}{\text{Projected}} \times 100\%$	<u>GREEN</u> : > 89%. <u>AMBER</u> : ≥75 to 89%. <u>RED</u> : < 75%
<i>Homeowners Assistance</i>				
RE05 Private Sale Benefits Payment CERE-R Silver 202-761-4437	Private sale benefits evaluated by the percentage of homes on which benefits have been paid within 85 days compared to the total number of homes on which private sale benefits have been paid. SOD: HAPMIS VISIBILITY: Districts with HAP.	Benefits are paid to individuals who sell their homes to another individual at a loss. Then they apply to the government to recoup some of their loss.	Private Sale Benefits Paid = $\frac{\# \text{Apps Pd in 85 Days}}{\# \text{Of All Apps Paid}}$	Rating Criteria: <u>GREEN</u> : >89% Paid in 85 days. <u>AMBER</u> : ≥75 to 89%. <u>RED</u> : <75% paid in 85 days.
RE06 Government Acquisition Benefits Payment CERE-R Silver 202-761-4437	Government acquisition benefits evaluated by the percentage of applicants whose homes were purchased by the government. SOD: HAPMIS VISIBILITY: Districts With HAP.	Government acquisition occurs when the government purchases a home from an applicant who was unable to effect a private sale.	Government Acquisition Benefits = $\frac{\# \text{Homes Acq in 125 Days}}{\# \text{of All Acq Homes}}$	Rating Criteria: <u>GREEN</u> : >89% paid in 125 days. <u>AMBER</u> : ≥75 to 89%. Paid in 125 days <u>RED</u> : <75% paid in 125 days.

INDEX

CONTINUE

DIRECTORATE OF RESEARCH AND DEVELOPMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p align="center">RD01 Military Direct R&D Projects</p>	<p>Quarterly status of obligations by major mission area and STO products executed by USACE</p>	<p>STO Milestones scheduled in STO Reports or Management Plans.</p> <p>Military Direct obligations are scheduled annually in an obligation plan required by SARDA.</p>	<p>Assess monthly and quarterly progress against major STO Milestones.</p> <p>Assess monthly and quarterly percent of obligations against scheduled.</p>	<p><u>Milestones</u> <u>GREEN:</u> All milestones met <u>AMBER:</u> Critical milestone delayed but will be met in next quarter <u>RED:</u> Milestone cannot be completed within STO period of performance <u>Obligations</u> Green = >95% Amber = 90-95% Red = <90%</p>
<p align="center">RD02 Military Reimbursable R&D Projects</p>	<p>Quarterly status of obligations by major mission area and status of major customer products.</p>	<p>Project scheduled products are defined in formal proposals funded by customers.</p>	<p>Assess progress towards on-time completion of products.</p>	<p><u>Product Completion</u> <u>GREEN:</u> Will deliver on time <u>AMBER:</u> Potential delay but will deliver IAW sponsored-generated deadline <u>RED:</u> Will not deliver or long delay</p>
<p align="center">RD03 Civil Works Direct R&D Projects</p>	<p>Quarterly status by major program area of expenditures versus scheduled and progress toward achieving major FY Milestones</p>	<p>Milestones are updated once annually by program managers in conjunction with program monitors, upon receipt of funds.</p> <p>CW expenditures are reported monthly and compared against scheduled plan required by HQUSACE</p>	<p>Monitor milestone completion against scheduled dates.</p> <p>Percent funds expended by quarter versus scheduled.</p>	<p><u>Milestones</u> <u>GREEN:</u> will complete on time <u>AMBER:</u> Will complete/Short delay <u>RED:</u> Long delay or will not be completed <u>Expenditure</u> Green >98% Amber > 95% Red <95%</p>

DIRECTORATE OF RESEARCH AND DEVELOPMENT

Functional Area and Proponent	Indicator and Evaluation Visability Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
RD04 Civil Works Reimbursable Projects	Quarterly Status by major customer of expenditures versus scheduled and status of product delivery.	Products/schedule defined proposals to customers.	Assess progress towards on-time completion of products.	<u>Milestones</u> <u>GREEN:</u> will complete on time <u>AMBER:</u> Will complete/Short delay <u>RED:</u> Long delay or will not completed

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<i>Finance and Accounting</i>				
Revolving Fund RM01 Results of Operation CERM-F	Overall ending balance of major accounts(Overhead and Shop & Facility) are targeted against an expensed based nominal balance. SOD: Statement of Results of Operations 3021 Visibility: HQ, MSCs, Districts, and Labs	NOMINAL BALANCE is a year end account balance which falls within a plus or minus of 1% of current year expenses	X = percentage the EOP balance is over or under the total expenses at the end of the reporting period. X = Expense x 1% EOP balance cannot exceed X	Goal: To achieve a zero balance in all Revolving Fund Accounts. An unacceptable balance at end of period (EOP Balance) is one that is greater than: 1 st Qtr 4% 2 nd Qtr 3% 3 rd Qtr 2% 4 th Qtr 1%
RM02 Military Accounting: Unliquidated Obligations in Canceling Appropriations CERM-F	Liquidation of obligations in Appropriations scheduled to cancel and close at the end of the current fiscal year. Visibility Level: Operating MSCs and Districts SOD: Final monthly PGM-918 report, Status of Approved Program - Management Report, direct and automatic	Total month-end value of unliquidated obligations (ULOs), including uncorrected status/command expenditure report (CER) errors identified in Army Management Structure Code (AMSCO) 996600, in each canceling appropriation.	Month-end values of ULOs in canceling appropriations, positive or negative, separately identified by appropriation and source of funding (direct, automatic, and funded).	<u>GREEN</u> : No ULOs in canceling appropriations <u>AMBER</u> : ULOs in canceling appropriations 1 Oct 99 - 30 Jun 00 <u>RED</u> : ULOs, including negative ULOs, in any canceling appropriation 30 Jun 00 or later No AMBER 3 rd & 4 th Qtr DFAS Regulation 37-1 31 USC 1551-1557

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<i>Manpower & Force Analysis</i>		MANPOWER MANAGEMENT: Constructing utilization plans projecting civilian work years by month throughout the fiscal year and managing civilian actuals on a monthly basis within established tolerances of that plan. Plans, for CMR purposes, are due NLT 15 Sep 99. They will be compared to CCG FTE allocations. There is currently no plan to accept or approve revised plans during the fiscal year.		
RM03 Military and Civil CERM-M	<p>Total actual cumulative manpower FTE utilization evaluated as a % variance from the combined/latest approved Civilian Employment Plan (CEP) and Civil Workyear Utilization Plan (CWUP).</p> <p>SOD: CEP & CWUP – latest HQUSACE approved plans;</p> <p>ACTUAL FTE – Military and Civil FTE report submissions from field activities;</p> <p>AUTHORIZED FTE – latest published manpower portion of the CCG. Division Headquarters, Districts, ERDC, and Separate Offices.</p>	<p>CEPs and CWUPs for a particular month/quarter show projected military and civil-funded FTE utilization.</p> <p>CEFMS Military Funded FTE and OPM 113G reports show FTE actuals.</p>	<p align="center">% Variance = (YTD FTE ACTUALS – FTE PROJECTIONS) / (FTE PROJECTIONS)</p>	<p>Rating Criteria %s:</p> <p><u>GREEN:</u> 1st QTR -3.0 thru +3.5 2nd QTR -2.0 thru +2.5 3rd QTR -1.5 thru +2.0 4th QTR -1.0 thru +2.0</p> <p><u>AMBER:</u> 1stQTR -3.5 thru <-3.0 or >+3.5 thru +4.5 2ndQTR -2.5 thru <-2.0 or >+2.5 thru +3.5 3rdQTR -2.0 thru <-1.5 or >+2.0 thru +2.5 4thQTR -1.5 thru <-1.0 or >+2.0 thru +2.5</p> <p><u>RED:</u> 1st QTR <-3.5 or >+4.5 2nd QTR <-2.5 or >+3.5 3rd QTR <-2.0 or >+2.5 4th QTR <-1.5 or >+2.5</p>

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation Or Law
<i>Business Practices</i>				
<i>Cost of Doing Business Design</i>				
RM04 Military Design Total Labor Multiplier (TLM) Fund Type Groups: All Military (Except HTRW) CERM-P	Military TLM evaluated as a multiple or ratio of total costs associated with each direct labor dollar to the base pay for each direct labor dollar. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Data extracted from columns: 1, 6, 8, and 14 VISIBILITY: MSC / MIL DISTRICTS	A measure of cost efficiency and competitiveness. The TLM expresses, as a multiple, the ratio for each direct labor hour required to recoup the organization’s labor costs, fringes, and overheads (Departmental and G&A). The TLM does not include direct non-labor charges. A high multiple relative to other organizations indicates excessive or non-competitive costs.	The calculation for TLM is as follows: A. Use 1 as the base salary labor hour. Add the effective rate. B. Multiply G&A rate by (A) above. C. Multiply Departmental Overhead by (A) above. D. $TLM = A+B+C$	1999 Design Industry Average is 2.50. Corps target will be adjusted to achieve this decrease by FY 02. Target = 2.53 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the “dust settling” year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR. FY 00-02 CODB Targets may be found in Chapter 2, Section 4.
RM05 Military Design (HTRW) TLM CERM-P	SOD: CODB Military Matrix Report Data extracted from column: 10	See Military TLM above.	See Military TLM above.	1999 Design Industry Average is 2.50. Corps target will be adjusted to achieve this decrease by FY 02. Target = 2.53 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the “dust settling” year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR.

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM06 Military Construction TLM CERM-P	SOD: CODB Military Matrix Report Data extracted from columns: 3, 4, 9, 11, 12, 16 and 17	See Military TLM above.	See Military TLM above.	Target = 2.35 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the “dust settling” year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR.
RM07 Military Real Estate TLM CERM-P	SOD: CODB Military Matrix Report Data extracted from columns: 5, 18, 19 and 20	See Military TLM above.	See Military TLM above.	Target = 2.39 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the “dust settling” year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR.

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<p>RM08 Civil Design Total Labor Multiplier (TLM) CERM-P</p>	<p>Civil design TLM evaluated as a multiple or ratio of total costs associated with each direct labor dollar to the base pay for each direct labor dollar. SOD: Cost of Doing Business (CODB) Civil Matrix Report (CEFMS) Data extracted from columns: 3, 4, 19 and 22 Operating MSCs and Districts</p>	<p>A measure of cost efficiency and competitiveness. The TLM expresses as a multiple the ratio for each direct labor hour required to recoup the organization's labor costs, fringes, and overheads (departmental and G&A). TLM does not include direct non-labor charges. A high multiple relative to other organizations indicates excessive or non-competitive costs.</p> <p>SMALLER DISTRICTS: Direct labor base \leq\$10 million</p> <p>MIDDLE DISTRICTS: Direct labor base $>$\$10 and $<$\$26 million</p> <p>LARGER DISTRICTS: Direct labor base \geq 26 million</p>	<p>The calculation for TLM is as follows:</p> <p>A. Use 1 as the base salary labor hour. Add the effective rate.</p> <p>B. Multiply G&A rate by (A) above.</p> <p>C. Multiply departmental overhead by (A) above</p> <p>D. TLM = A+B+C</p>	<p>1999 Design Industry Average is 2.50. Corps target will be adjusted to achieve this decrease by FY 02.</p> <p>SMALLER DISTRICTS: TARGET is 2.58 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the "dust settling" year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR.</p> <p>MIDDLE DISTRICTS: TARGET is 2.55 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the "dust settling" year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR.</p> <p>LARGER DISTRICTS: TARGET is 2.54 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the "dust settling" year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR.</p> <p>FY 00-02 CODB Targets may be found in Chapter 2, Section 4.</p>

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM09 Civil Planning TLM CERM-P	SOD: CODB Civil Matrix Report Data extracted from columns: 1 and 2	See Civil TLM above.	See Civil TLM above.	TARGET is 2.58 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the “dust settling” year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR.
RM10 Civil Construction TLM (Except HTRW) CERM-P	SOD: CODB Civil Matrix Report Data extracted from column: 8	See Civil TLM above.	See Civil TLM above.	TARGET is 2.47 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the “dust settling” year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR.
RM11 Civil Operations & Maintenance TLM CERM-P	SOD: CODB Civil Matrix Report Data extracted from columns: 11, 12, 13, 14, 15, and 16	See Civil TLM above.	See Civil TLM above.	TARGET is 2.30 No district will be evaluated against TLM targets in FY 00. This FY will be treated as the “dust settling” year as a result of the three new accounting policy changes. TLM rates will be monitored and published in the FY 00 CMR.

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<p>RM12 Chargeability For Military Design</p> <p>CERM-P</p>	<p>Labor charged directly to projects evaluated as a proportion of all labor costs.</p> <p>SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Data extracted from columns: 1, 6, 8 and 14</p> <p>Operating MSCs and Districts</p>	<p>LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning engineering and design costs. (Excluding environmental)</p>	<p>CHARGEABILITY = <u>Direct labor costs</u> (Direct labor+indirect labor+absence amount)</p> <p>NOTE: A low chargeability indicates an inefficient distribution of direct and indirect labor-too much labor is indirectly charged or workload is not sufficient to support current workforce. An excessive rate could imply there may not be sufficient administrative staff to perform mission or we are overcharging our customers for administrative tasks.</p>	<p>TARGET: 60%</p> <p><u>GREEN</u>: 58-64% ($\leq 3\%$ below target or $< 7\%$ above target)</p> <p><u>AMBER</u>: 57%, 65-67% ($>3\%$ below target and $<7\%$ below target or $\geq 7\%$ above target and $<12\%$ above the target)</p> <p><u>RED</u>: $\leq 56\%$ or $\geq 68\%$ ($\geq 5\%$ below target or $\geq 12\%$ above the target).</p>
<p>RM13 Chargeability for Civil Design</p> <p>CERM-P</p>	<p>Labor charged directly to projects evaluated as a proportion of all labor costs.</p> <p>SOD: CODB Civil Matrix Report (CEFMS) Data extracted from columns: 3, 4, 18 and 21</p> <p>Operating MSCs and Districts</p>	<p>LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning engineering and design costs. (Excluding environmental)</p>		<p>TARGET: 60%</p> <p><u>GREEN</u>: 58-64% ($\leq 3\%$ below target or $> 7\%$ above target)</p> <p><u>AMBER</u>: 57%, 65-67% ($>3\%$ below target and $<7\%$ below target or $\geq 7\%$ above target and $< 12\%$ above the target)</p> <p><u>RED</u>: $\leq 56\%$ or $\geq 68\%$ ($\geq 5\%$ below target or $\geq 12\%$ above target).</p>

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<i>Cost of Doing Business General & Administrative Overhead</i>				
<p>RM14 Military General And Administrative (G&A) Overhead</p> <p>CERM-P</p>	<p>G&A overhead evaluated as a percentage of base salary dollars and fringe benefits. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Operating MSCs and Districts</p>	<p>Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload.</p> <p>SMALLER DISTRICTS: Direct labor base ≤ \$12 million</p> <p>LARGER DISTRICTS: Direct labor base >\$12 million</p>	<p align="center">G&A PERCENTAGE= <u>(G&A Costs Charged Military Workload)</u> Base salary dollars + fringe benefits</p> <p>NOTE: Efficiency of indirect costs for general and administrative activities. If this percentage is too high, indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.</p>	<p>CONUS: SMALLER DISTRICT: Target: 28% GREEN: ≤ 28-30% (≤ target and <10% over the target) AMBER: 31-34% (≥ 10% over the target and <20% over the target) RED: ≥ 35% (≥ 20% over the target) LARGER DISTRICT: Target: 26% GREEN: ≤ 26-28% (≤ target and <10% over the target) AMBER: 29-30% (≥ 10% over the target and <20% over the target) RED: ≥ 31% (≥ 20% over the target)</p> <p>OCONUS: SMALLER DISTRICT: Target: 38% GREEN: ≤ 38-40% (≤ target and <10% over the target) AMBER: 41-44% (≥ 10% over the target and <20% over the target) RED: ≥ 45% (≥ 20% over the target) LARGER DISTRICT: Target: 30% GREEN: ≤ 30-32% (≤ target and <10% over the target) AMBER: 33-35% (≥ 10% over the target and <20% over the target) RED: ≥ 36% (≥ 20% over the target)</p>

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<p>RM15 Civil Works General and Administrative (G&A) Overhead</p> <p>CERM-P</p>	<p>Indirect costs evaluated as a percentage of based salary dollars and fringe benefits.</p> <p>SOD: CODB Civil Matrix Report (CEFMS) Operating MSCs and Districts</p>	<p>Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload.</p> <p>SMALLER DISTRICTS: Direct labor base ≤\$10 million</p> <p>MIDDLE DISTRICTS: Direct labor base >\$10 and <\$26million</p> <p>LARGER DISTRICTS: Direct labor base ≥ 26 million</p>	<p align="center">G&A =</p> <p align="center">$\frac{\text{(G\&A Costs Charged Civil Workload)}}{\text{Base salary dollars + fringe benefits}}$</p> <p>NOTE: If this percentage is too high indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.</p>	<p>CONUS: SMALLER DISTRICT: Target: 35% GREEN: ≤ 35-38% (≤ target and <10% over the target) AMBER: 39-41% (≥ 10% over the target and < 20% over the target) RED: ≥ 42% (≥ 20% over the target)</p> <p>MIDDLE DISTRICT: Target: 30% GREEN: ≤ 30-32% (≤ target and <10% over the target) AMBER: 33-35% (≥ 10% over the target and < 20% over the target) RED: ≥ 36% (≥ 20% over the target)</p> <p>LARGER DISTRICT: Target: 25% GREEN: ≤ 25-27% (≤ target and <10% over the target) AMBER: 28-29% (≥ 10% over the target and < 20% over the target) RED: ≥ 30% (≥ 20% over the target)</p> <p>OCONUS: SMALLER DISTRICT: Target: 35% GREEN: ≤ 35-38% (≤ target and <10% over the target) AMBER: 39-41% (≥ 10% over the target and < 20% over the target) RED: ≥ 42% (≥ 20% over the target)</p>

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
S&A				
RM16/RM17 Supervision and Administration (MILCON) and (O&M) Fund Type Groups: All Military CERM-P	Management of S&A costs evaluated by rates based on actual placement. Expenses and income, MILCON and O&M rates are established by MSC & Suballocated to Districts. SOD: SA95 Report (CEFMS) Visibility: Military and Environmental Districts	MILCON (RM16) and O&M (RM17) actual placement and expenses are totalled for the current fiscal year. Actual S&A rates are equal to actual expenses divided by actual placement. <u>Significant variations</u> from S&A targets are defined as deviation which exceed the following: MILCON plus or minus 0.3 percent, O&M plus or minus 0.4 percent, and DERP plus or minus 0.6 percent. <u>Acceptable variations</u> are variations that are not significant.	The S&A rate is equal to the expenses divided by the placement for the current year.	<u>GREEN:</u> Actual S&A rates are within the acceptable variation of the S&A target (year-end) or monthly schedule. <u>AMBER:</u> Actual S&A rates are within 1% of the S&A target (year-end) or monthly schedule. <u>RED:</u> Actual S&A rates are over or under the S&A target (year-end) or monthly schedule by more than 1%. ER 415-1-16
RM18 S&A Gains And Losses CERM-P	Solvency of the RF S&A accounts are impacted by the gains and losses generated by each MSC. SOD: SA95 Report (CEFMS) 3021 Report (RF Results of Operations) (CEFMS)	Actual gain (losses) are equal to income minus expense. Scheduled income is calculated by multiplying scheduled placement times applicable flat rate. <u>Significant variations</u> also include a fluctuation in either income or expenses that will cause the MSC to exhaust it's "checking" account at year-end.	$\text{Current FY Gains or Losses} = \text{Current FY Income} - \text{Current FY Expenses}$	<u>GREEN:</u> Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount equal to or less than the acceptable variation. <u>AMBER:</u> Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount equal to or less than 1% (times placement). <u>RED:</u> Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount greater than 1% (times placement) or exhaust the MSC "checking" account.
RM19 S&A Leakage CERM-P	Collection of all earned income is required. SOD: SA95 Report (CEFMS) Total OLI Leakage	S&A MILCON and OMA Leakage: Difference between expected and actual income.	$\text{Leakage} = \text{Expected Income} - \text{Actual Income}$ (Expected Income = Placement x S&A Rate)	<u>GREEN:</u> Leakage ≤ \$25K per district <u>AMBER:</u> > \$25K thru \$100K per district <u>RED:</u> Greater than \$100K per district "Overall division rating is based on average district performance (total leakage divided by number of military districts)."

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<i>Budget & Programs</i>				
RM20 Budget Execution: Direct OMA CERM-B	Current Year Obligations Incurred Visibility: MSCs and Direct OMA- Funded FOA SOD: PGM 918 and FADs Issued via PBAS	Reflects obligational progress in accordance with planned progress by FY quarter (cumulative).	Actual obligations incurred by end of quarter (cumulative), divided by total allotment issued by end of quarter (cumulative)	<u>GREEN</u> : ≥ 95% <u>AMBER</u> : 85 thru 94% <u>RED</u> : < 85%

DIRECTORATE OF HUMAN RESOURCES

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p align="center">HR01 Organization Structure CEHR-E</p>	<p>Supervisory ratio is evaluated against the FY 00 USACE Goal of 1:10</p> <p>SOD: DCPDS VISIBILITY: Districts</p>	<p>Ratio of supervision to non-supervisors</p>	<p>Ratio = 1 Supervisor : Number of non-supervisors divided by number of supervisors</p>	<p>Rating Criteria:</p> <p><u>GREEN</u>: Ratio =>1:10. <u>AMBER</u>: Ratio =>1:9.3 <1:10. <u>RED</u>: Ratio < 1:9.3</p>
<p align="center">HR02 Staffing</p> <p align="center">CEHR-E</p>	<p>High grade trend is evaluated by comparing GS-14/15 military-funded SES ceiling with actual levels.</p> <p>SOD: DCPDS VISIBILITY: MSCs</p>	<p>A comparison of MSC high grade strength with HQUSACE ceilings for civil and military funded positions.</p>	<p>High grade ceiling vs high grade actual strength, calculated separately for civil funded positions and for military funded positions.</p>	<p>First, Second, and Third Quarters:</p> <p><u>GREEN</u>: At or below allocation <u>AMBER</u>: Not more than 5% over allocation. <u>RED</u>: More than 5% over .</p> <p>Fourth Quarter:</p> <p><u>GREEN</u>: At or below allocation. <u>RED</u>: Over allocation.</p>

EQUAL EMPLOYMENT OPPORTUNITY

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<i>AFFIRMATION ACTION PROGRESS</i>				
EEO01 Affirmative Action Progress GS 13-15	Affirmative action progress toward ultimate workforce diversity goals for grades GS/GM13-15 of districts, divisions, headquarters, laboratories, and other separate reporting units evaluated by change in percentage representation of under represented groups. SOD: ACPERS	This indicator measures organizations= progress toward parity in representation of minorities and women in grades GS/GM 13-15.	For each underrepresented group in each occupational category, grades 13-15, subtract percentage representation as of beginning of Fiscal Year from percentage representation as of end of quarters. Add all increases and decreases to yield total net change.	Rating Criteria: <u>GREEN</u> : Total net change>0.0 <u>AMBER</u> : Total net change= 0.0 <u>RED</u> : Total net Change<0.0
<i>EEO CASE RESOLUTION</i>				
EEO02 Informal Case Resolution	Cases resolved at informal stage (do not result in formal complaints) evaluated against the Army-wide average (67% of all cases being resolved at the informal stage). SOD: Quarterly Report	This indicator measures organizations= resolution of EEO cases at the lowest level, where the commander has the most authority and discretion, and where costs and disruptions to the mission are minimized.	Divide informal cases resolved by total informal cases. Multiply quotient by 100.	Rating Criteria: <u>GREEN</u> : 67% or more resolved Informally. <u>AMBER</u> : 55-66% <u>RED</u> : 54% or less

DIRECTORATE OF INFORMATION MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p align="center">IM01</p> <p>Plan for the Future, not Current, Use of IT</p> <p align="center">CEIM-ZB</p>	<p>To ensure the Corps has tested its information technology infrastructure components and automated information systems for Year 2000 (Y2K) compliance and has corrected or replaced non-compliant items</p> <p>Visibility: HQ, MSCs, Districts, Labs, FOAs</p> <p>SOD: Monthly Reports submitted by USACE Commanders</p>	<p>This measurement will determine the Corps progress towards achieving Y2K compliance for categories: Information Systems/Technology, Mission Infrastructure, and Intelligent Buildings (Corps owned).</p> <p>Note: The Y2K indicator will be carried through the end of the 1st QTR, 31 Dec 99, and reported in the January 2000 CMR. If Y2K issues remain beyond the 1st QTR, then reporting will be accomplished, as required, through HQUSACE CECS-O under Operations Order 99-002 (Warp Speed-Y2K).</p>	<p>Percentage compliant by MSC, Center, Lab and FOA for each category</p>	<p>Goal: To ensure Y2K compliance by end of calendar year 1999 IAW Army guidance</p> <p>GREEN: 100% goal achieved AMBER: 70% - 99% RED: Less than 70%</p> <p>For each category</p>

INDEX

CONTINUE

DIRECTORATE OF LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD01</p> <p>Personal Property Annual Inventory</p> <p>CELD-MS</p>	<p>Annual/cyclic inventory of nonexpendable personal property evaluated by % of items inventoried.</p> <p>Data captured from barcode scanners and reconciled electronically</p> <p>will update command charts</p> <p>SOD: MSCs (APPMS) MSC, DIST, FOAs, Labs</p>	<p>% of item inventoried is equal to</p> <p><u>(# items inventoried (365 days) by scanner)</u> (# items recorded on Property Book)</p>	<p>X 100</p>	<p>Rating Criteria:</p> <p>GREEN: 100%</p> <p>YELLOW: 95-99%</p> <p>RED: 94% and below</p> <p><i>Note: This is based on the Army/USACE Goal of 100% with the Army management Level set at 95%</i></p>

DIRECTORATE OF LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p align="center">LD02</p> <p>Motor Vehicle Management</p> <p align="center">CELD-T</p>	<p>Utilization rate evaluated by: Number of miles driven</p>	<p>Average mileage per vehicle driven for the quarter = total number of miles driven for the quarter divided by the average number of vehicles on hand.</p> <p>Projected miles driven for the quarter per vehicle = 2500 miles.</p> <p>Utilization Rate = average mileage per vehicle driven for the quarter divided by the projected miles driven per vehicle. (Rate reported will not exceed 100%)</p> <p>Special purpose vehicles will be reported under indicator LD07, Property Usage Standards.</p> <p>For Special Purpose Vehicles refer to indicator LD07.</p>		<p>Rating Criteria:</p> <p>GREEN: $\geq 85\%$</p> <p>RED: $< 85\%$</p>
<p align="center">LD03</p> <p>Vehicle Cost Per Mile</p> <p align="center">CELD-T</p>	<p>Cost Per Mile (CPM) is the operating cost spent per mile for each vehicle in the fleet for the quarter.</p>	<p>Cost Per Mile = total operating cost divided by total miles driven for the quarter. (CPM is compared against Large Military Fleet averages published in GSA's Federal Motor Vehicle Fleet Report</p>		<p>GREEN: Meeting or less than Military CPM</p> <p>RED: Greater than Military CPM</p>

DIRECTORATE OF LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD04</p> <p>Real Property Management Program – Current</p> <p>CELD-ZE</p>	<p>Current Adjusted Administrative space, owned and leased, evaluated by net sq ft/allocation</p> <p>SOD: MSCs (annual real property utilization survey)</p> <p>MSC, DIST, FOAs, Labs</p>	<p><i>ADMIN SPACE UTILIZATION</i> = $\frac{\text{TOTAL NET ADMIN SPACE}}{\text{TOTAL FACILITY ALLOCATION}}$</p> <p>CURRENT ADJUSTED</p> <p>*Omits SF for waivers and space on military installations</p>		<p>Rating Criteria:</p> <p>GREEN: ≤ 162 NSF/ALLOC</p> <p>AMBER: >162 & ≤ 178 NSF/ALLOC</p> <p>RED: > 178 NSF/ALLOC</p>
<p>LD05</p> <p>Real Property Mgmt Program Plan</p> <p>CELD-ZE</p>	<p>Plan - Administrative space, owned & leased, evaluated by space reduction according to plan:</p> <p>SOD: MSCs (Annual Real Property Utilization Survey)</p> <p>Dists, FOAs, Labs</p>	<p>Administrative Space Utilization Plan is the USACE approved field command plan to reduce excess space by meeting major milestones and reaching target utilization rate (162) by plan completion date.</p>		<p>Rating Criteria:</p> <p>Green: Approved plan meeting milestones</p> <p>Amber: Approved plan but slipping milestones with remedial plan being developed.</p> <p>Red: No Plan in place; or plan milestones slippage with no remedial action plan submitted.</p>

DIRECTORATE OF LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD06 Inventory Assets CELD-MS</p>	<p>Calculation of Retention Level is evaluated by meeting minimum stockage criteria for a specified Essentiality Code.</p> <p>Calculation of Request Receipt Time criteria is evaluated by reviewing the stockage criteria for a specified time period.</p> <p>Inventory holding for Revolving Fund calculations is evaluated by reviewing items in hold status against total number of items held in inventory.</p>	<p align="center">RETENTION LEVEL % =</p> <p>Number EC items other than "A" < 3 demands 1 year (_____) X 100</p> <p align="center">total number EC items other than "A"</p> <p align="center">REQUEST /RECEIPT TIME % =</p> <p>Number items received > 10 days from order date (_____) X 100</p> <p align="center">total number inventory items</p> <p align="center">INVENTORY HOLDING % = (REVOLVING FUND ONLY)</p> <p>Balance, end of period; CEFMS report screen #3.49S, Whse Operating Account Summary (_____) X 100</p> <p align="center">total number inventory items</p>	<p align="center">Calculation (s)</p>	<p>Rating Criteria: GREEN: ≤ 5% of total inventory</p> <p>RED: > 5% of total inventory</p> <p>GREEN: > 10 days for ≤ 10% of total inventory</p> <p>RED: < 10 days for > 10% of total inventory</p> <p>GREEN: Revolving Fund inventory ≤ 5% of total inventory</p> <p>RED: Revolving Fund inventory > 5% of total inventory</p> <p>Regulations: ER 700-1-1 & AR 710-2-2</p>

DIRECTORATE OF LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p align="center">LD07 Property Usage Standards CELD-MS</p>	<p>Quarterly calculation of personal property usage evaluated by: (a) Meeting minimum standard in days, and/or (b) Meeting minimum standard in percentage of use. Visibility Level - Data gathered by property book and maintenance officers.</p> <p>SOD: MSCs, Dists, FOAs and Labs</p>	<p>a. Floating plant property, and all capitalized property not specifically listed in, or similar to, any of the property categories in Table 1-5, EP 750-1-1, will have standard of 45 days minimum quarterly use.</p> <p>b. For all other items (includes special purpose equipment) requiring usage reporting, compute quarterly use percentage with operational days as basis. Multiply number of days operated per year by 100, and divide product by number of operational days in the quarter. Compare % to that in Table 1-5.</p> <p>Reporting Periods:</p> <p>1st Qtr: 1 Oct – 31 Dec – 92 possible days 2nd Qtr: 1 Jan – 31 Mar – 91 possible days 3rd Qtr: 1 Apr – 30 Jun – 91 possible days 4th Qtr: 1 Jul – 30 Sep – 92 possible days</p>		<p>GREEN: $\geq 85\%$</p> <p>AMBER: 75-84%</p> <p>RED: 74% and below.</p> <p>Regulations: ER 700-1-1 and ER 750-1-1.</p>

DIRECTORATE OF LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD08 Equipment Operational (Availability) Rate CELD-MS</p>	<p>Equipment operational rates evaluated by percent of days equipment is available for use. SOD: MSC's Operational and Maintenance Records.</p>	<p>An operational rate is another indicator to diagnose the performance level of an equipment management program. USACE has set operational criteria or a goal for command activities to strive for or surpass.</p> <p>Operational Rate:</p> <p><u>Available Days</u> Possible Days X 100</p> <p>Example: 82/91 = .901 X 100 = 90.1 (Green)</p>		<p>Green: 85% or higher</p> <p>Amber: 75 – 84%</p> <p>Red: 74% or less</p> <p>ER 750-1-1</p>

DIRECTORATE OF LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD09 Equipmant Maintenance Cost (Parts & Labor) CELD-MS</p>	<p>Cost of maintenance evaluated by percent of funds applied among five maintenance categories.</p> <p>SOD: MSCs (Maintenance Cost Records), DIST, FOSs, LABS</p>	<p>Life cycle costing techniques can serve as an indicator to the effectiveness of the equipment management program. A goal of a good program would be to provide historical maintenance cost records associated with personal property usage. Industry experience has shown that certain ratios and percentages of total maintenance expenditures by category can send management clues where the program needs improvement. This type of information will allow managers to make informed decisions.</p>	<p><u>Preventive Maintenance Cost</u> Total Maintenance Budget X 100</p> <p><u>Predictive Maintenance Cost</u> Total Maintenance Budget X 100</p> <p><u>Repair Maintenance Cost</u> Total Maintenance Budget X100</p> <p><u>Rebuild Maintenance Cost</u> Total Maintenance Budget X 100</p> <p><u>Modification Maintenance</u> Total Maintenance Budget X 100</p>	<p>Preventive Maint: Green: 30-35% Amber: 25-29% Red: 24% or less</p> <p>Predictive Maint: Green: 10-15% Amber: 5-9% Red: 4% or less</p> <p>Repair Maint: Green: 15-20% Amber: 21-25% Red: 26% or more</p> <p>Rebuild Maint: Green: 15-20% Amber: 21-25% Red: 26% or more</p> <p>Modification Maint: Green: 5-10% Amber: 11-15% Red: 16% or more</p>

DIRECTORATE OF LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD10 Equipment Maintenance Backlog CELD-MS</p>	<p>Equipment maintenance backlog rate is evaluated by percent of outstanding work orders against hours planned to accomplish work.</p> <p>SOD: MSCs (Maintenance Cost & Repair Records), DIST, FOAs, LABS</p>	<p>The level of performance effectiveness and efficiency of an equipment management program can be determined by monitoring the scheduled or unshceduled maintenance actions that are incomplete at the end of the quarter.</p> <p><u>Maintenance Hours Incomplete</u></p>	<p>Maintenance Hours Planned X 100</p> <p>Example: 255/2100 = 0.1214 X 100 = 12.14% (Green)</p>	<p>Green: 15% or less Amber: 16-20% Red: 21% or higher</p>

DIRECTORATE OF LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD11 Report of Survey Management Information CELD-MS</p>	<p>Summery data is complied and provided for Command Management Information</p> <p>Data collected provided to MSCs, Districts,FOAs, and the Laboratory</p> <p>SOD:Report of Survey Register for MSCs, Dist, FOAs, and Laboratory</p>	<p>Report of Survey Information:</p> <p>Lost items. #of ROS Documents processed = the number of documents to which a ROS number was assigned during the Reporting Quarter. #of ROS line items = the number of items on each document listed above. Total Value of all ROS = Value as listed on the documents listed above. Total Value Assessed to Individual = the amount of money withheld from an individuals pay if required to reimburse the government for the loss. Total loss to the Government = the Difference of <i>total value all</i> minus the <i>total value assessed to individual</i>.</p> <p>Damaged Items # of ROS Documents processed = the number of documents to which a ROS number was assigned during the Reporting Quarter. #of ROS line items = the number of items on each document listed above. Total Value of all ROS = Value as listed on the documents listed above. Total Value Assessed to Individual = the amount of money withheld from an individuals pay if required to reimburse the government for damaged items. Total loss to the Government = the Difference of <i>total value all</i> minus the <i>total value assessed to individual</i>.</p>		<p>No Rating Information – for management purposes only</p>

SAFETY OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<i>Performance</i>				
SO01/SO02 Accident Prevention	Civilian Team Member Lost Time Incidents evaluated as rate. SOD: Lost time cases: DOL, OWCP-New Case create reports. EXPOSURE: HQUSACE (CERM-U) via MSC, Districts and Lab Feeder Report	Rate reflects number of lost time injuries/illnesses per 200,000 worker hours (200,000 worker hours equals 100 worker years).	# of lost time cases multiplied by 200,000; that result divided by worker hours of exposure. Time period covered is prior 12 months.	Rating Criteria: <u>GREEN</u> : At or below 1.55 <u>AMBER</u> : Between 1.55 and 2.31 <u>RED</u> : At or above 2.31 (These are FY 99 Objectives. FY 00 Objectives to be issued early in FY 00.)
	Contractor Lost Workdays evaluated as a rate. SOD: MSC and Lab Feeder Reports Divisions, Districts and Labs	Rate reflects number of lost workday injuries/illnesses per 200,000 worker hours (200,000 contractor worker hours equals 100 worker years).	# of lost workday cases multiplied by 200,000; that result divided by worker hours of exposure. Time period covered is prior 12 months.	Rating Criteria: <u>GREEN</u> : At or below 0.84 <u>AMBER</u> : Between 0.84 and 1.95 <u>RED</u> : At or above 1.95 (These are FY 99 Objectives. FY 00 Objectives to be issued early in FY 00.)

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p align="center">Small Business (SB) SB01</p>	<p>Contracts awarded to small businesses evaluated by the dollars obligated as a percentage of total contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS</p>	<p>The term small business includes small disadvantaged business, women-owned small business and section 8(a) businesses, but does not include historically black colleges and universities/minority institutions. The size of a firm, as a small business, is defined by industry size standards.</p>	$\frac{\$ \text{ Small Business Obligations}}{\$ \text{ Total US Business Obligations}}$	<p>Rating Criteria: USACE Goal 38.3% Statutory goal 23% <u>GREEN:</u> met or exceeded USACE goal <u>AMBER:</u> met statutory goal not USACE goal <u>RED:</u> statutory goal not met P.L. 100-656 SEC 502 & 503, P.L. 105-135</p>
<p align="center">Small Business Set Aside (SBSA) SB02</p>	<p>Contracts awarded through set aside to small businesses evaluated by the dollars obligated as a percentage of total contract obligations. VISIBILITY: MSCs, Labs, & FOAs SOD: SAACONS</p>	<p>A Set aside for small business (as previously defined) is the reserving of an acquisition exclusively for participation by small business concerns.</p>	$\frac{\$ \text{ Small Business Set-Aside Obligations}}{\$ \text{ Total US Business Obligations}}$	<p>Rating Criteria: USACE Goal 11% <u>GREEN:</u> met or exceeded goal <u>RED:</u> not meeting goal P.L. 85-536</p>

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>Small Disadvantaged Business (SDB) SB03</p>	<p>Contracts awarded to small disadvantaged businesses evaluated by the dollars obligated as a percentage of total contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS</p>	<p>A small disadvantaged business is a small business concern, including mass media, is at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged, the majority of the earnings directly accrue to such individuals, and whose management and daily business operations are controlled by one or more such individuals. This term also means a small business concern that is at least 51 percent unconditionally owned by an economically disadvantaged Indian tribe or native Hawaiian organization. Small disadvantaged business is a subset of small business. Goals and performance includes awards to section 8(a) business firms.</p>	<p>$\frac{\\$ \text{ Small Disadvantaged Business Obligations}}{\\$ \text{ Total US Business Obligations}}$</p>	<p>Rating Criteria: USACE goal 10.5% Statutory goal 5% <u>GREEN</u>: met or exceeded USACE goal <u>AMBER</u>: met statutory goal not USACE goal <u>RED</u>: statutory goal not met P.L. 100-656 SEC 502</p>

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
8(A) Awards [8(A)] SB04	Contracts awarded to 8(a) business firms evaluated by the dollars obligated as a percentage of total contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	The 8(a) program is named for section 8(a) of the small business act from which it gets its authority. An 8(a) business firm is a small disadvantaged business, who is accepted by the small business administration.	$\frac{\$ 8(a) \text{ Business Obligations}}{\$ \text{ Total US Business Obligations}}$	Rating Criteria: USACE Goal 3.5% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 95-507
Women-owned Small Business (WOB) SB05	Contracts awarded to women-owned businesses evaluated by the dollars obligated as a percentage of total contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	A women-owned business is a small business that is at least 51 percent owned, controlled and operated by a woman or women who is(are) a U. S. Citizen(s). A woman-owned business is also included in small business contract obligations. For the purpose of superfund only, women-owned businesses are counted as SDB against the 8% goal.	$\frac{\$ \text{ Women-owned Small Business Obligations}}{\$ \text{ Total US Business Obligations}}$	Rating Criteria: USACE Goal 5% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 103-355

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Historically Black Colleges and Universities/ Minority Institutions (HBCU/MI) SB06	Contracts awarded to HBCU/MI evaluated by the dollars obligated as a percentage of total higher education institution obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Historically black colleges and universities means institutions determined by the secretary of education to meet the requirements of 34 CFR Section 608.2. Minority institutions means institutions meeting the requirements of para (3)(4) and (5) of Section 312(b) of the Higher Education Act of 1965 (20 U.S.C. 1058).	$\frac{\$ \text{ Total HBCU/MI Obligations}}{\$ \text{ Total Education (HEI) Obligations}}$	Rating Criteria: USACE goal 10% Statutory goal 5% <u>GREEN</u> : met or exceeded USACE goal <u>AMBER</u> : met statutory goal not USACE goal <u>RED</u> : not meeting goal P.L. 100-180
Small Business Research and Development (SB R&D) SB07	Contracts awarded to small business evaluated by the dollars obligated as a percentage of total research and development obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Research and development ordinarily covers basic research, exploratory development, advance development, demonstration/validation, engineering and manufacturing development, and operational system development.	$\frac{\$ \text{ Total SB R\&D Obligations}}{\$ \text{ Total R\&D Obligations}}$	Rating Criteria: USACE goal 40% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 97-219

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Environmental Restoration Contracts (HTRW) SB08	Prime contracts obligated plus subcontract dollars awarded to SDBs as reported by prime contractors on SF 294s evaluated as percentage of total environmental restoration contracts obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS AND SF 294s	Procurements to support activities for the evaluation and cleanup of a contaminated environment. Includes preliminary assessments, site investigations, remedial investigations, risk assessments, feasibility studies, decision documents, designs, interim actions, remedial actions, short-term operation and maintenance, and any other actions at hazardous, toxic, and radioactive waste sites.	$\frac{\$ \text{ SDB (Prime Obligation Plus Sub Awards)}}{\$ \text{ Total Environmental Restoration Obligations}}$	Rating Criteria: USACE goal 8% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 99-499
Small Business Subcontracts (SBSUB) SB09	Subcontracts awarded to small businesses evaluated as percentage of total dollars awarded by large business VISIBILITY: MSCs, Labs & FOAs SOD: SF 294s	Small Business (SB) as previously defined.	$\frac{\$ \text{ Total SB Subcontracts Awarded}}{\$ \text{ Total Subcontracts Awarded}}$	Rating Criteria: USACE goal 61.4% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 95-507

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Small Disadvantaged Business Subcontracts (SDBSUB) SB10	Subcontracts awarded to small disadvantaged businesses evaluated as percentage of total dollars awarded by large business VISIBILITY: MSCs, Labs & FOAs SOD: SF 294s	Small Disadvantaged Business (SDB) as previously defined.	$\frac{\$ \text{ Total SDB Subcontracts Awarded}}{\$ \text{ Total Subcontracts Awarded}}$	Rating Criteria: USACE goal 9.1% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 95-507
Women-owned Small Business Subcontracts (WOSBSUB) SB11	Subcontracts awarded to women-owned small businesses evaluated as percentage of total dollars awarded by large business VISIBILITY: MSCs, Labs & FOAs SOD: SF 294s	Women-owned small business (WOB) as previously defined.	$\frac{\$ \text{ Total WOB Subcontracts Awarded}}{\$ \text{ Total Subcontracts Awarded}}$	Rating Criteria: USACE Goal 5% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 103-355
Subcontract Reporting (SUBRPT) SB12	Number of correct summary subcontract reports (SF 295) evaluated as percentage of number of reports required from all contractors	Summary subcontract reports (SF 295) are required under construction contracts exceeding \$1 million, and supply/service contracts exceeding \$500 thousand.	$\frac{\text{Number of Correct Reports Received}}{\text{Number of Reports Required from All Contractors}}$	Rating Criteria: USACE goal 100% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 95-507

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
	VISIBILITY: MSCs, Labs & FOAs SOD: SF 295s			
Designated Industry Groups (DIGS) Construction SB13	Construction contracts awarded to small business evaluated by the dollars obligated as a percentage of total construction contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Component of the small business competitiveness program that tested unrestricted competition in four designated industry groups (DIGS). Construction (excluding dredging) was one of the four industrial categories selected.	$\frac{\$ \text{ Total SB Construction Obligations}}{\$ \text{ Total Construction Obligations}}$	Rating Criteria: USACE goal 40% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 100-656 & P.L. 105-135
Designated Industry Groups (DIGS) A-E SB14	A-E contracts awarded to small business evaluated by the dollar obligated as a percentage of total A-E contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Component of the small business competitiveness program that tested unrestricted competition in four designated industry groups (DIGS). Architectural and engineering services (including surveying and mapping) was one of the four industrial categories selected.	$\frac{\$ \text{ Total SB A-E Obligations}}{\$ \text{ Total A-E Obligations}}$	Rating Criteria: USACE goal 35% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 100-656 & P.L. 102-366, P.L. 105-135

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Targeted Industry Categories (TICS) SB15	Contracts awarded to small businesses evaluated by the dollars obligated as a percentage of total contract obligations in specific TIC VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Targeted industry categories are 10 industry categories selected by the agency which have historically demonstrated low rates of small business participation. USACE has two TICS (turbine/generators and search and navigation equipment).	$\frac{\$ \text{ Total Small Business in Specific TIC Obligations}}{\$ \text{ Total Specific TIC Obligations}}$	Rating Criteria: USACE goal 10% <u>GREEN</u> : met or exceeded Goal <u>RED</u> : Not meeting goal P.L. 101-656 & P.L. 102-366, P.L. 105-135
Dredging Small Business SB16	Contract awards to small businesses evaluated as a percentage of total dredging contract awards (excluding hopper and dustpan dredges). VISIBILITY: MSCs SOD: SAACONS	Small Business (SB) as previously defined.	$\frac{\$ \text{ Total Small Business (Dredging) Contract Obligations}}{\$ \text{ Total Dredging Contract Obligations}}$	Rating Criteria: USACE goal 20% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 100-656 & P.L. 102-366, P.L. 105-135
Emerging Small Business (ESB) SB17	Contract awards to emerging small business evaluated as a percentage of total dredging contract awards VISIBILITY: MSCs SOD: SAACONS	Emerging small business is a small business concern whose size is no greater than 50 percent of the numerical size standard applicable to the standard industrial classification code assigned to a contracting opportunity.	$\frac{\$ \text{ Total ESB (Dredging) Contract Obligations}}{\$ \text{ Total Dredging Contract Obligations}}$	Rating Criteria: USACE goal 5% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 100-656 & P.L. 102-366, P.L. 105-135

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
HUBZone Set Aside (HUBZ SA) SB18	Contracts awarded through HUBZone set aside to small businesses evaluated by the dollars obligated as a percentage of total contract obligations.	A “set aside” for HUBZone small business (as previously defined) is the reserving of an acquisition exclusively for participation by HUBZone small business concerns.	$\frac{\$ \text{ HUBZone Small Business Set-Aside Obligations}}{\$ \text{ Total US Business Obligations}}$	Rating Criteria: USACE Goal 1.5% <u>GREEN</u> : met or exceeded USACE goal <u>AMBER</u> : achieved 85% of USACE goal <u>RED</u> : achieved below 85% of USACE goal P.L. 105-135

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
1. Professionalism	All District Level Semi Annual Data- Call			
CEPR-O	a. Certified Level III Acquisition Supervisors/Managers Rate	All 1100 series Acquisition Workforce members level III certified supervisors and managers GS-12 or above.	<u>Acquisition Workforce Level III Certified</u> = Number of all supervisors/managers Level III Certified (GS-12 or above) <u>divided</u> by total number of all GS 12 or above, 1100 series supervisors/managers in the command <u>times</u> 100%.	<u>Green:</u> ≥90% <u>Amber:</u> >69-<90% <u>Red:</u> ≤69%
CEPR-O	b. Certified Level II Acquisition Personnel Rate	All 1100 series Acquisition Workforce members level II certified personnel GS-9 thru GS-12.	<u>Acquisition Workforce Level II Certified</u> = (Number of all Level II Certified GS-9 thru GS-12 <u>divided</u> by total number of all GS-9 thru GS-12, 1100 series personnel eligible for level II certification in the command) <u>times</u> 100%. (Note: Since 1106s have no certification requirements, they are not included in this calculation.)	<u>Green:</u> ≥90% <u>Amber:</u> >69-<90% <u>Red:</u> ≤69%
CEPR-O	c. 1100 & 800 Series Personnel* Exceeding DAWIA Rate * USACE defines acquisition workforce as all 1102s, 1105s, and	All 1100 & 800 series acquisition work force personnel who exceed the DAWIA mandated minimum degree or education requirement of 24 semester business credit hours.	<u>1100 Series Personnel Exceeding DAWIA</u> = (All 1100 & 800 series acquisition work force personnel who exceed the DAWIA mandated degree or 24 credit hours requirement <u>divided</u> by the total number of all 1100	<u>Green:</u> ≥ 40% <u>Amber:</u> >19-<40% <u>Red:</u> ≤19%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
	1103s. The 800 series USACE personnel included in the Acquisition Workforce: (1) must be involved in construction contract administration; (2) must be a construction engineer (or architect), Civil Techs or Con Reps (802/809); (3) must be an ACO or in their feeder group at the GS 13 level or below.		& 800 series acquisition work force personnel) <u>times</u> 100%	
2. Processes (Director of Contracting)	All District Level Semi Annual Data- Call			
CEPR-O	a. Credit Card Usage Rate	All credit card purchases made by all command personnel compared to all purchases made under the credit card dollar threshold limit.	<u>Credit Card Usage</u> = (Total number of bank-reported credit card transactions of the command <u>divided</u> by the number of all simplified acquisition procedures (Total number of bank-reported credit card transactions plus the number reported on DD Form 1057 block f1)) <u>times</u> 100%.	<u>Green:</u> ≥ 90% <u>Amber:</u> >79-<90% <u>Red:</u> ≤79%
CEPR-O	b. Ratifications	All ratifications as defined in FAR and EFARS occurring within the reportable period..	Number of reported ratifications occurring within one year as listed in EFARS 1.602-3.	<u>Green:</u> Zero (0) ratifications within the reportable period. <u>Amber:</u> One (1) ratification within

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
CEPR-O	d. Contractor Performance Evaluation Rate	All contractor performance evaluations as required by FAR 42.15 and implementing USACE regulations. Data for the calculation is obtained thru a random sample of twenty recently completed (older than 90 days) contracts consisting of all contract types (to include IDCs) is selected. The official contract file is checked for a completed and processed evaluation.	<u>Contractor Performance Evaluation Rate</u> = (Number properly completed and processed evaluations divided by 20) times 100%.	<u>Green:</u> ≥ 90% <u>Amber:</u> >74-<90% <u>Red:</u> ≤74%
CEPR-O	e. Contract Audit Follow-up (CAF) Rate* * Not a field reported item. This element is based upon 2d &4th quarter data, presented by HQUSACE CAF AO in the following 1st & 3rd quarters.	See DODD 7640.2, AFARS, and EFARS Subpart 15.890-3 and subsection therein. Calculation involves the complete, accurate, and timely submission of audit records in the semi-annual status report of specified contract Audit Reports.		Green: = 100% Amber: N/A Red: < 100%
3. Structure	All District Level Semi Annual Data- Call			
CEPR-O	a. 1100 Series Under Contracting	In accordance with DAWIA, all 1100 series personnel are to be under the supervision and control of the Chief of	<u>1100 Series Under Contracting</u> = (Number of 1100 Series assigned and working in the Contracting Office divided by	<u>Green:</u> 100% <u>Amber:</u> ; >89-<100% <u>Red:</u> ≤89%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
		Contracting excluding the Small Business Personnel.	the total number of 1100 series personnel assigned to command) times 100%.	
CEPR-O	b. Rightsize/Utilize Acquisition Work Force Rate	The Rightsize/Utilize Acquisition Work Force Rate is the percentage of the Acquisition Work Force (both 800 and 1100 series) properly maintained in support of critical mission functions (Hub/Liaison) and utilized by the Command's Acquisition Work Force Manager.	<u>Maintain/Utilize Acquisition Work Force Rate</u> = (The number of Acquisition Work Force (both 800 and 1100 series) properly rightsized and utilized divided by the Total number of Acquisition Work Force) times 100%.	<u>Green:</u> ≥40% <u>Amber:</u> >19-<40% <u>Red:</u> ≤19%
4. Automation	All District Level Semi Annual Data- Call			
CEPR-O	a. Fielding of the Automated Standard Procurement System (SPS).	Fielding of the SPS Rate is the measurement of a contracting activities ability to receive, install, and operate the SPS software to improve the efficiency of contracting.	<u>Fielding SPS Rate</u> = (The number of computer systems capable of operating SPS operating within the contracting office divided by the total number of computer systems	<u>Green:</u> ≥ 90 <u>Amber:</u> >69-<90% <u>Red:</u> ≥69%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
		<p>NOTE: Minimum requirements are located on the SPS Home Page at http://www.sps.hq.dla.mil/Presentations/SPS_config/SPSCLIEN.htm</p> <p>The minimum requirements for SPS are listed under the “Low End Commercial Workstation” column.</p>	<p>operating within the contracting office) times 100%.</p>	

Annex A

RELATIONSHIP OF THE CCG TO PUBLIC LAW

The CCG is built on a clear and modern foundation of public laws. The four pillars of management in the U.S. Government noted below are dynamic, fully implemented by most Government organizations and directive in nature for all U.S. Executive Agencies. Our CCG and, indeed, our entire existing—and future—USACE management organization must answer to these Federal mandates. It follows then that our CCG must be fashioned so as to carefully reflect each of the following four overarching public laws for management.

- Chief Financial Officers Act of 1990, (CFO)
(Public Law 101-576)
- Government Performance and Results Act of 1993, (GPRA or Results Act)
(Public Law 103-62)
- Paperwork Reduction Act of 1995, (PRA)
(Public Law 104-13)
- Clinger-Cohen Act, (formerly referred to as the Information
Technology Management Reform Act [ITMRA])
(Public Law 104-106), 1996

The relationship of our USACE CCG to each of these preeminent public laws is briefly summarized below.

Chief Financial Officers Act of 1990. This act broke new ground in public law for Federal management more than a decade ago. The CFO Act was the first of the quartet of major Federal management reforms made into public law. The CFO Act legally established both the definition and duties of all Federal CFOs—starting with creation of a completely revised and expanded set of duties and responsibilities for the Deputy Director for Management of the Executive Office of Management and Budget (OMB). This top-level official was named to be the Federal CFO and therefore, “the chief official responsible for financial management in the United States Government” (United States Code, title 31, sec. 201). The Corps has aggressively implemented the letter and intent of the CFO Act in naming our USACE Chief Financial Officer as our Deputy Chief of Staff, Resource Management.

Government Performance and Results Act of 1993. The objective of the Results Act is to redirect Federal agencies’ current focus and preoccupation with processes and activities to a

focus on achieving desired program results. Program results are defined in terms of intended program outcomes (authorized program purposes), customer satisfaction, and service quality. To accomplish this redirection of management focus the Results Act requires the following actions:

- Develop a strategic plan by end of FY 97 and subsequently in three-year intervals. Each plan should:
 - Look forward at least five years.
 - Include the agency's mission statement.
 - Identify the agency's long-term goals.
 - Describe how the agency intends to achieve these goals through its activities and human, capital, information, and other resources.
- Submit an annual performance plan beginning in FY 99 and each succeeding fiscal year. The plan should:
 - Provide a direct linkage between strategic planning goals and program performance goals in terms of achieving mission, strategic goals, and authorized program purposes.
 - Contain the agency's annual program performance goals.
 - Identify the program performance measures the agency will use to assess its progress.

The Results Act requirement for a disciplined linkage of strategic planning to performance planning and accountability reporting is to facilitate the redirection of organizations to results-oriented management. A result orientation overcomes some of the limitations of measuring organizational success primarily in terms of activities and processes (e.g., funding account expenditure rates, number of decision documents completed on schedule, or regulatory permits processed). The Results Act directs management to measure success in terms of desired program results (e.g., improved flood damage prevention, improved navigation services, wetland acres preserved).

The distinction between measuring processes and outcomes is important. When an agency focuses on outcomes, it defines the "bottom line" of its business endeavors. Those who assess an agency's role and worth can do so in terms of the products and services the agency actually delivers. It is the program outcomes that make sense to the agency's customer base and to those who fund its programs.

The CCG aligns with the intent of the GPRA. Many of the component requirements of this act are present in the CCG and hold the potential to align annual organizational goals with

budget activities, performance indicators, measurement criteria, and resource guidance. With each edition of the CCG, we can more closely link program goals and resources with the USACE Strategic Vision.

The effect of the Results Act will not be to replace existing process performance measures with a different set of outcome measures, but to produce a more balanced set of performance measures. By implementing a **Balanced Scorecard** approach to measuring results across key dimensions of performance (e.g., program outcomes, customer satisfaction, service quality, management effectiveness and efficiency, and quality of work life), we can better plan for and achieve success in ways that meet stakeholder needs and expectations.

The USACE evaluation of mission execution (the Command Management Review or CMR) and internal Program Review Boards are evolving as management vehicles for implementing the USACE Strategic Vision. As these forums evolve and pick up the results-orientation dimension, they will also support fulfilling the objectives of the Results Act.

Paperwork Reduction Act of 1995. This important member of the U.S. Code “quartet of modern resource management in the Federal Government,” is often overlooked when considering the laws which molded resource management in the government. In fact, without the Paperwork Reduction Act of 1995, modern Federal resource management—financial, human, or information resources—could not function or perhaps even exist, in any efficient, performance providing sense.

This national guidance is important to the Corps and the CCG because it requires Federal agencies to:

- Be responsible—in consultation with the senior official and the agency Chief Financial Officer (or comparable official), each agency program official shall define program information needs and develop strategies, systems, and capabilities to meet those needs.
- Develop and maintain a strategic information resource management plan that shall describe how information resource management activities help accomplish agency missions.
- Develop and maintain an ongoing process to—
 - Ensure that information resource management operations and decisions are integrated with organizational planning, budget, financial management, human resources management, and program decisions.
 - Fully and accurately account for information technology expenditures, related expenses, and results. This is accomplished in cooperation with the agency Chief Financial Officer or comparable official.

- Establish (1) goals for improving information resource management's contribution to program productivity, efficiency, and effectiveness; (2) methods for measuring progress towards those goals; and (3) clear roles and responsibilities for achieving those goals.
- Ensure that the public has timely and equitable access to the agency's public information.
- Provide public information maintained in electronic format and to provide timely and equitable access to the underlying data (in whole or in part).

Finally, this Act provides the first clear and understandable definitions for information resources, information resources management (IRM), and information technology (IT).

Clinger-Cohen Act. This act complements the GPRA in that the Chief Information Officer (CIO) and the Chief Financial Officer (CFO) partner together to ensure that information technology (IT) investments are aligned with business strategies and managed on a portfolio basis—including both risk and cost considerations, and that IT investments are directly linked with measuring business performance results. The CCG contains critical components to move the Corps further towards alignment with the ITMRA. Critical to the USACE CIO's FY 00 agenda will be:

- Integrating IT planning and Architecture 2000+ with corporate business strategies.
- Performing IT investment management through the Information Technology Investment Portfolio System (ITIPS).
- Providing increased definition to IT governance, including establishing core performance measurements and increasing emphasis on IT asset management.
- Promoting IT competencies throughout the workforce.
- Seeking opportunities where emerging IT can be leveraged for competitive business advantage, as well as business process improvements.
- Ensuring that information security policies, practices, and procedures are in accordance with Operations Order 99-001 (Positive Control).