



3rd Quarter 04

Directorate of Resource Management



Resource Management

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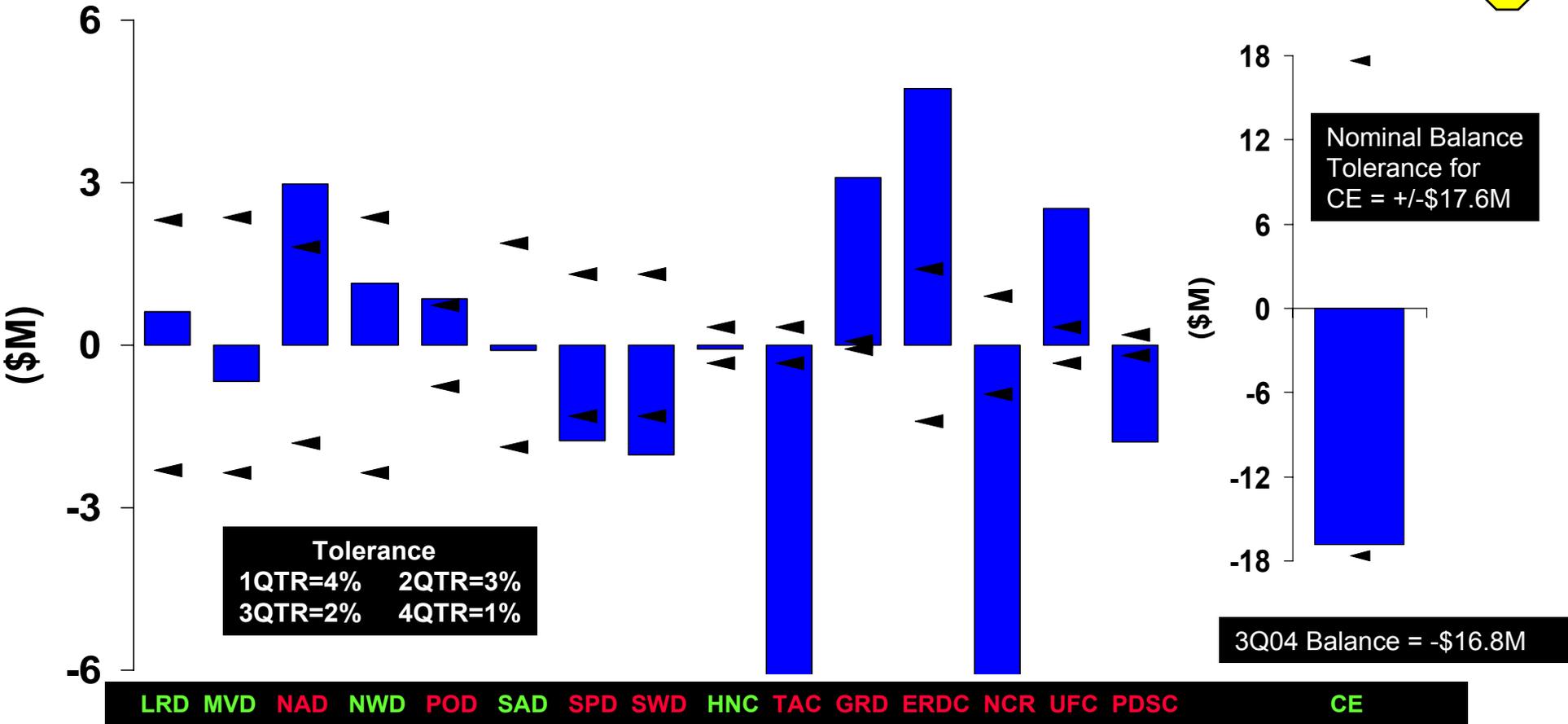
Revolving Fund

Results From Operations - 3Q04

Goal Is Always Zero

Current Rating 

EOY Rating 



 3Q04 EOP Balance  3Q04 Tolerance 2% of Expenses

Revolving Fund Operations

PROGRAM GOAL: Operate the Revolving Fund on a break even (zero balance) basis.

CURRENT YEAR OBJECTIVES: Achieve and maintain balances as close to zero as possible in all accounts at all locations.

CURRENT YEAR RESOURCES: \$2 Billion

IMPACT ASSESSMENT: Failure to achieve nominal balance by year end could result in multiple statutory violations.

ANALYSIS AND CORRECTIVE ACTION: The overall fund balance is within of the acceptable tolerance, but barely. 10 out of 15 rated activities (67%) failed to achieve a nominal balance in the Revolving Fund this quarter. Commands outside of nominal balance must develop and submit a plan of action to meet nominal balance by year-end. The plan is due by 30 July 2004, and will include an analysis of the problem and projected rate adjustments necessary to achieve nominal balance by fiscal year-end.

AS OF: 30 Jun 04

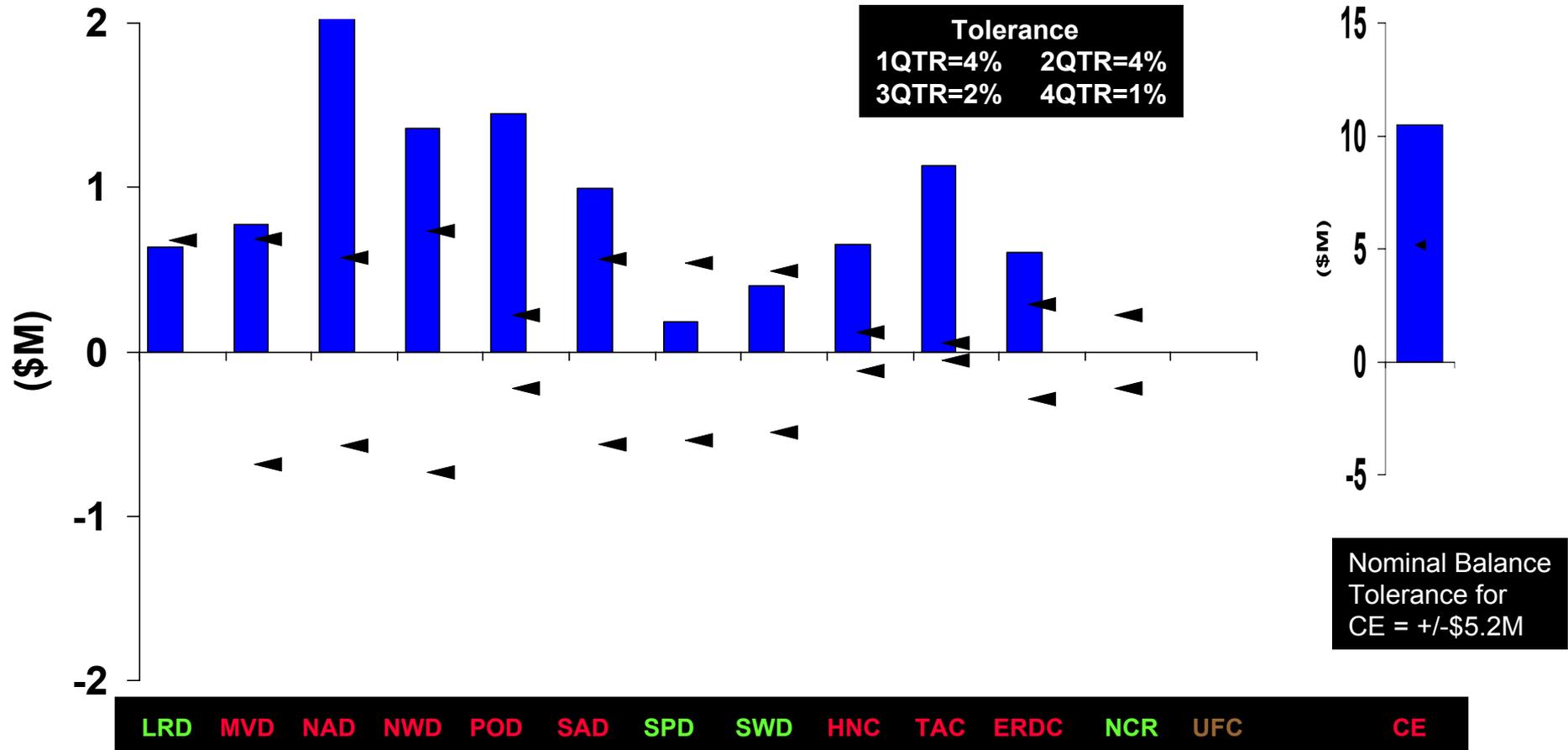
POC: Susan LeBleu
CERM-F
(202) 761-1919

ASSESSMENT: PROGRAM GOAL MET

Revolving Fund

G&A Overhead - 3Q04

Goal Is Always Zero

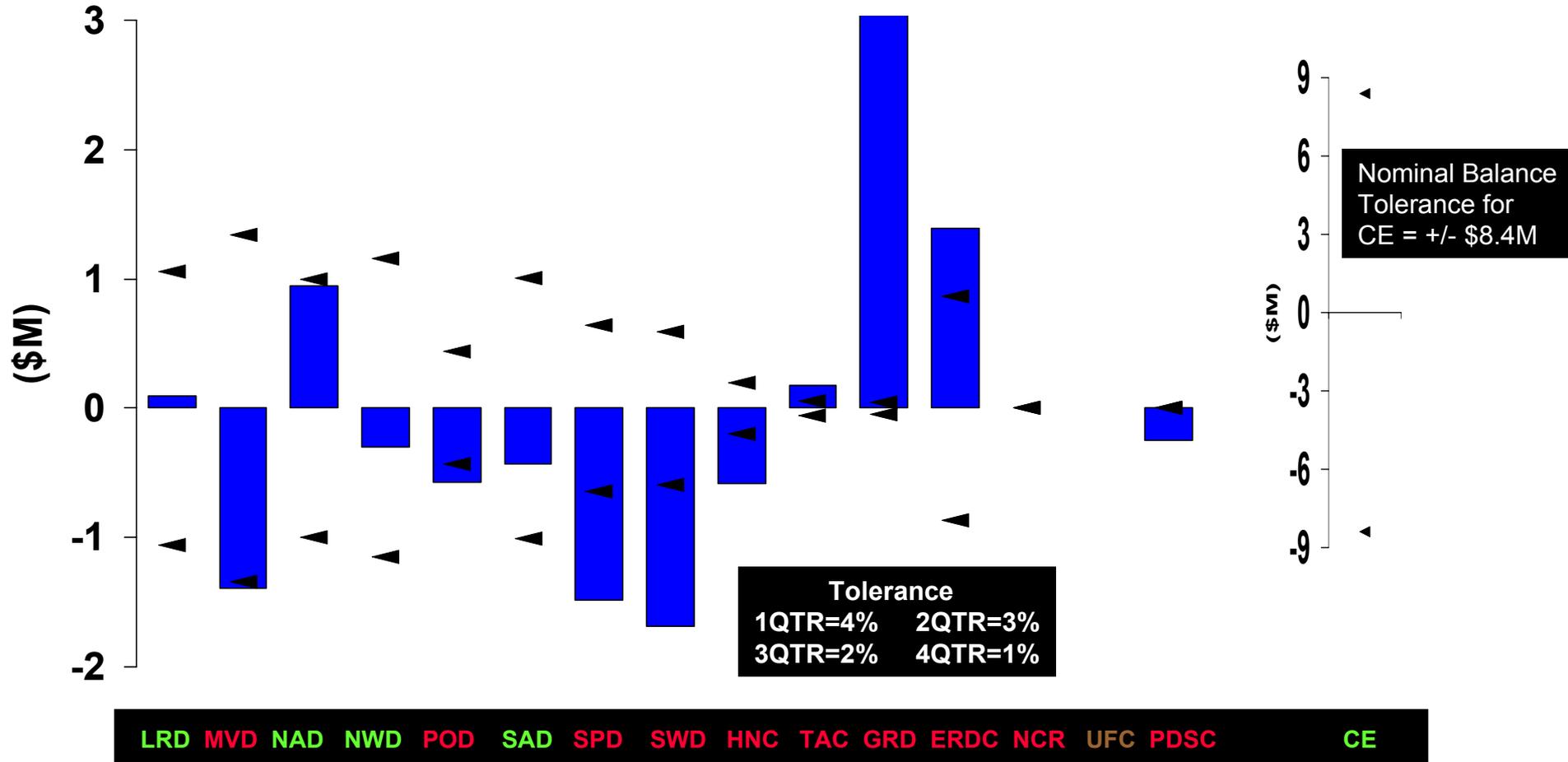


■ 3Q04 EOP Balance
 ◀ 3Q04 Tolerance 2% of Expenses

Revolving Fund

Departmental Overhead - 3Q04

Goal Is Always Zero

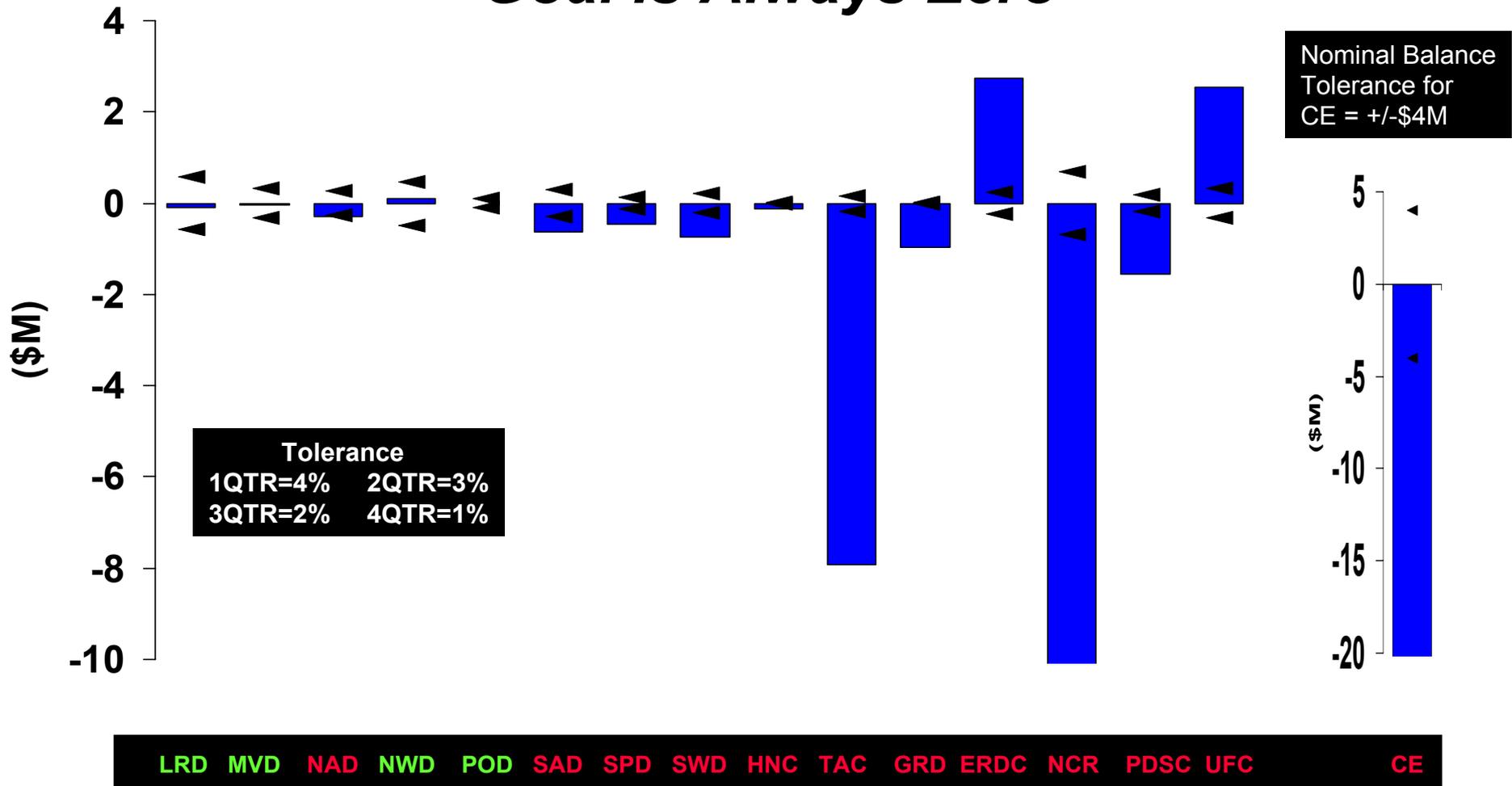


■ 3Q04 EOP Balance
 ▲ 3Q04 Tolerance 2% of Expenses

Revolving Fund

Shops and Facilities - 3Q04

Goal Is Always Zero



■ 3Q04 EOP Balance
 ◀ 3Q04 Tolerance 2% of Expenses

MSCs Self-Assessments

As of 30 June 2004

Current Rating 
EOP Rating 

CFO Audit Issues	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	HNC	TAC	ERDC	HECSA
Asset Cost Table Reconciliation												
CIP-Proper Identification of Costs												
Abnormal General Ledger Balances												
Project Relocation Costs												
Management of Accounts Receivable												
Accumulated Depreciation												
Systems Security Issues												

 Compliant  Non-Compliant  N/A  IR to Confirm

MSCs Self-Assessments

As of 30 June 2004 (Pg 2)

Current Rating 

EOP Rating 

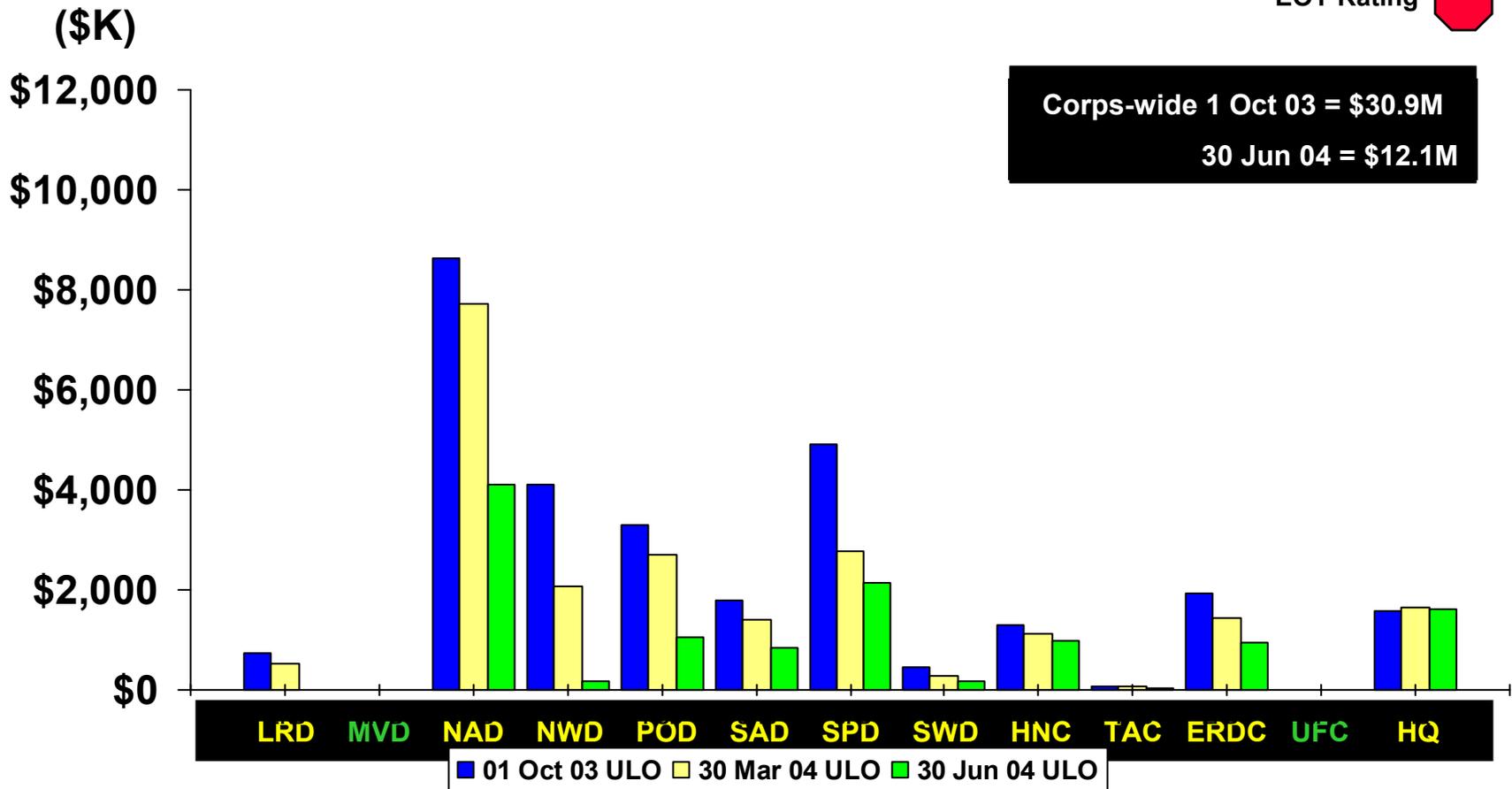
CFO Audit Issues	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	HNC	TAC	ERDC	HECSA
Accounts Payable - Accrual												
Equipment												
Real Property												

 Compliant
  Non-Compliant
  N/A
  IR to Confirm

Unliquidated Obligations (ULO) in Canceling Military Appropriations (3Q04)

DA Goal - \$0 Balance by 30 Sep 04

3Q04Rating 
 EOY Rating 



Unliquidated Obligations in Canceling Military Appropriations

PROGRAM GOAL: To liquidate all open obligations in military appropriations before they cancel on 30 Sep 04

CURRENT YEAR OBJECTIVES: Reduce all obligations in the canceling appropriations to \$0 by 30 Sep 04 per Army's goal.

END OF YEAR ASSESSMENT:

IMPACT ASSESSMENT: The Corps will not likely ever achieve this Army goal mainly because of unresolved litigation claims. We will continue Command emphasis on this program.

ANALYSIS AND CORRECTIVE ACTION: Continuous monitoring and aggressive follow-ups are performed by the Program and Resource Managers, Contracting Officials, and Counsel to meet Army's goal and minimize the possibility of having to use current year funds for cancelled appropriation obligations.

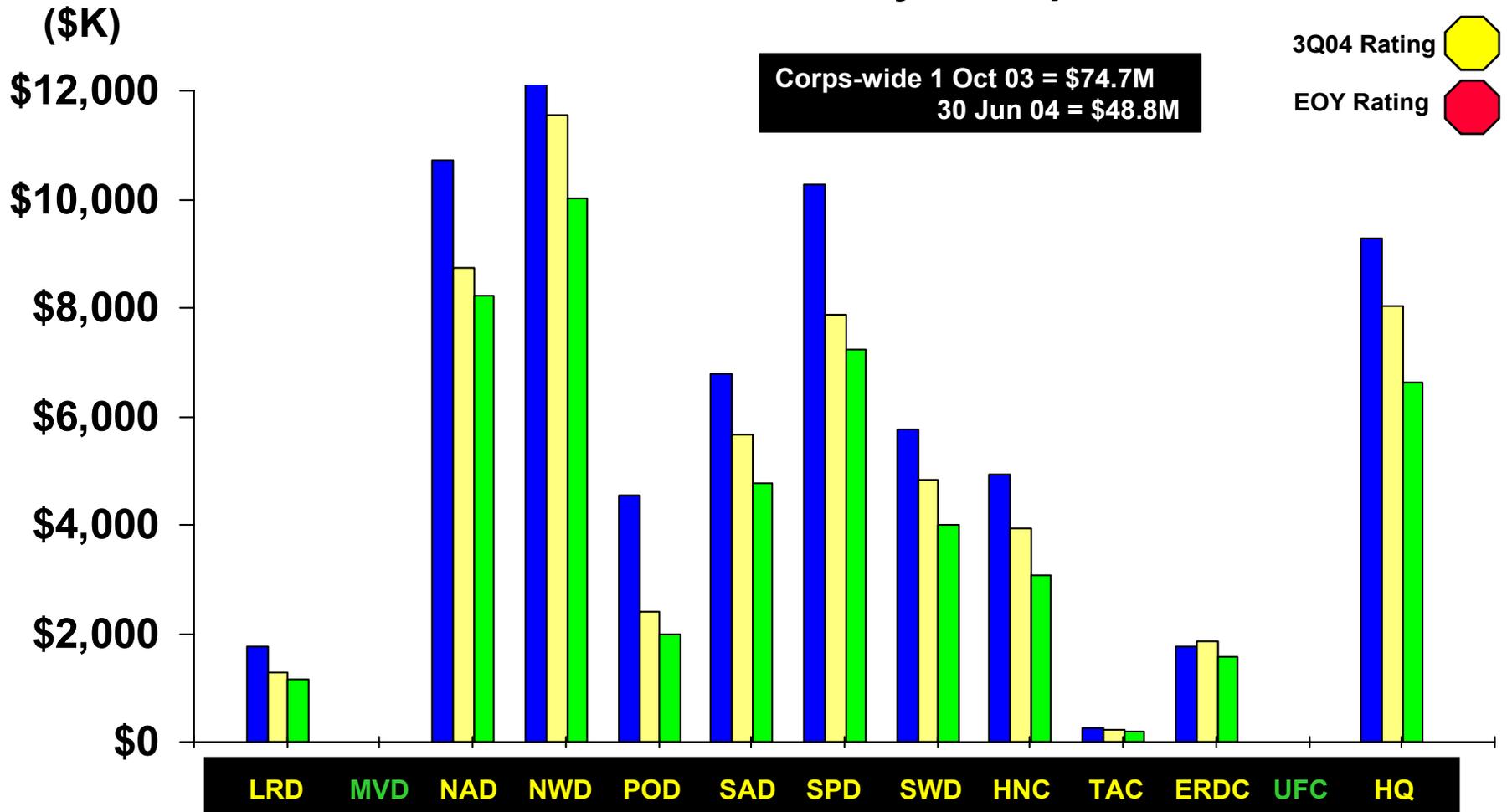
AS OF: 30 Jun 04

POC: Jo-Ann Evans
CERM-F
(202) 761-8886

ASSESSMENT: Yellow

Unliquidated Obligations (ULOs) in Fourth Expired Year Military Appropriations (3Q04)

DA Goal – 50% reduction by 30 Sep 04



Unliquidated Obligations in Fourth Expired Year Military Appropriations

PROGRAM GOAL: To reduce by 50% all open obligations in fourth expired year military appropriations by 30 Sep 04.

CURRENT YEAR OBJECTIVES: Reduce all obligations in fourth expired year military appropriations by 50% by 30 Sep 04 per Army's goal. USACE has reduced 4th expired appropriations by 34%.

END OF YEAR ASSESSMENT: Red

IMPACT ASSESSMENT: The Corps continues to make great progress in this area. Fourth year expiring become FY04 canceling accounts.

ANALYSIS AND CORRECTIVE ACTION: Commanders must ensure continuous monitoring and aggressive follow-up are being performed by the Program and Resource Managers, Contracting Officials, and Counsel for appropriations canceling in FY 05 to meet Army's goal.

AS OF: 30 Jun 04

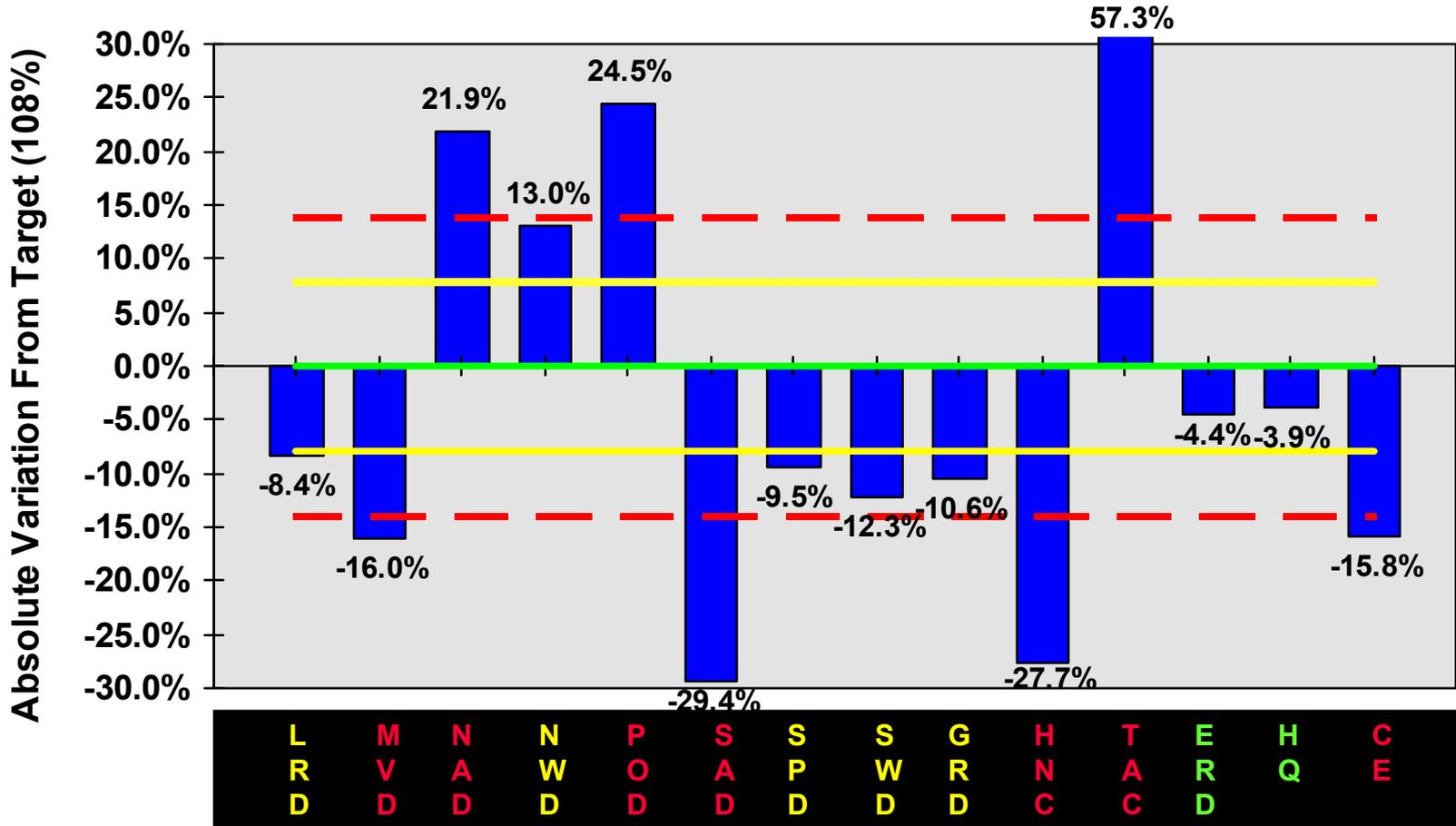
POC: Jo-Ann Evans
CERM-F
(202) 761-8886

ASSESSMENT: Yellow

Annual Leave Liability - 3Q04

Current Rating 
End of Leave Year 

0% - 8.0% = Green
8.0% - 14.0% = Amber
> 14.0% = Red



L R D M V D N A D N W D P O D S A D S P D S W D G R D H N C T A C E R D H Q C

of Red Locations → (2) (4) (4) (2) (3) (4) (1) (2) (0) (1) (1) (0) (1) (25)

RM06

Data as of 26 Jun 04

HQ Includes: 249th, HECSA, IWR, UFC

Annual Leave Funding 3Q04

PROGRAM GOAL: Fully fund the leave liability at all times though out the year and end the leave year (1st QTR) with leave funded at 100%-116% of the leave liability.

QUARTERLY OBJECTIVES: Fully fund annual leave to the target; 1st QTR 108%; 2nd QTR-110%, **3rd QTR – 121%**, 4th QTR-122% and distribute the cost of government benefits in the year incurred.

CURRENT YEAR RESOURCES - IMPACT ASSESSMENT: NONE - Overall the Corps is funded at 117%, which is below the target of 121% but within regulatory guidance established in ER 37-2-10. Currently the account has over \$251M in funding to cover \$213M in liabilities.

ANALYSIS AND CORRECTIVE ACTION: Although the Corps overall is funded at 117% Corps-wide when you break down the numbers this is not a good report. With 4 MSCs and 2 Centers red and the 4 other MSCs amber we have concerns over the health of the account especially at the individual District level where 22 out of 41 are red. It appears given the current budget situation this year most organizations are reluctant to maintain a sufficient effective rate in order to ensure affordability throughout the fiscal year.

AS OF: 26 Jun 04

POC: Bill Holtzman/Philip Blount
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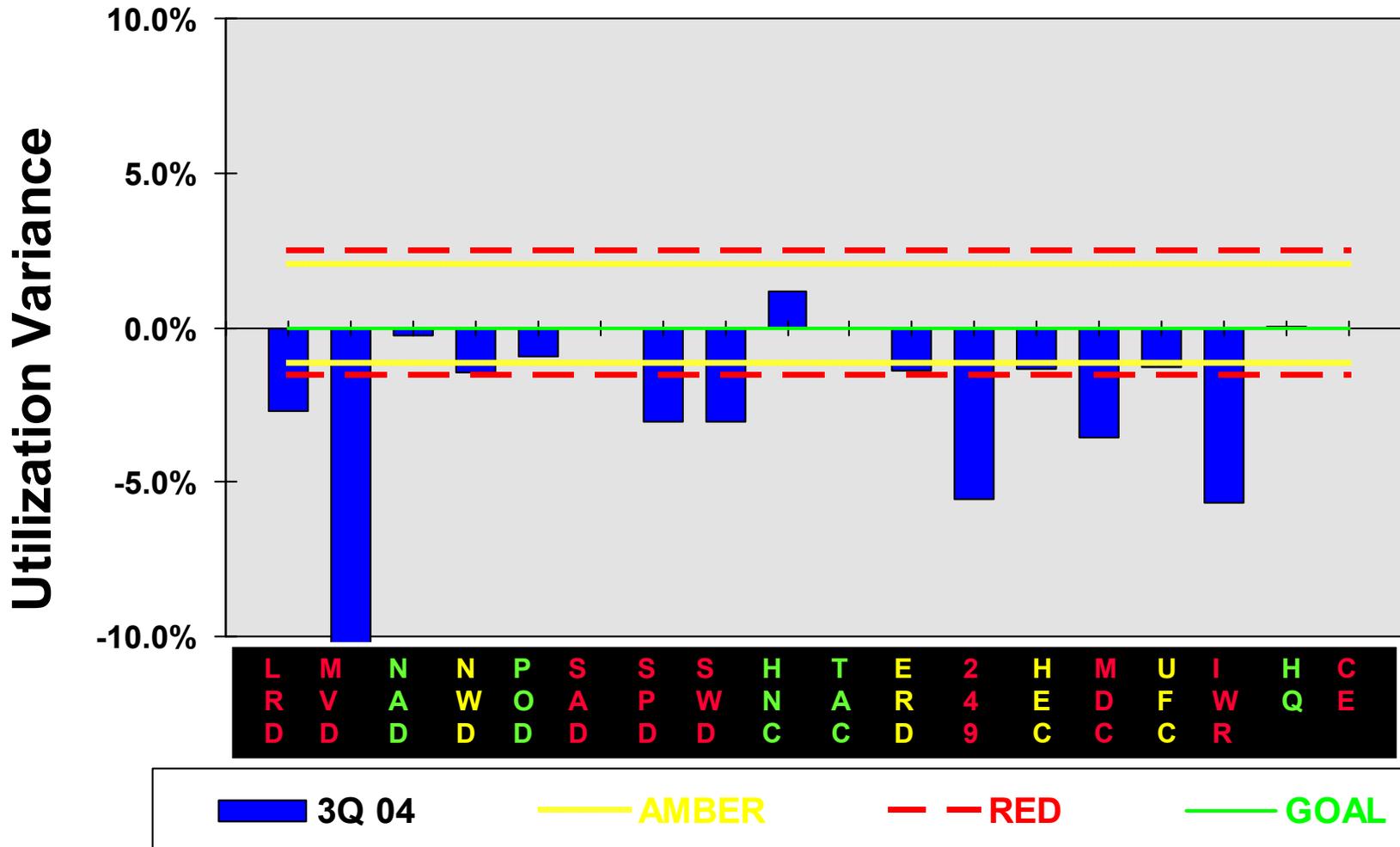
ASSESSMENT: RED

Combined Military & Civil Functions Civilian Manpower Execution- 3Q04

CURRENT RATING 

EOY RATING 

FTE % Variance - Actual Vs Plan



Combined Military & Civil Functions Civilian Manpower Execution - 3Q04

PROGRAM GOAL: Execute civilian manpower programs within each activity's planned manpower FTE ceiling.

YEAR-END OBJECTIVE: To minimize variance between approved civil and military workyear utilization plans and actual FTE execution: (GREEN: -1.0% through +2.0%; AMBER: -1.1% through -1.5% or +2.1% through +2.5%; RED: <-1.5% OR >+2.5%).

THIRD QUARTER STATUS: USACE is consistent in maintaining its CMR status of RED for two quarters. Several factors severely impact the low FTE execution: civilian volunteers to Iraq. Projections (plans), which far exceed actual needs, and budget constraints. GRD is not included in this slide. The 600 FTE deficit is not directly attributed to GRD, but rather, due to hire lag, retirements, and budget cuts, and buy outs.

IMPACT ASSESSMENT: Failure to effectively utilize and execute civilian FTE may cause a decrease in OMB and HQDA manpower allocations and consequently, a corresponding decrease to the current level of end strength authorizations.

ANALYSIS AND CORRECTIVE ACTION: Using the current cumulative FTE, and projecting out through September, USACE will end up as RED. The issues currently affecting USACE's performance status (under-utilizing) could be corrected or improved when the Requirements, and FORCON determinations are updated each year. Greater consideration should be given to the long standing problem of hire lag, and request fewer FTE and end strength. This should improve performance and achieve more status ratings of green.

AS OF: 30 JUN 2004 POC: Peter Glycer, CERM-M, (202) 761- 1881 ASSESSMENT: RED

Cost of Doing Business

3Q04 Division Overview

	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	HNC	TAC	CE
Summary											



Cost of Doing Business Overview

3Q04

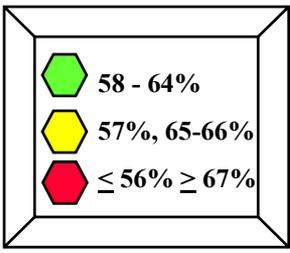
	LRD	LRB	LRC	LRE	LRH	LRL	LRN	LRP	MVD	MVK	MVM	MVN	MVP	MVR	MVS
Summary		■	■	■	■	■	■	■		■	■	■	■	■	■

	NAD	NAB	NAE	NAN	NAO	NAP	NAU	NWD	NWK	NWO	NWP	NWS	NWW	POD	POA
Summary		■	■	■	■	■	■		■	■	■	■	■		■

	POF	POH	POJ	SAD	SAC	SAJ	SAM	SAS	SAW	SPD	SPA	SPK	SPL	SPN
Summary	■	■	■		■	■	■	■	■		■	■	■	■

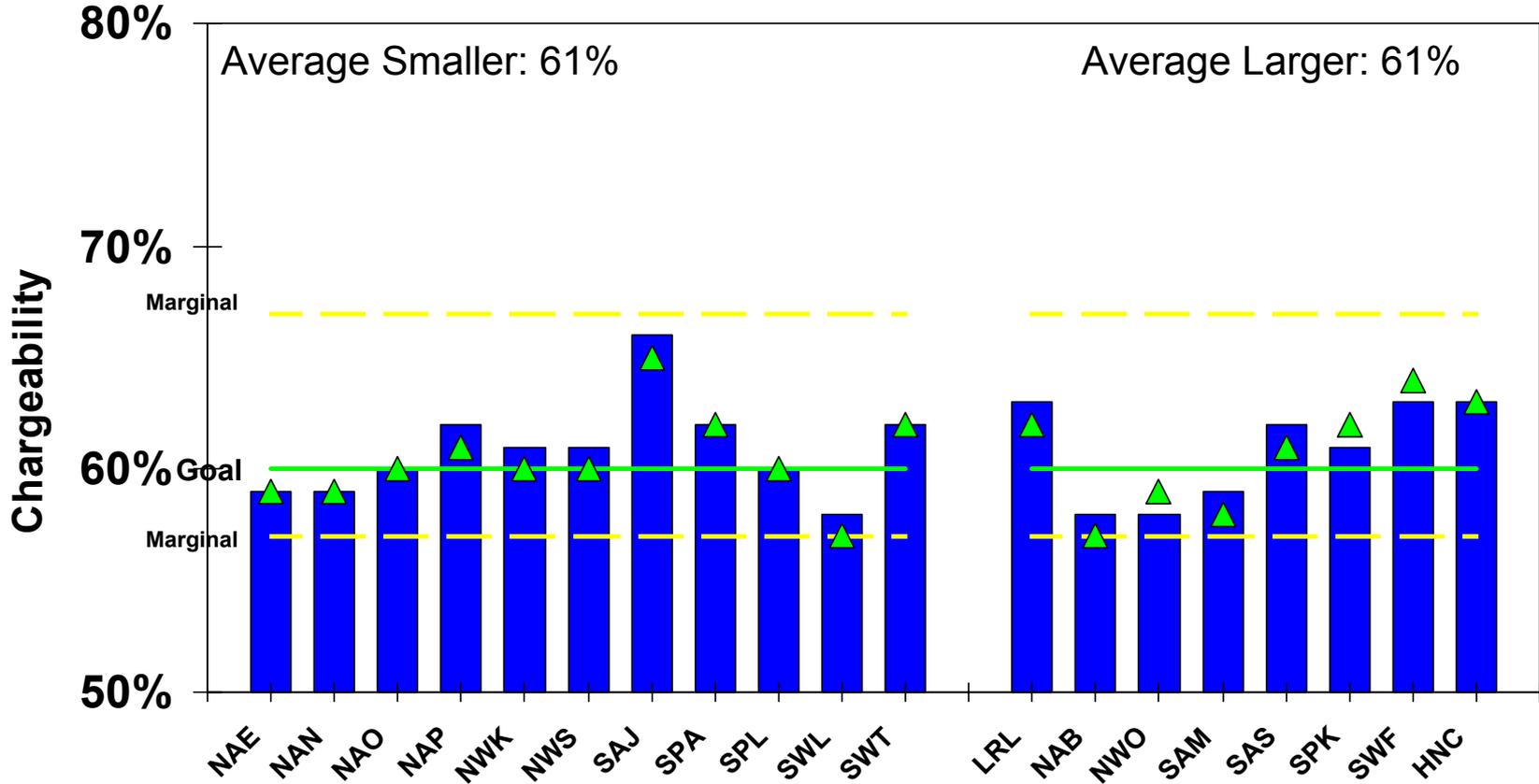
	SWF	SWG	SWL	SWT	SWD
Summary	■	■	■	■	





Military Chargeability 3Q04

Smaller & Larger** CONUS*



	58 - 64%
	57%, 65-66%
	≤ 56% ≥ 67%

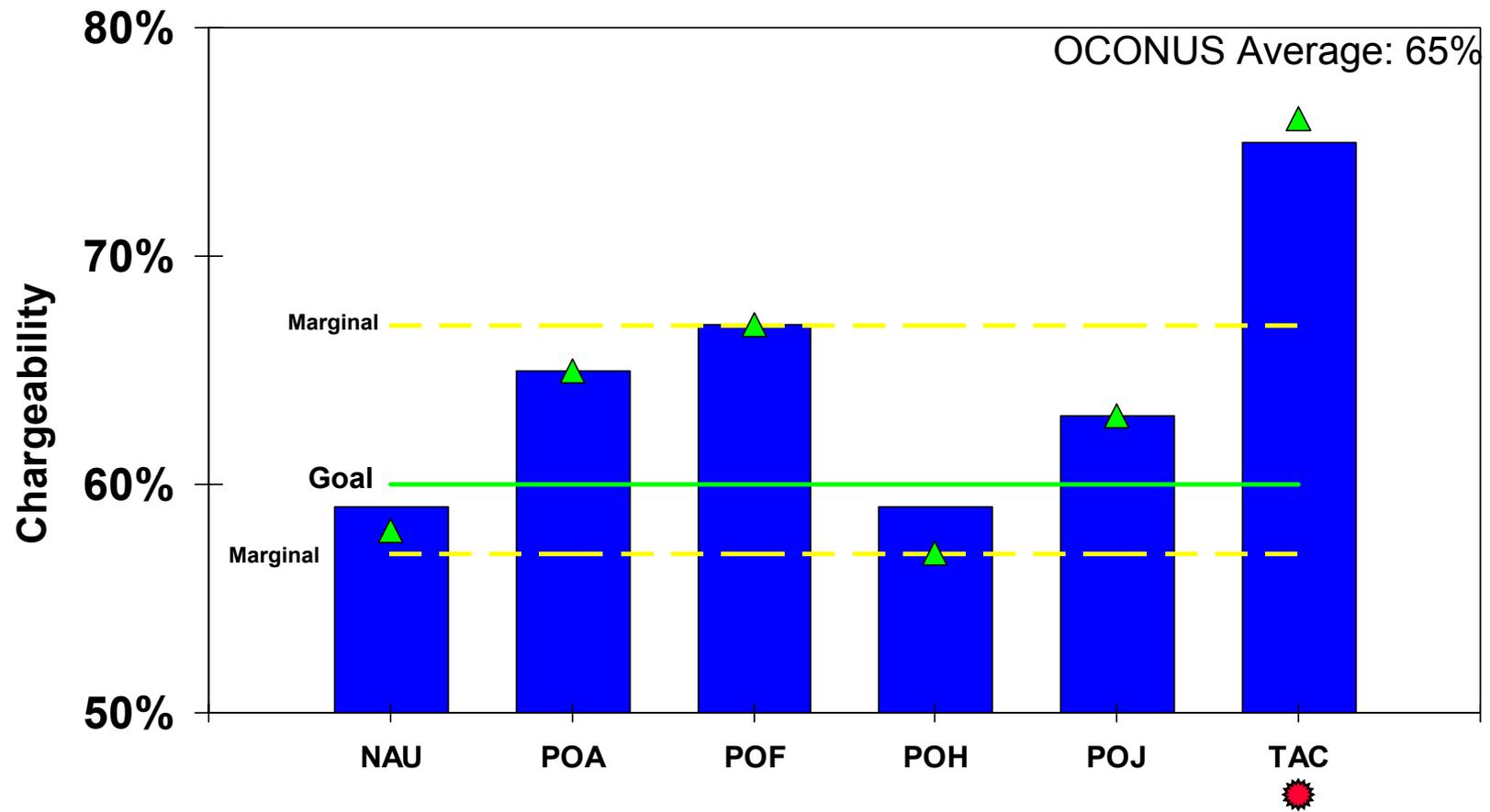
Military Chargeability

3Q04

OCONUS

Current Rating 

EOY Rating 



Military Chargeability

PROGRAM GOAL: Achieve a rate equivalent to the design industry average of 60% adjusted to reflect the government's pay, benefits and leave package.

CURRENT YEAR OBJECTIVES: To directly charge 60% of labor.

END OF YEAR PREDICTION: 88% of the districts will be rated green.

CURRENT YEAR RESOURCES: Estimated total costs \$264M for direct and indirect labor.

IMPACT ASSESSMENT: Failure to meet the program goal indicates inefficient use of FTE (low chargeability) or abnormally low effective rate (high chargeability). A low chargeability factor has been known to cause red TLM ratings in nearly all instances when it dips below 56%. Some reasons for lower chargeability factors include: excessive time charged to overhead greater amounts of leave taken, higher absence factors to normalize leave account balances; failure to distribute overhead expenses, i.e., facility costs which artificially increase indirect labor percentages; non-receipt of project dollars; and insufficient workload.

ANALYSIS AND CORRECTIVE ACTION: Overall, 25 districts achieved an average of 62%. However, one district is rated red due to high chargeability. The range (58 to 75%) has grown from FY03 indicating a less efficient workload distribution.

AS OF: 30 JUN 04

POC: Bob Corace, CERM-P
(202) 761-5855

ASSESSMENT: AMBER

	58 - 64%
	57%, 65-66%
	≤ 56% ≥ 67%

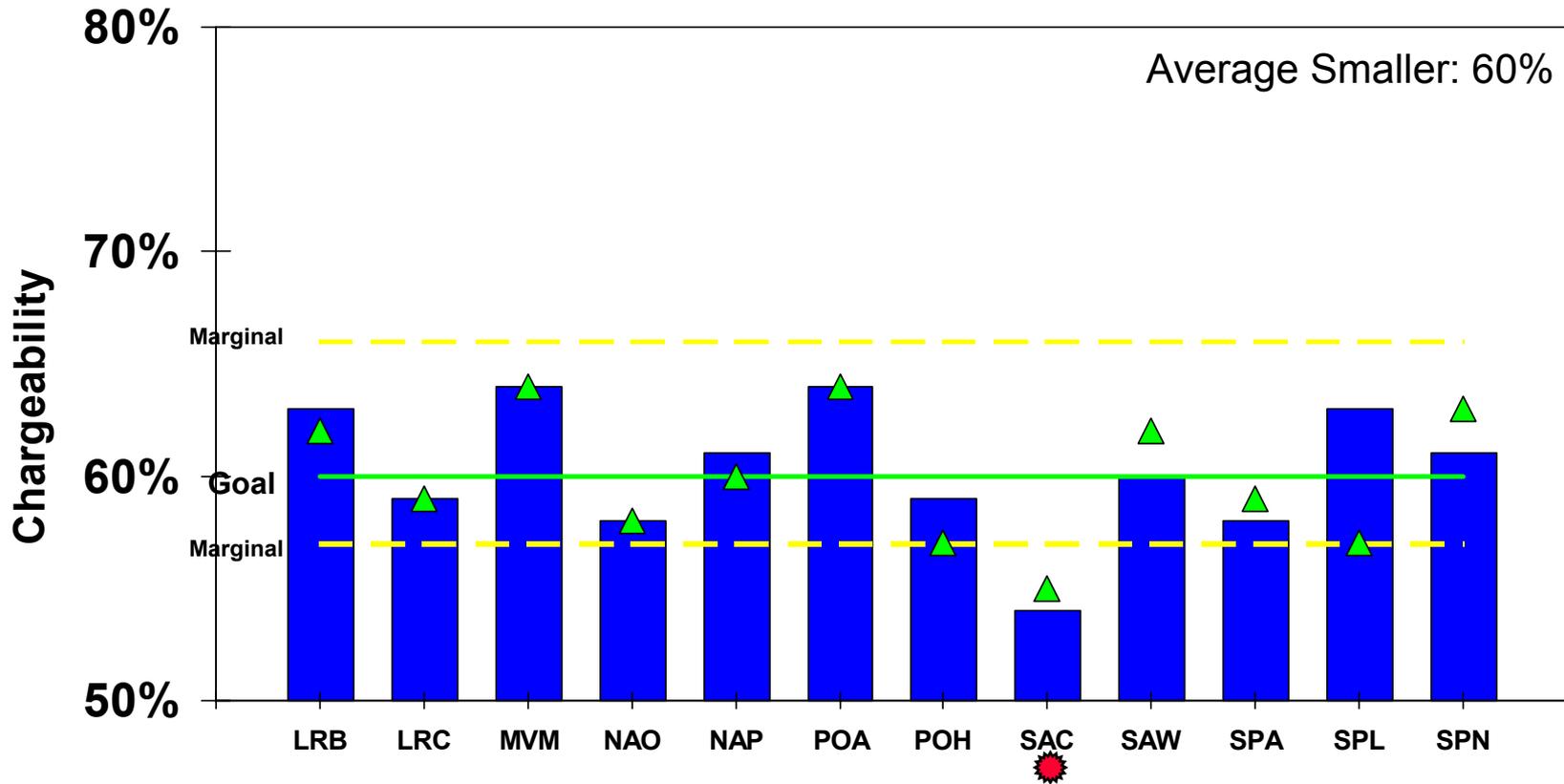
Civil Chargeability

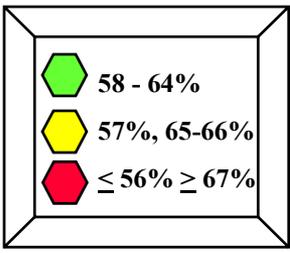
3Q04

Smaller* CONUS/OCONUS

Current Rating

EOY Rating



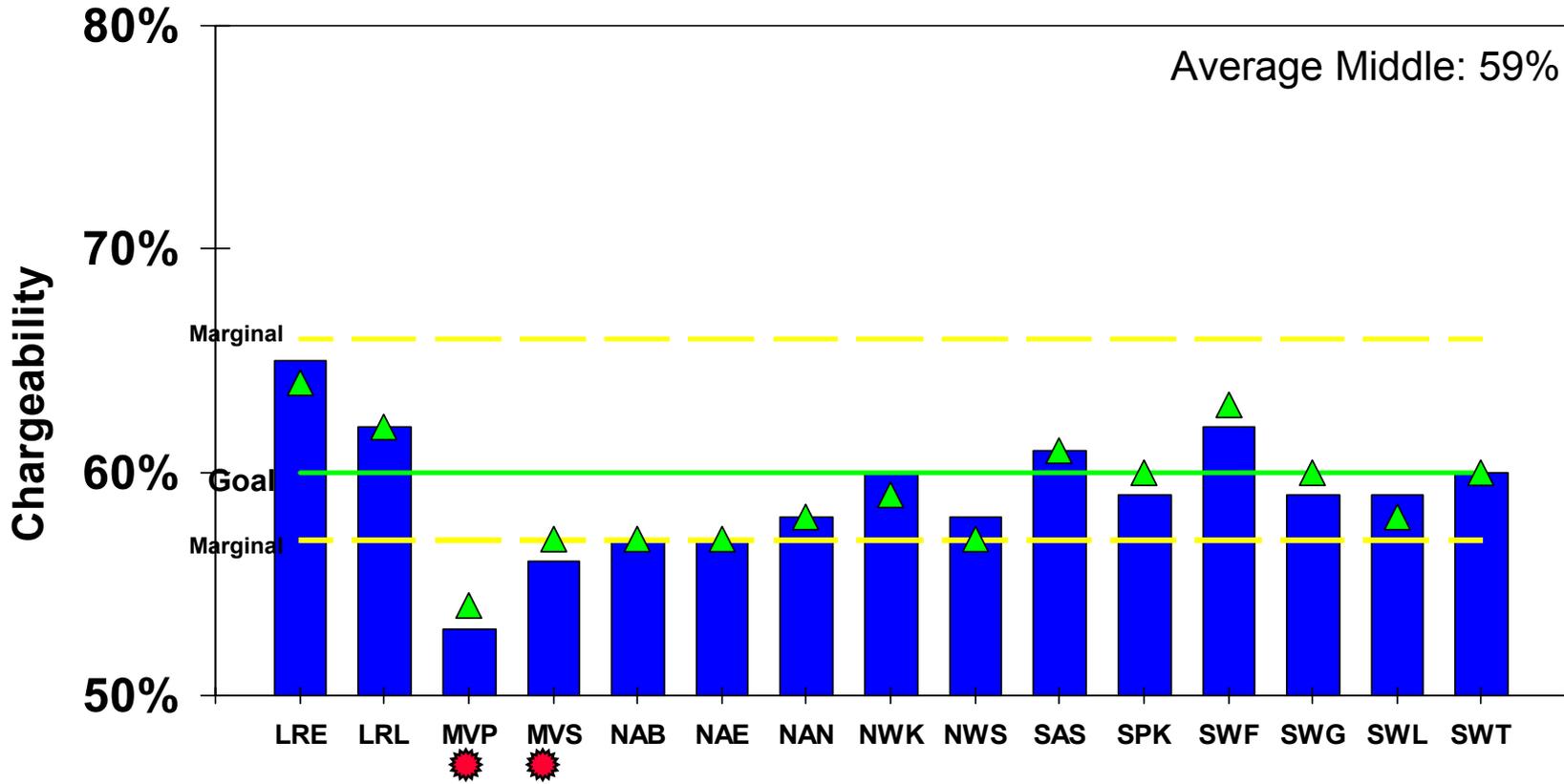


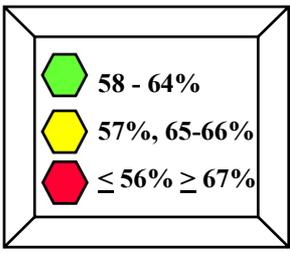
Civil Chargeability

3Q04

Current Rating 
 EOY Rating 

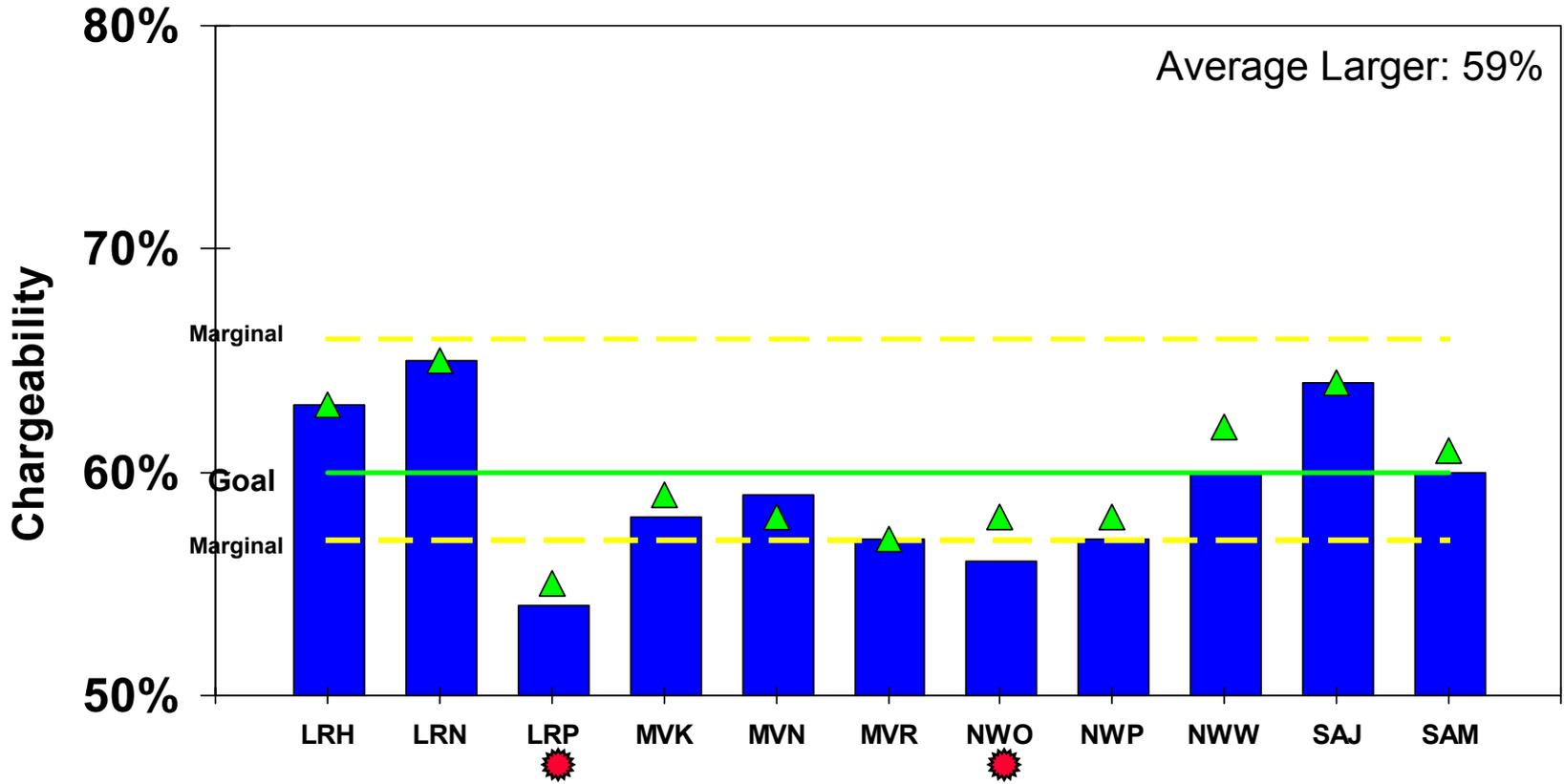
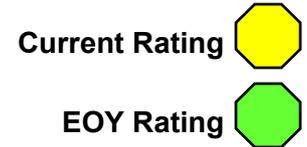
Middle CONUS/OCONUS**





Civil Chargeability 3Q04

Larger* CONUS/OCONUS**



Civil Chargeability

PROGRAM GOAL: Achieve a rate equivalent to the design industry average of 60% adjusted to reflect the government's pay, benefits and leave package.

CURRENT YEAR OBJECTIVES: To directly charge 60% of labor.

END OF YEAR PREDICTION: 85% of the districts will be rated green.

CURRENT YEAR RESOURCES: Estimated total costs \$292M for direct and indirect labor.

IMPACT ASSESSMENT: Failure to meet the program goal indicates inefficient use of FTE (low chargeability) or abnormally low effective rate (high chargeability).

ANALYSIS AND CORRECTIVE ACTION: Overall, 38 districts achieved an average of 60%. However, 5 districts are rated red due to low chargeability. The range (54 to 64%) has grown from FY03 indicating a less efficient workload distribution.

AS OF: 30 JUN 04

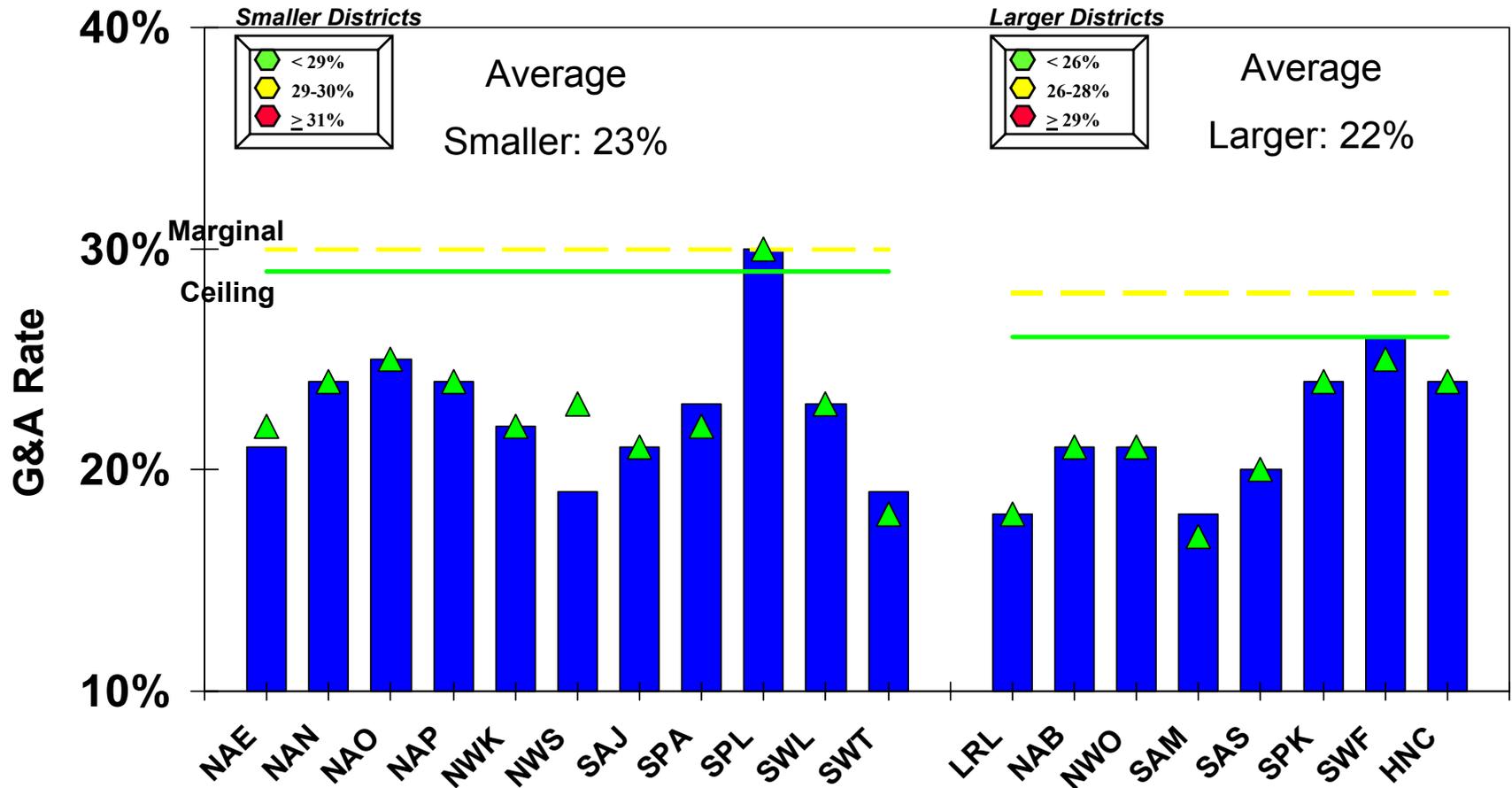
POC: Bob Corace, CERM-P
(202) 761-5855

ASSESSMENT: AMBER

Military Gen & Admin - 3Q04

Smaller* & Larger** CONUS

Current Rating 
 EOY Rating 

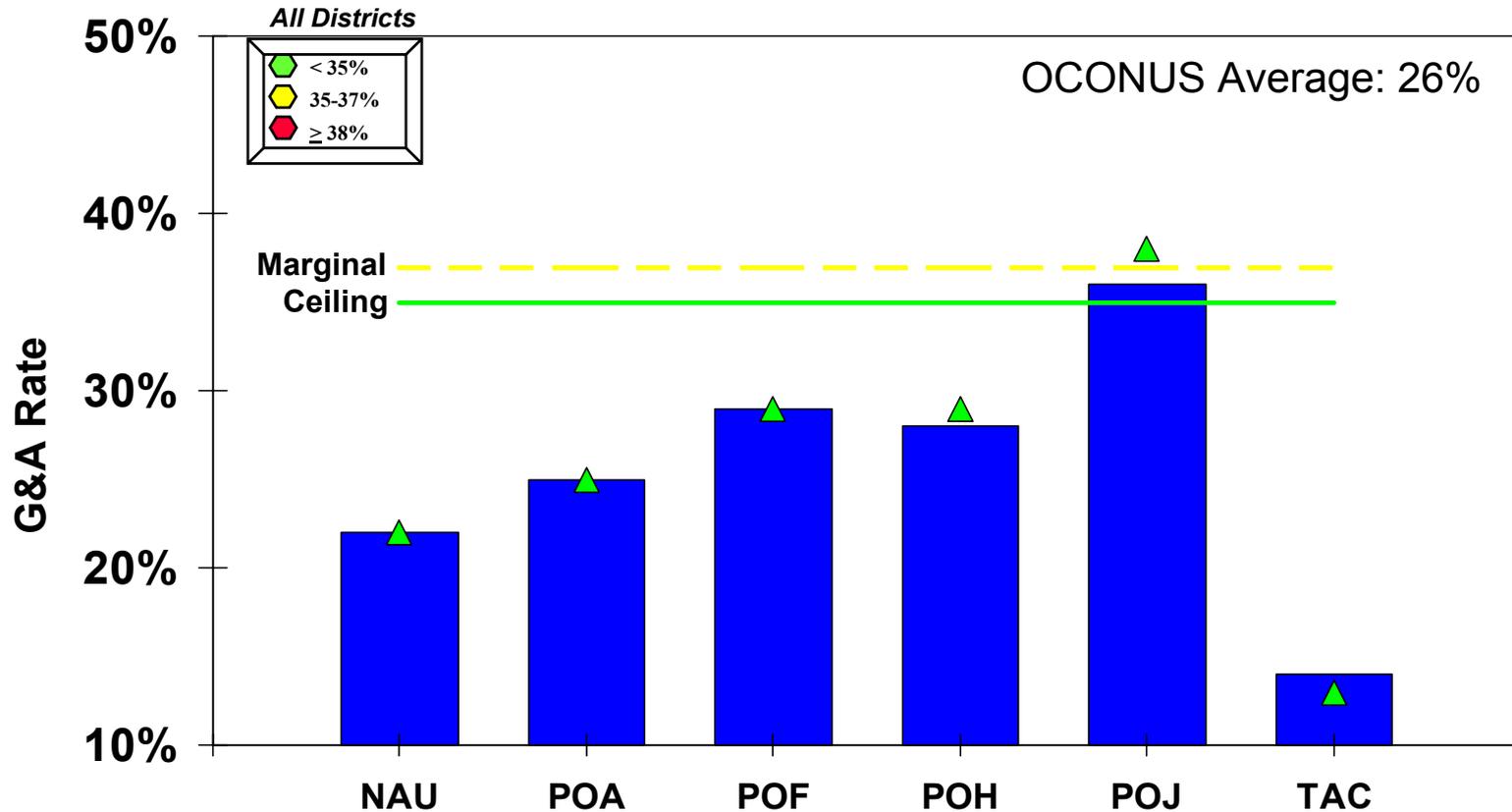


Military Gen & Admin - 3Q04

OCONUS

Current Rating 

EOY Rating 



Military Gen & Admin

PROGRAM GOAL: Achieve a G&A overhead rate that is below the targets for: CONUS small districts (27%) and for larger districts (25%), all OCONUS districts (33%). The definitions: small districts have labor bases \leq \$17M and larger districts $>$ \$17M.

CURRENT YEAR OBJECTIVES: Stay below the target.

END OF YEAR PREDICTION: 90% of the districts will be rated green.

CURRENT YEAR RESOURCES: Estimated total G&A costs are \$101M.

IMPACT ASSESSMENT: Low G&A rates encourage a perception of low cost of doing business.

ANALYSIS AND CORRECTIVE ACTION: Out of 25 districts all are rated green except for two districts which are amber. 92% have met their target. The range of values (18% to 36%) has widened beyond FY03 (19 to 34%).

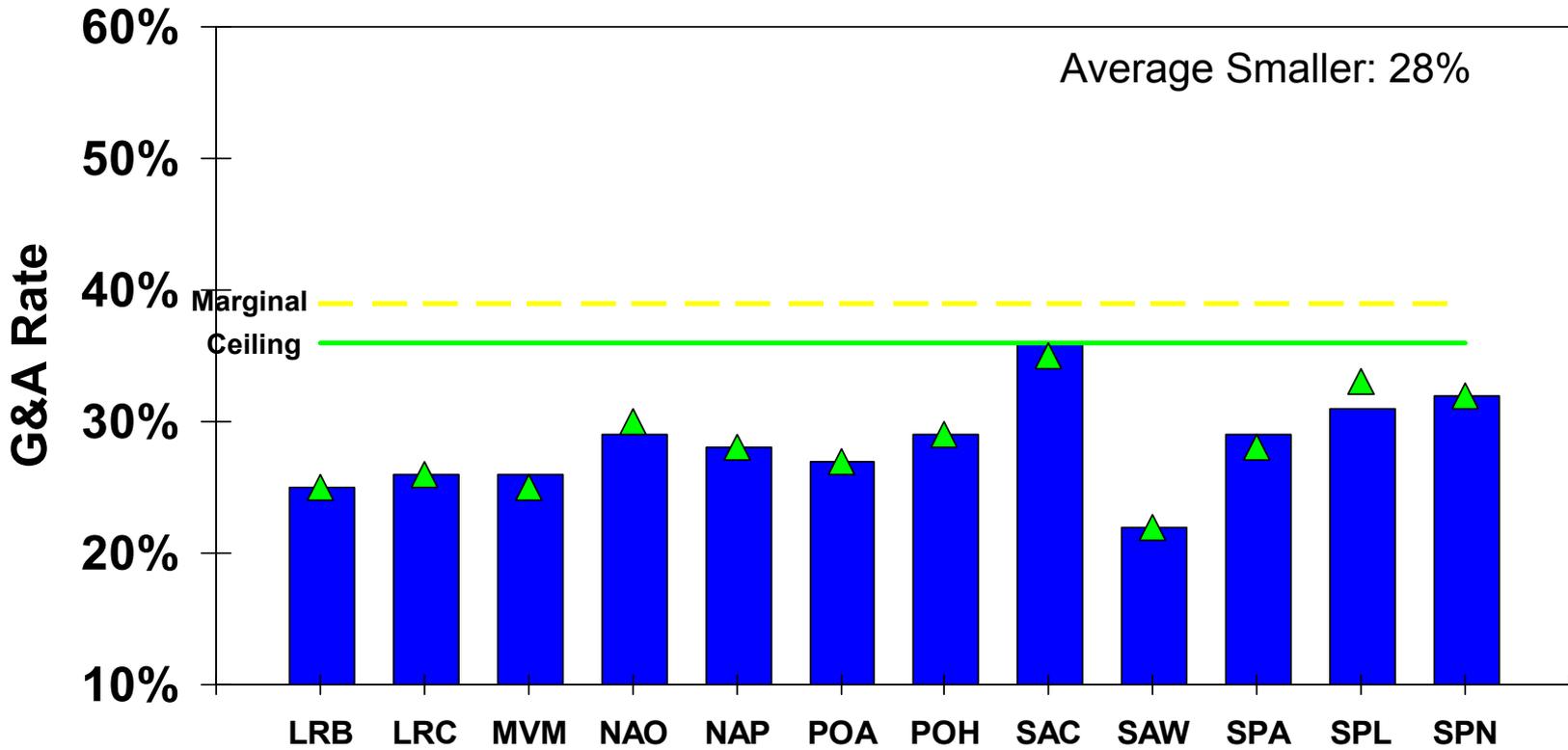
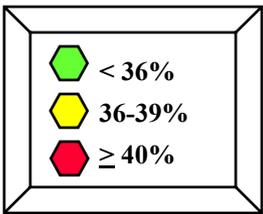
AS OF: 30 JUN 04

POC: Bob Corace, CERM-P
(202) 761-5855

ASSESSMENT: GREEN

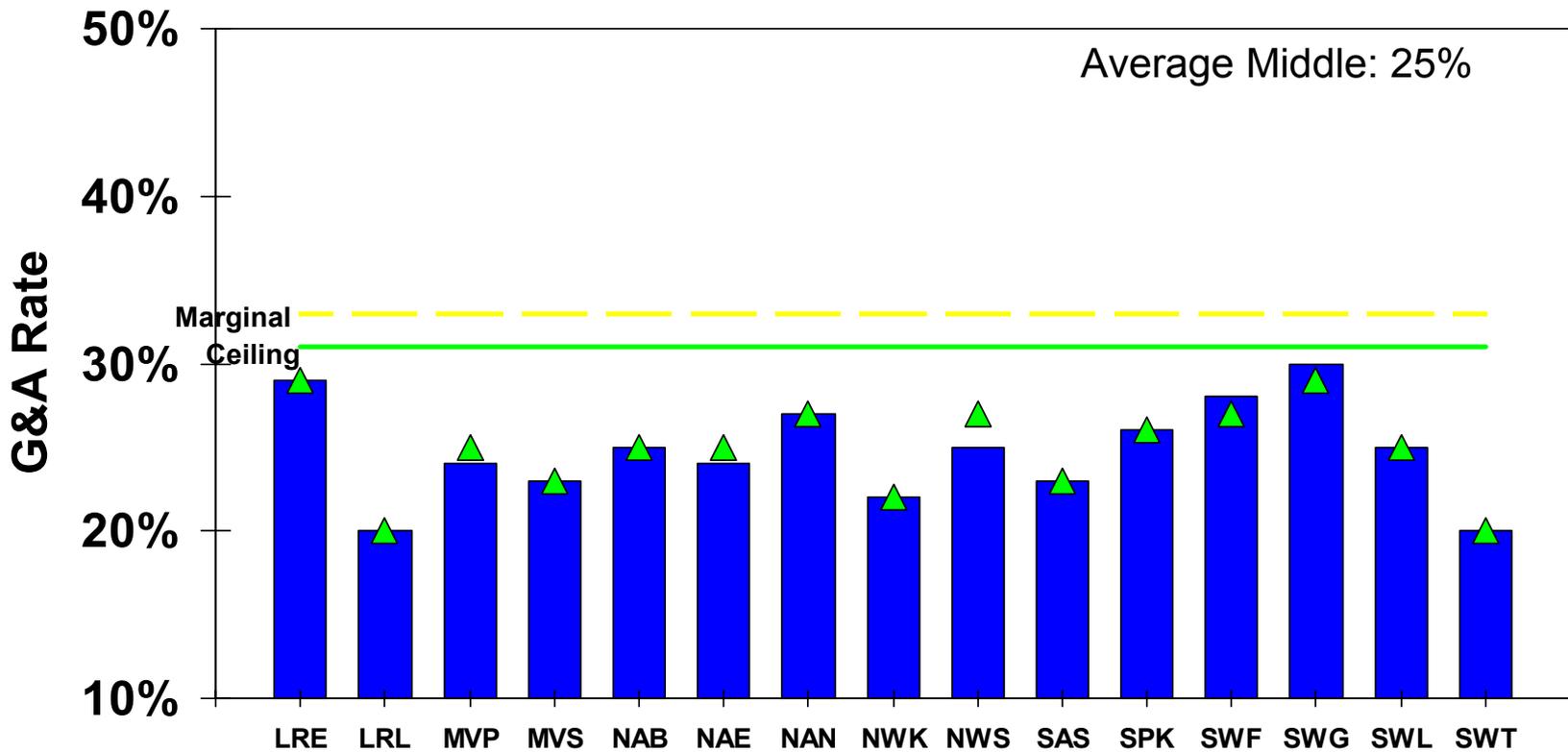
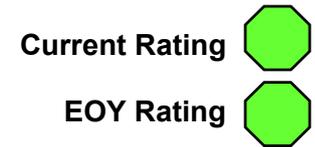
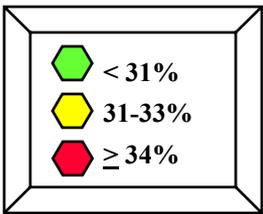
Civil Gen & Admin - 3Q04

Smaller CONUS/OCONUS*



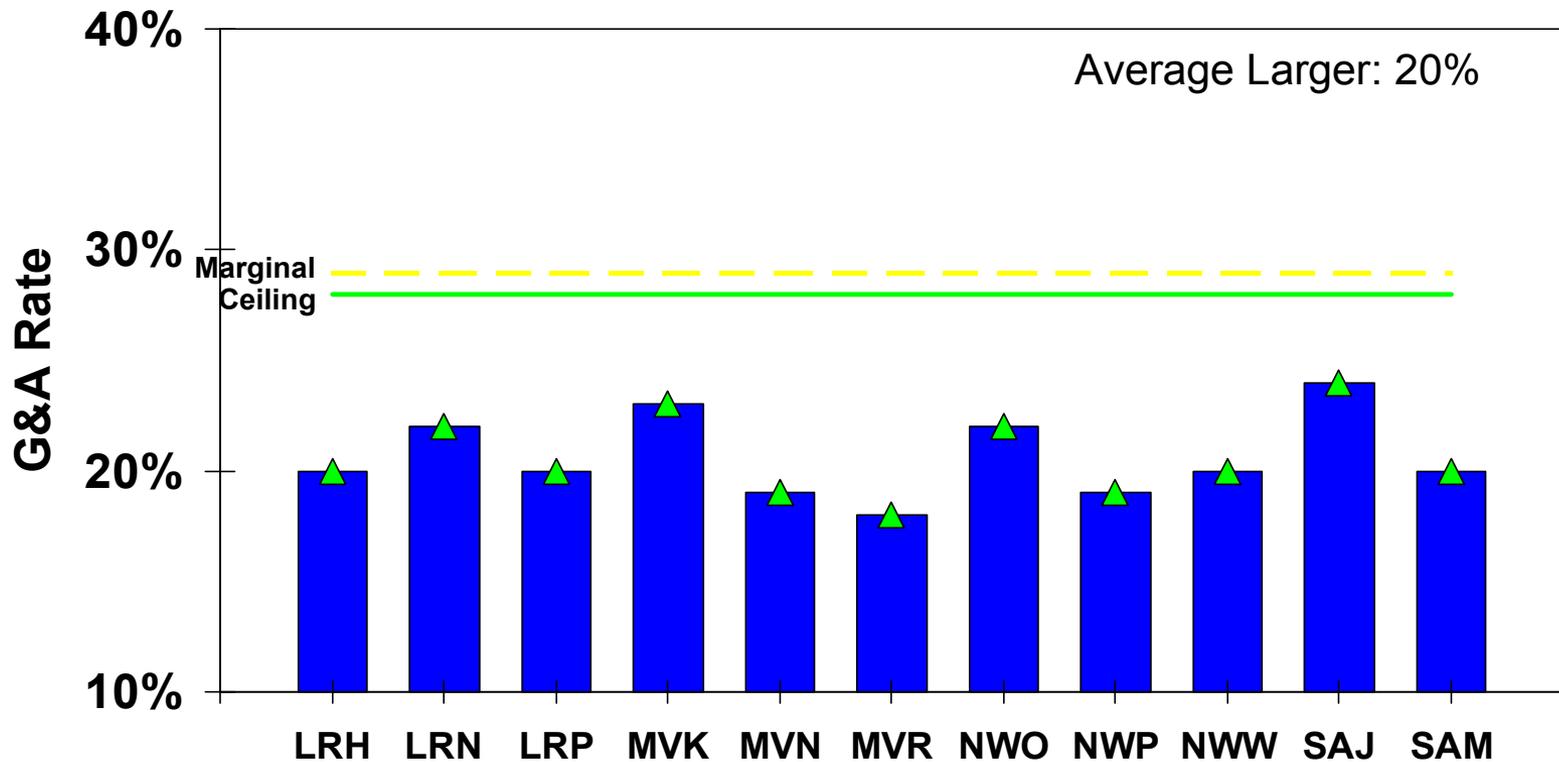
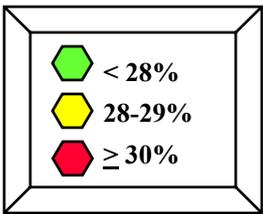
Civil Gen & Admin - 3Q04

*Middle** CONUS/OCONUS*



Civil Gen & Admin - 3Q04

*Larger*** CONUS/OCONUS*



Civil Gen & Admin

PROGRAM GOAL: Achieve a G&A overhead rate below the USACE target for small districts (33%), mid-size districts (28%) or larger districts (25%). The definitions: small districts have labor bases \leq \$19M, mid-size districts $>$ \$19M and \leq \$34M or larger districts $>$ \$34M.

CURRENT YEAR OBJECTIVES: Stay below the target.

END OF YEAR PREDICTION: 92% of the districts will be rated green.

CURRENT YEAR RESOURCES: Estimated total G&A costs are \$244M.

IMPACT ASSESSMENT: Low G&A rates encourage a perception of low cost of doing business.

ANALYSIS AND CORRECTIVE ACTION: All districts performed well and are rated green. The range of values (18 to 36%) was much narrower than at the end of FY03 (16 to 39%).

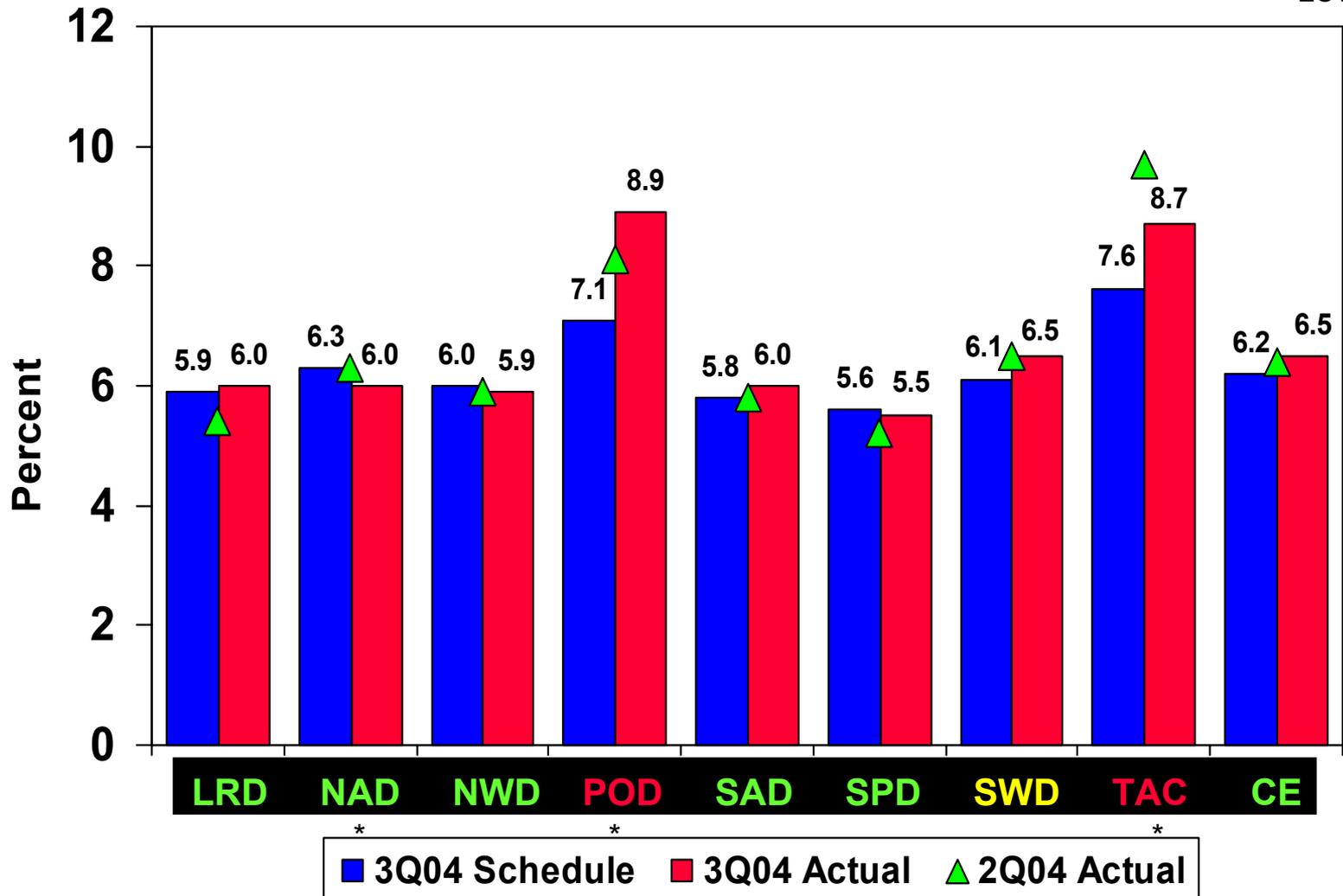
AS OF: 30 JUN 04

POC: Bob Corace, CERM-P
(202) 761-5855

ASSESSMENT: GREEN

MSCs MILCON S&A Rates - 3Q04

Current Rating 
 EOY Rating 



MSCs MILCON S&A Rates - 3Q04

PROGRAM GOAL: Manage cost to be within .3% of the assigned target (year end) or schedule.

CURRENT YEAR OBJECTIVES: Meet placement, expense, and rate schedules to assure S&A resources are at the appropriate level.

CURRENT YEAR RESOURCES - IMPACT ASSESSMENT: This year the MILCON account is supporting an estimated 1,900 FTE at a cost of \$175 million.

ANALYSIS AND CORRECTIVE ACTION: Overall the actual rate was 6.5%, which is slightly above the scheduled rate of 6.2%. Actual placement was \$1,892 million vs \$1,947 million scheduled. Actual expenses were \$123.3 million vs \$121.3 million scheduled. The high rates in POD and TAC were caused by low placement and higher than scheduled expenses.

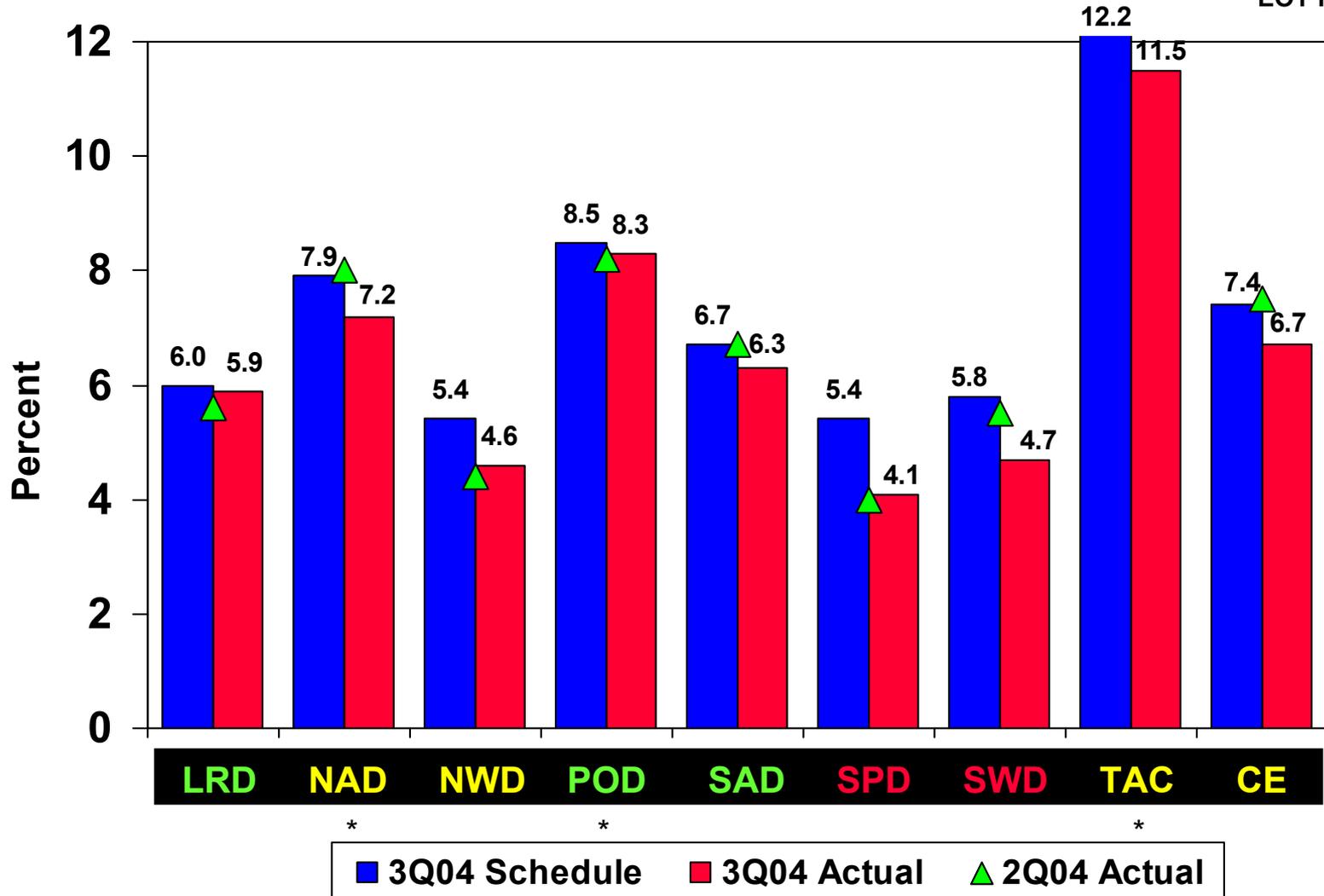
AS OF: 30 Jun 04

POC: Philip Blount
CERM-P
(202) 761-8908

ASSESSMENT: GREEN

MSCs O&M S&A Rates - 3Q04

Current Rating 
 EOY Rating 



MSCs O&M S&A Rates - 3Q04

PROGRAM GOAL: Manage cost to be within .4% of the assigned target (year end) or schedule.

CURRENT YEAR OBJECTIVES: Meet placement, expense, and rate schedules to assure S&A resources are at the appropriate level.

CURRENT YEAR RESOURCES - IMPACT ASSESSMENT: This year the O&M account is supporting approximately 800 FTE at a cost of \$75 million.

ANALYSIS AND CORRECTIVE ACTION: Overall the actual rate was 6.7% which is significantly below the scheduled rate of 7.4%. Actual placement was \$737 million which was \$8 million below schedule. Actual expenses of \$49.6 million were significantly below the schedule of \$55.1 million. High placement and low expenses caused NWD to be below scheduled rate. Low expenses caused LRD, NAD, SPD and SWD's to be below their scheduled rate. The very low S&A rate for NWD, SPD, and SWD raises concerns over adequate staffing.

-Unfunded expenses that were charged to TAC's S&A account cause their high rate. Funding is being provided in July to transfer these costs to.

AS OF: 30 Jun 04

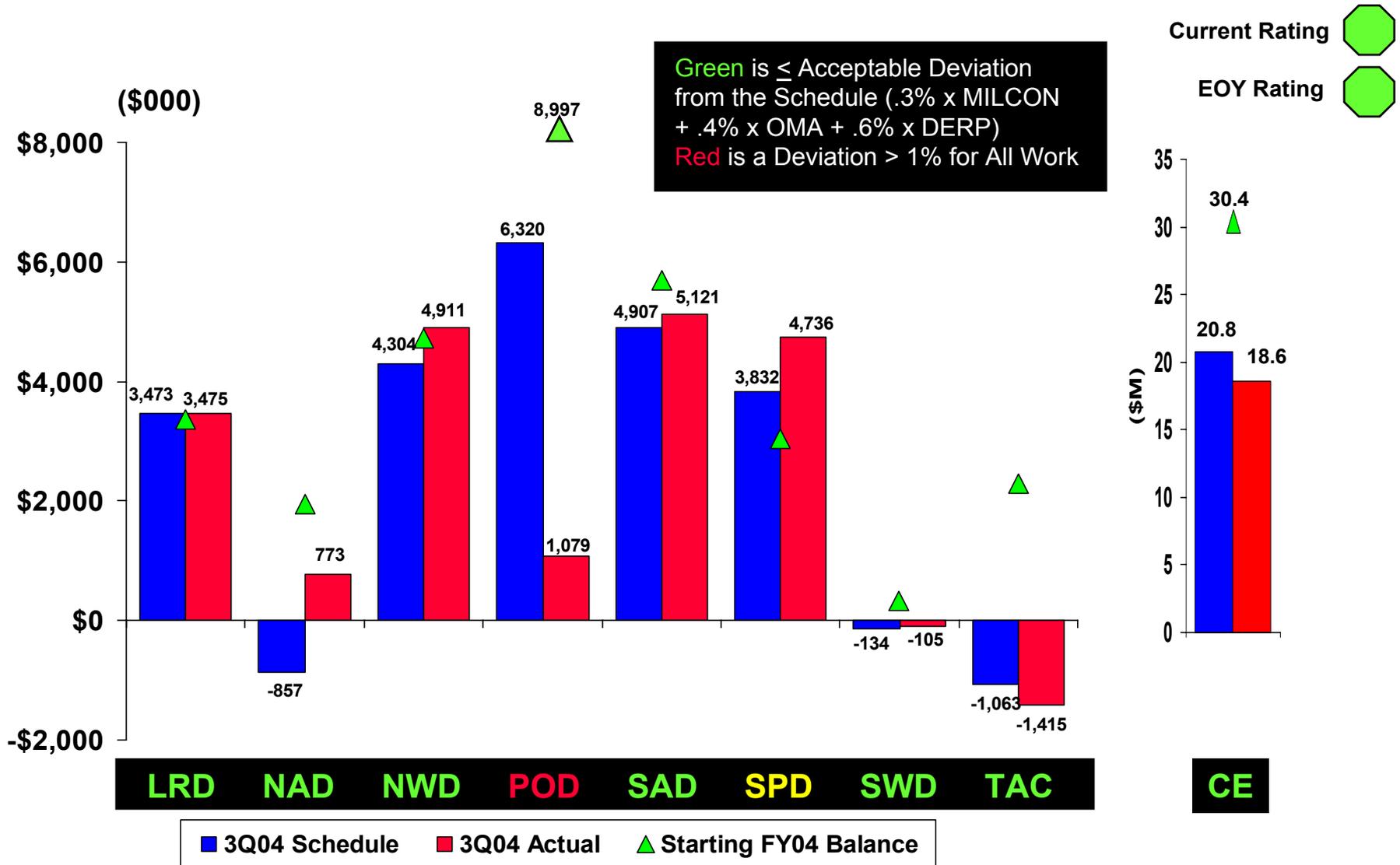
POC: Philip Blount

ASSESSMENT: AMBER

CERM-P (202) 761-8908

MSCs S&A Account

Check Book Balances - 3Q04



MSCs S&A Account

Check Book Balances – 3Q04

PROGRAM GOAL: Manage cost to avoid a significant gain or loss in their MSC “check book account”.

CURRENT YEAR OBJECTIVES: Meet placement, expense, and income schedules to assure S&A resources are at the appropriate level.

CURRENT YEAR RESOURCES - IMPACT ASSESSMENT: This year the two S&A accounts are supporting approximately 2,700 FTE at a cost of \$250 million. They managed \$3.9 billion in construction placement this fiscal year.

ANALYSIS AND CORRECTIVE ACTION: The checkbook balance was at \$18.6 million, which was below the mid-year schedule by \$2.2 million. Overall expenses were 2.3% behind schedule and income was 3.7% behind schedule.

-POD has several problem projects that are costing significantly more than they are earning. Hospital jobs in Alaska and Korea are finishing up and have claims that are being worked on. Alaska also has the Hydrant Fuel and Power plant projects that have problems.

-Based on the mid-year schedules we expect to end the year with a checkbook balance of \$23.6 million, which will not meet our nominal balance requirement. The MILCON balance has dropped from 51.7 million at the end of FY2000 to 21.7 million at the end of June. Estimated year-end balance for MILCON is \$26 million which is the lowest since 1994. An increase in the MILCON rate may be required to maintain the account’s financial health.

AS OF: 30 Jun 04

POC: Philip Blount

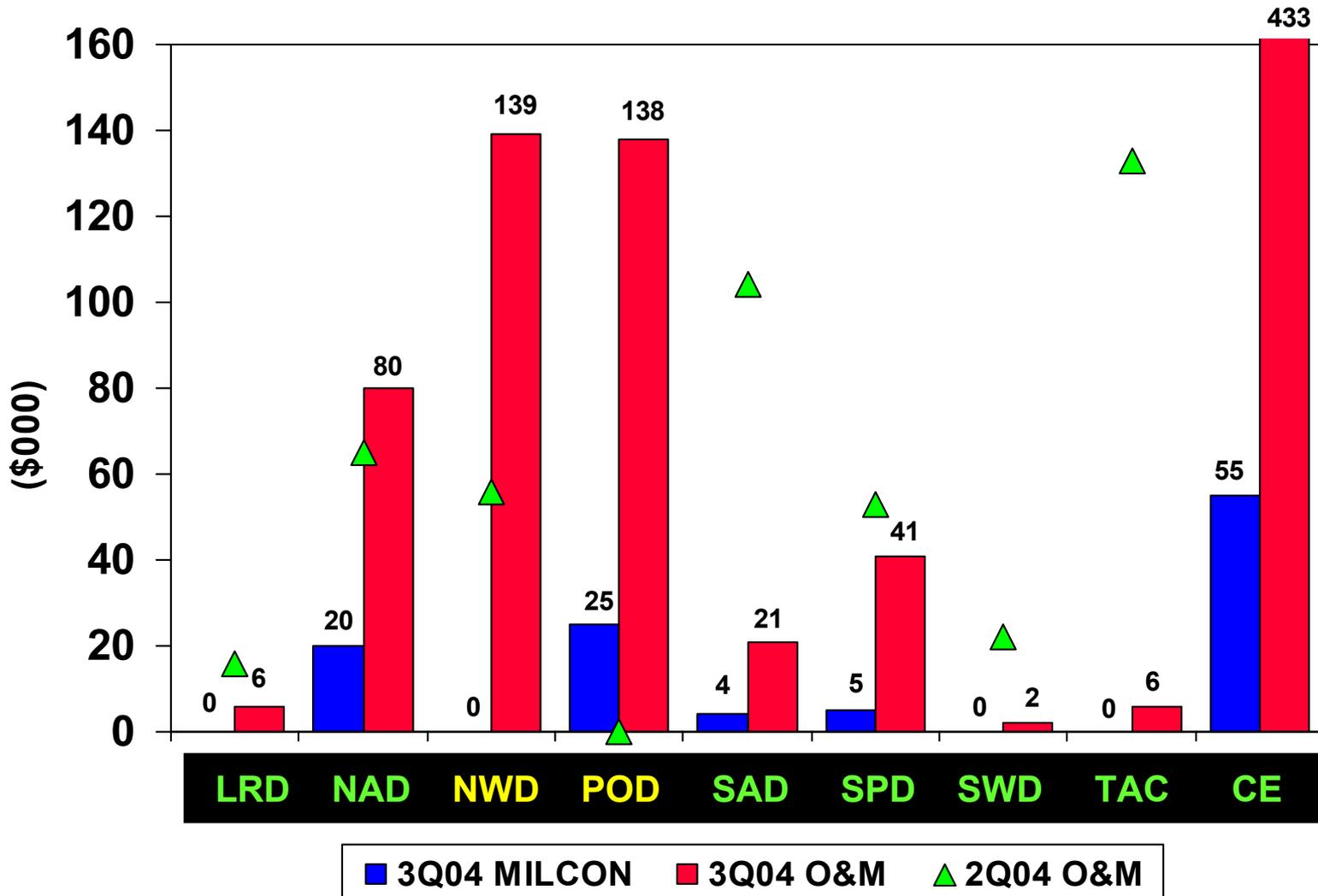
ASSESSMENT: GREEN

CERM-P (202) 761-8908

S&A Leakage - 3Q04

Current Rating 

EOY Rating 



S&A Leakage – 3Q04

PROGRAM GOAL: Collect all earned income. **Leakage is defined as income earned but not collected (placement X S&A rate = actual income).**

CURRENT YEAR OBJECTIVES: Meet placement, expense, and rate schedules to assure S&A resources are at the appropriate level.

CURRENT YEAR RESOURCES - IMPACT ASSESSMENT: This year there is \$247 million of S&A income that was collected in a timely manner.

ANALYSIS AND CORRECTIVE ACTION: Overall MILCON leakage was only \$55K and O&M 433K. NAD and POD have a small problem with O&M and DERP leakage. They are working to resolve the problem. Overall the MSCs are doing an excellent job getting S&A funding and collecting S&A income.

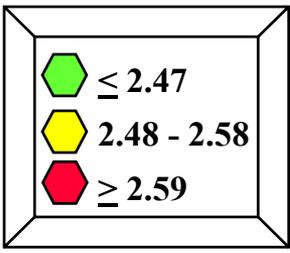
AS OF: 30 Jun 04

POC: Philip Blount

ASSESSMENT: GREEN

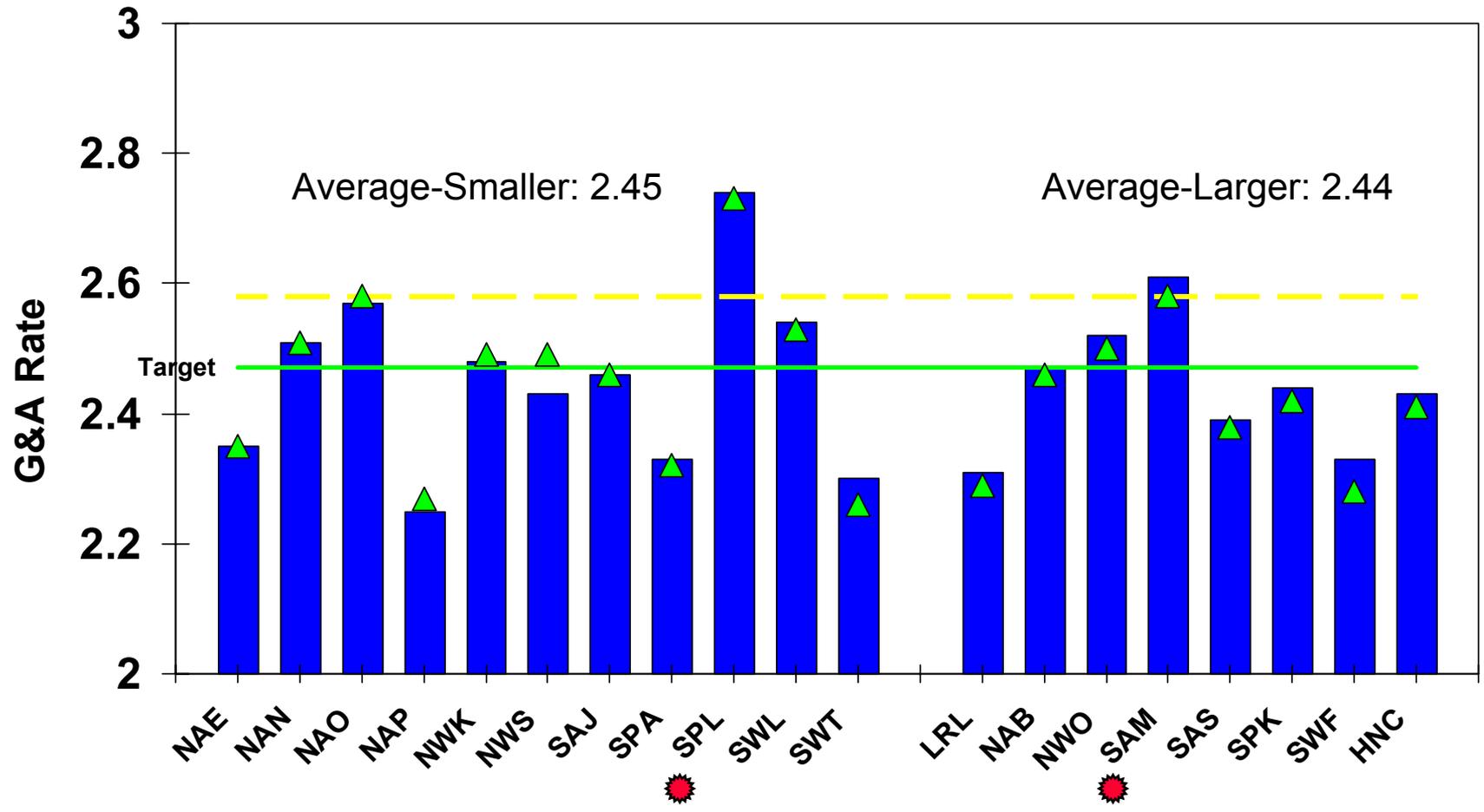
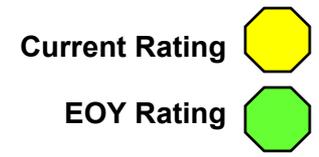
CERM-P

(202) 761-8908



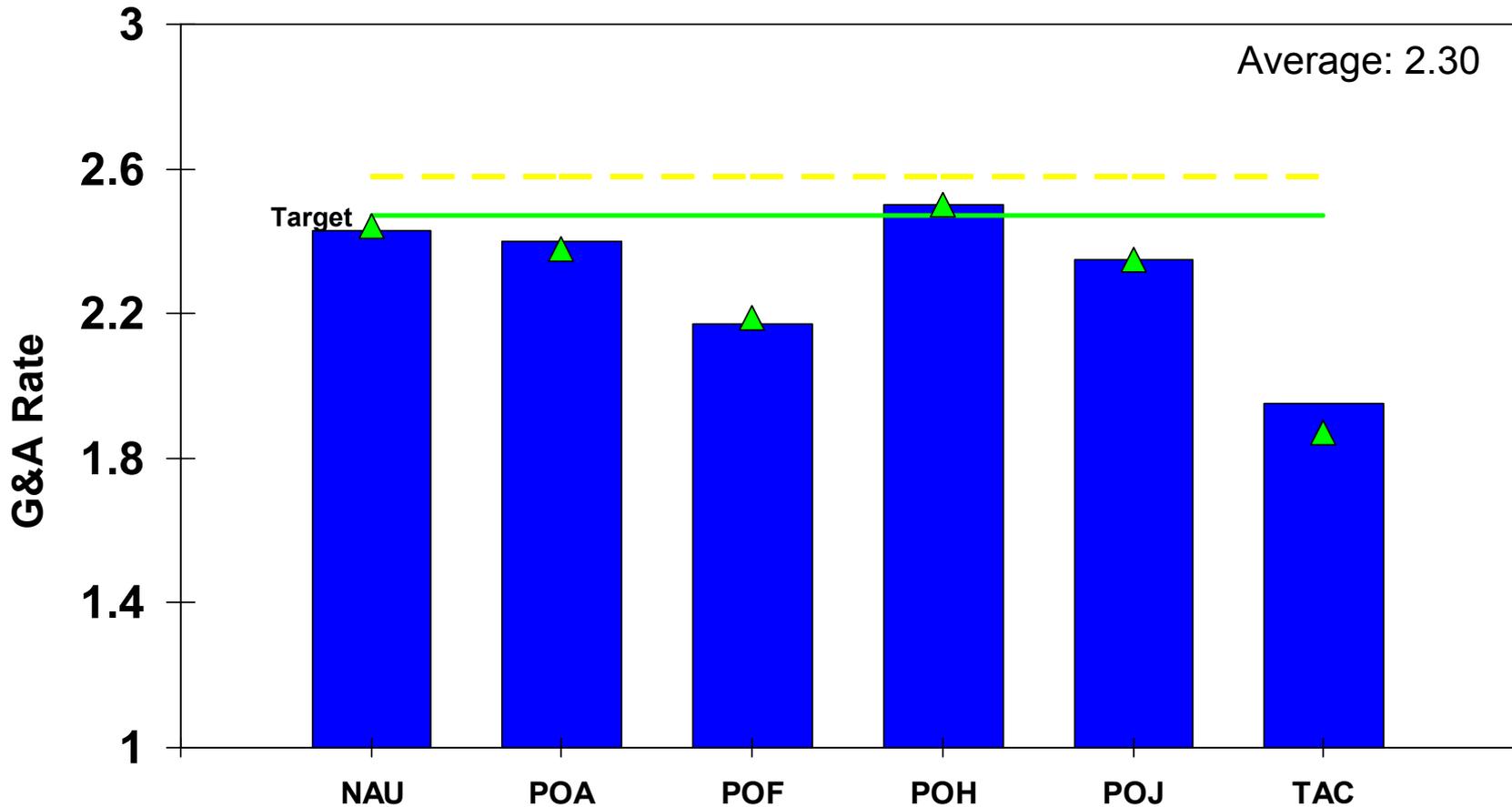
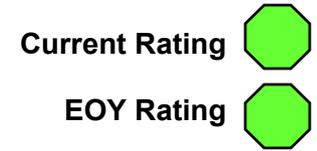
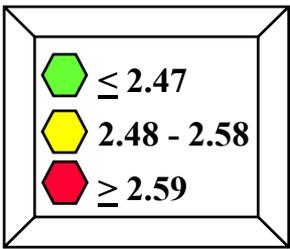
Military TLM - 3Q04

Smaller & Larger** CONUS*



Military TLM - 3Q04

OCONUS



Military TLM

PROGRAM GOAL: Achieve a ratio below 2.47.

CURRENT YEAR OBJECTIVES: Meet the target by controlling departmental overhead.

END OF YEAR PREDICTION: 85% of the districts will meet the target.

CURRENT YEAR RESOURCES: Estimated total military hired labor for is \$175M.

IMPACT ASSESSMENT: High costs agitate and frustrate customers into seeking other agencies to do their work.

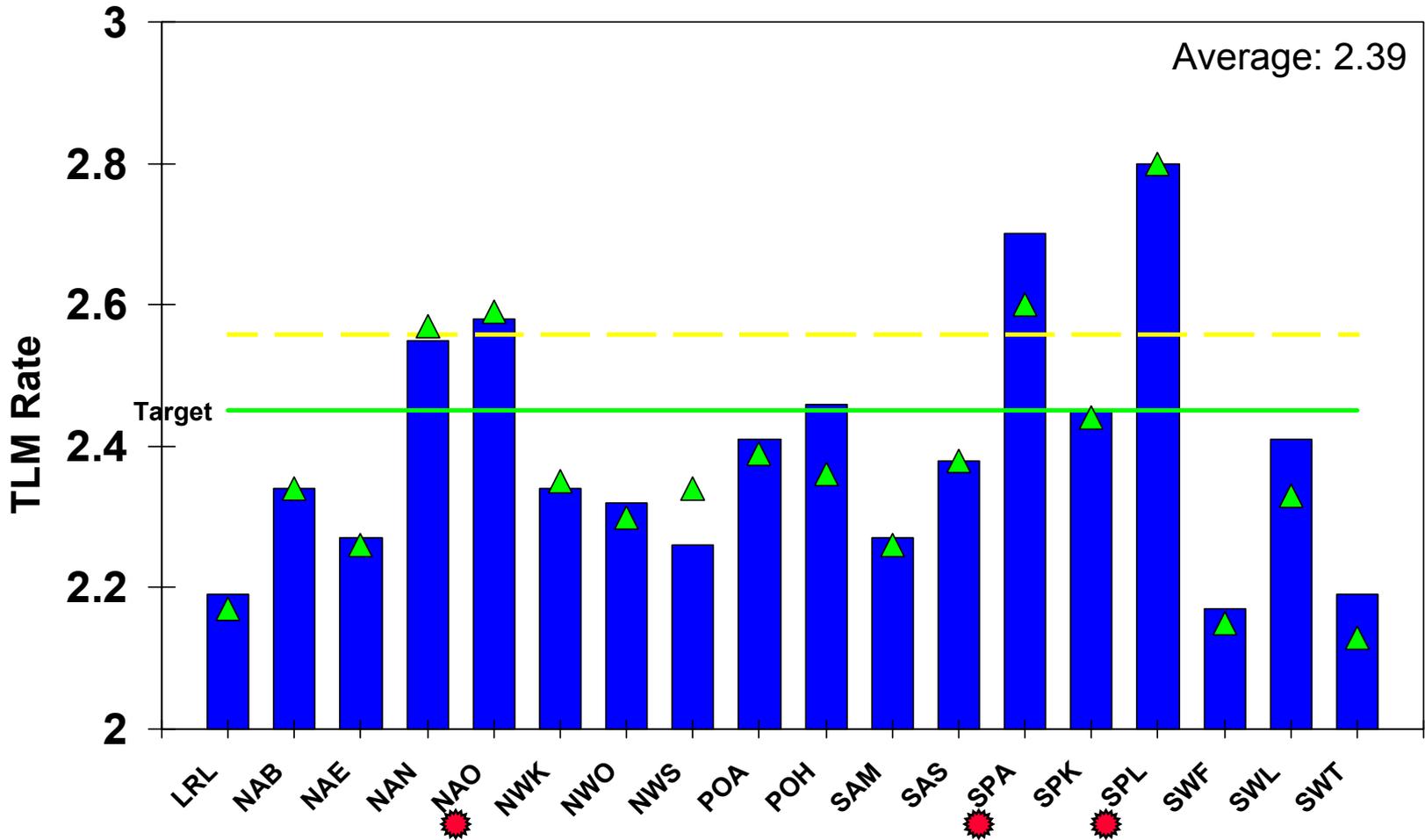
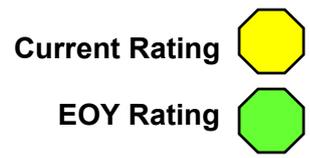
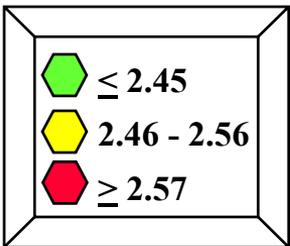
ANALYSIS AND CORRECTIVE ACTION: The overall average of 2.41 is the same as the FY03 average. The range (1.95 to 2.74) is much wider than at the end of FY03 (2.11 to 2.70). Ironically, OCONUS Districts have achieved a significantly lower average TLM than CONUS. Most Districts are managing cost and pushing down the TLM gradually.

AS OF: 30 JUN 04

POC: Bob Corace CERM-P
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ASSESSMENT: AMBER

Military Real Estate TLM - 3Q04



Military Real Estate TLM

PROGRAM GOAL: Achieve a ratio below 2.45.

CURRENT YEAR OBJECTIVES: Meet the target by controlling departmental overhead.

END OF YEAR PREDICTION: 85% of the districts will meet the target.

CURRENT YEAR RESOURCES: Estimated total RE- hired labor is \$27M.

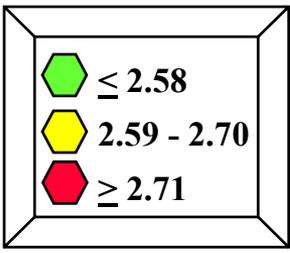
IMPACT ASSESSMENT: TLM measures the ratio of overhead and fringe benefits to direct labor.

ANALYSIS AND CORRECTIVE ACTION: The 18-district average is 2.39, down from FY03 (2.45).
14 districts (78%) are rated green and three red. The range (2.19 to 2.80) has shrunk slightly from FY03 (2.27 to 3.01).

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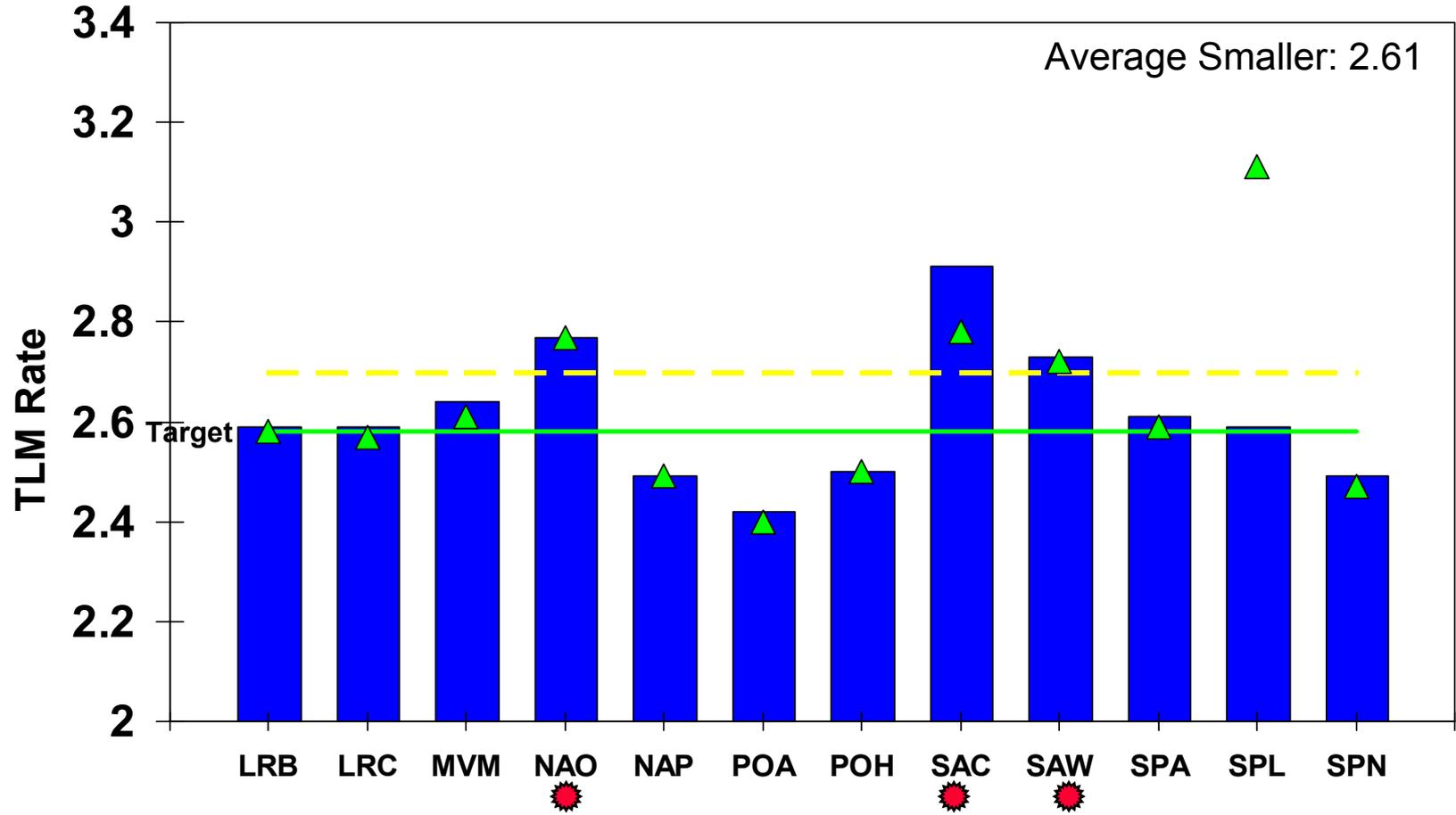
POC: Bob Corace CERM-P
(202) 761-5855

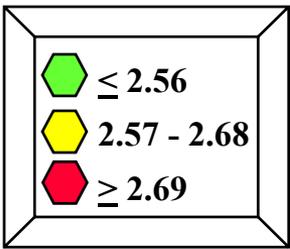
ASSESSMENT: AMBER



Civil TLM - 3Q04

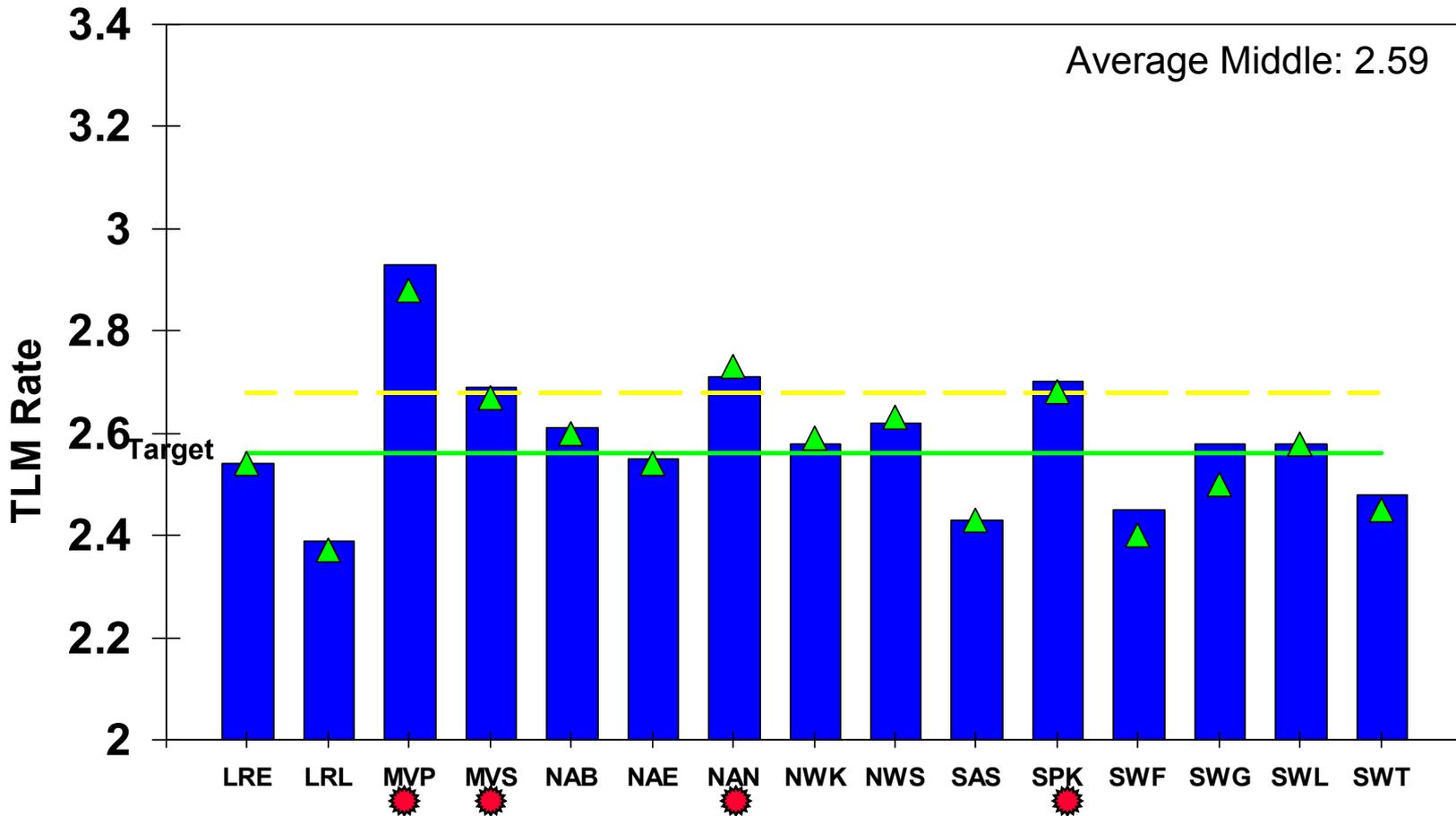
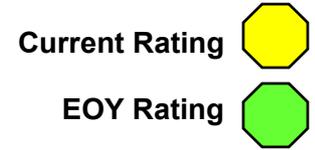
Smaller* CONUS/OCONUS

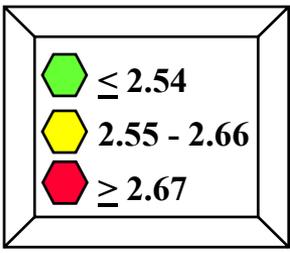




Civil TLM - 3Q04

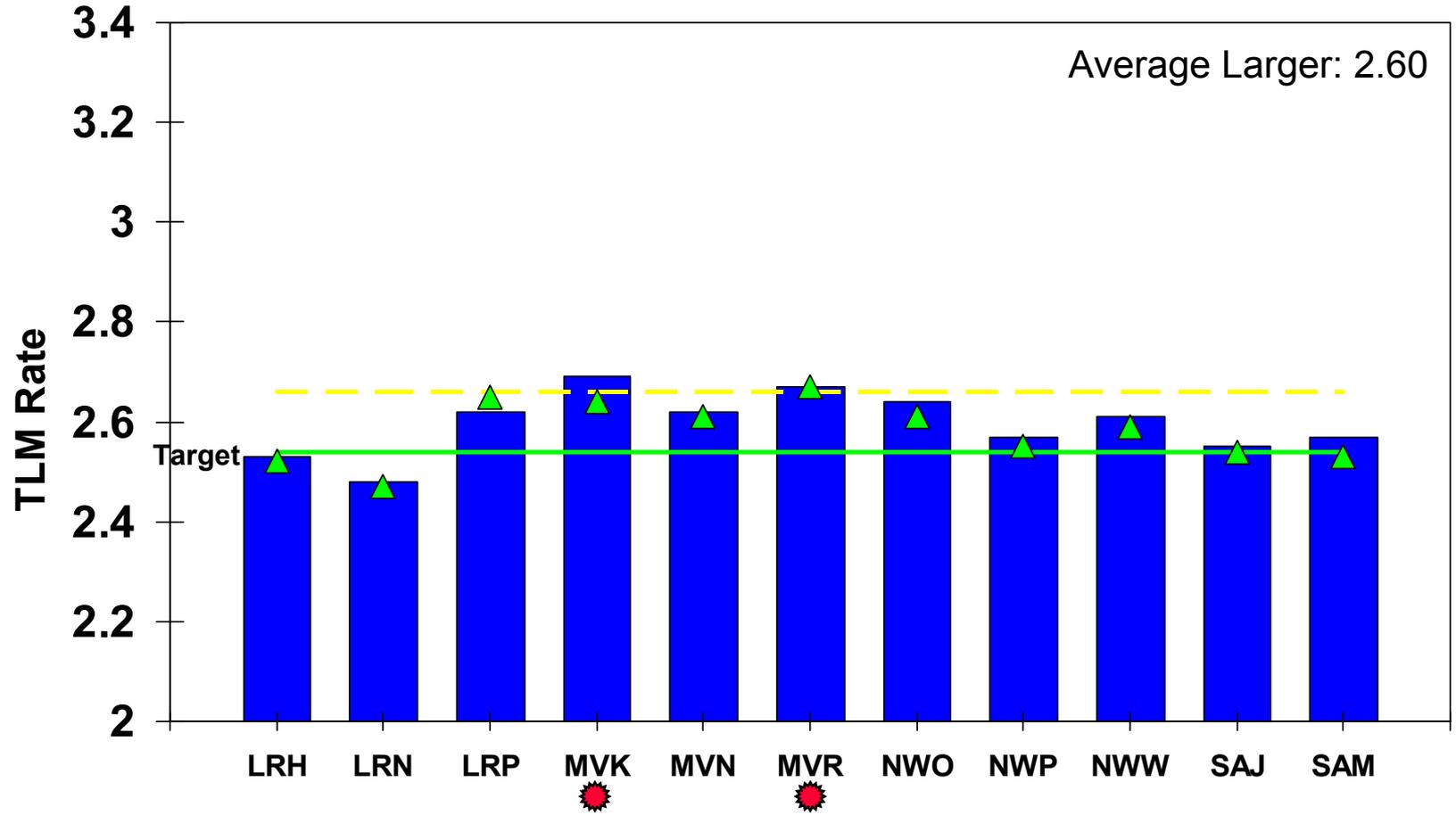
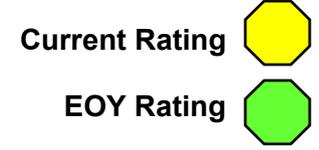
*Middle** CONUS/OCONUS*





Civil TLM - 3Q04

*Larger*** CONUS/OCONUS*



Civil TLM

PROGRAM GOAL: Achieve a ratio below the target of (2.58) for small, (2.56) for middle size and (2.54) for larger districts.

CURRENT YEAR OBJECTIVES: Meet the target by controlling departmental overhead.

END OF YEAR PREDICTION: 85% of the districts will meet the target.

CURRENT YEAR RESOURCES: Estimated total civil funded hired labor for group \$157M.

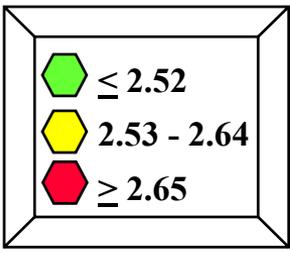
IMPACT ASSESSMENT: Unreasonable costs could compel customers to seek alternatives for accomplishing public works projects.

ANALYSIS AND CORRECTIVE ACTION: 38 districts average TLM (2.60) down from FY03 (2.61). The range (2.39 to 2.77) is much narrower than in FY03 (2.42 to 2.86). Red ratings are due to excessive departmental overhead or high effective rates.

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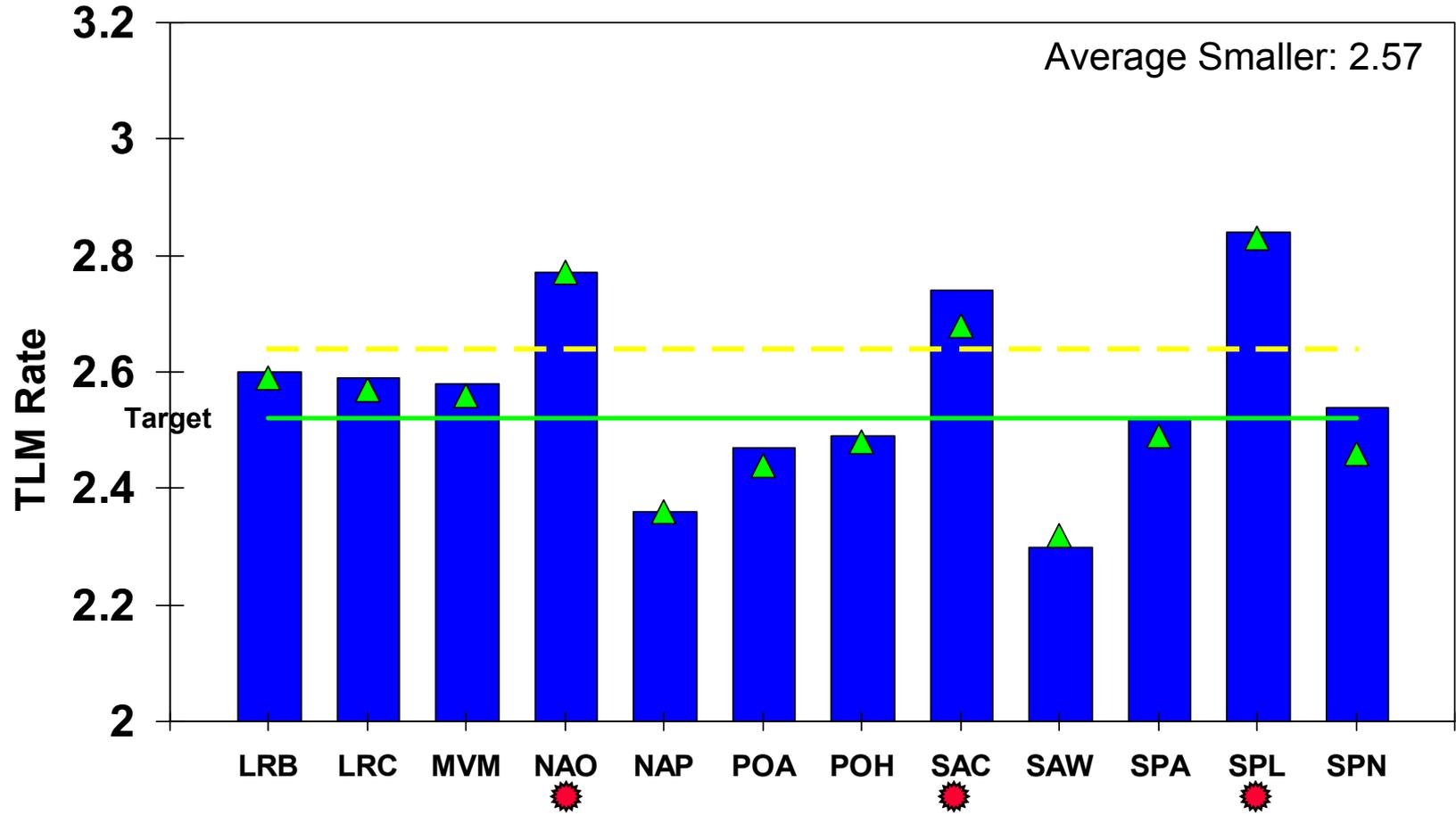
POC: Bob Corace CERM-P
(202) 761-5855

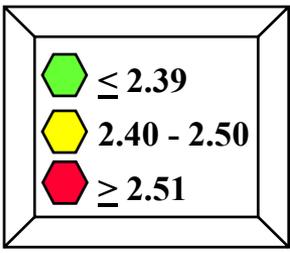
ASSESSMENT: AMBER



Civil O&M TLM - 3Q04

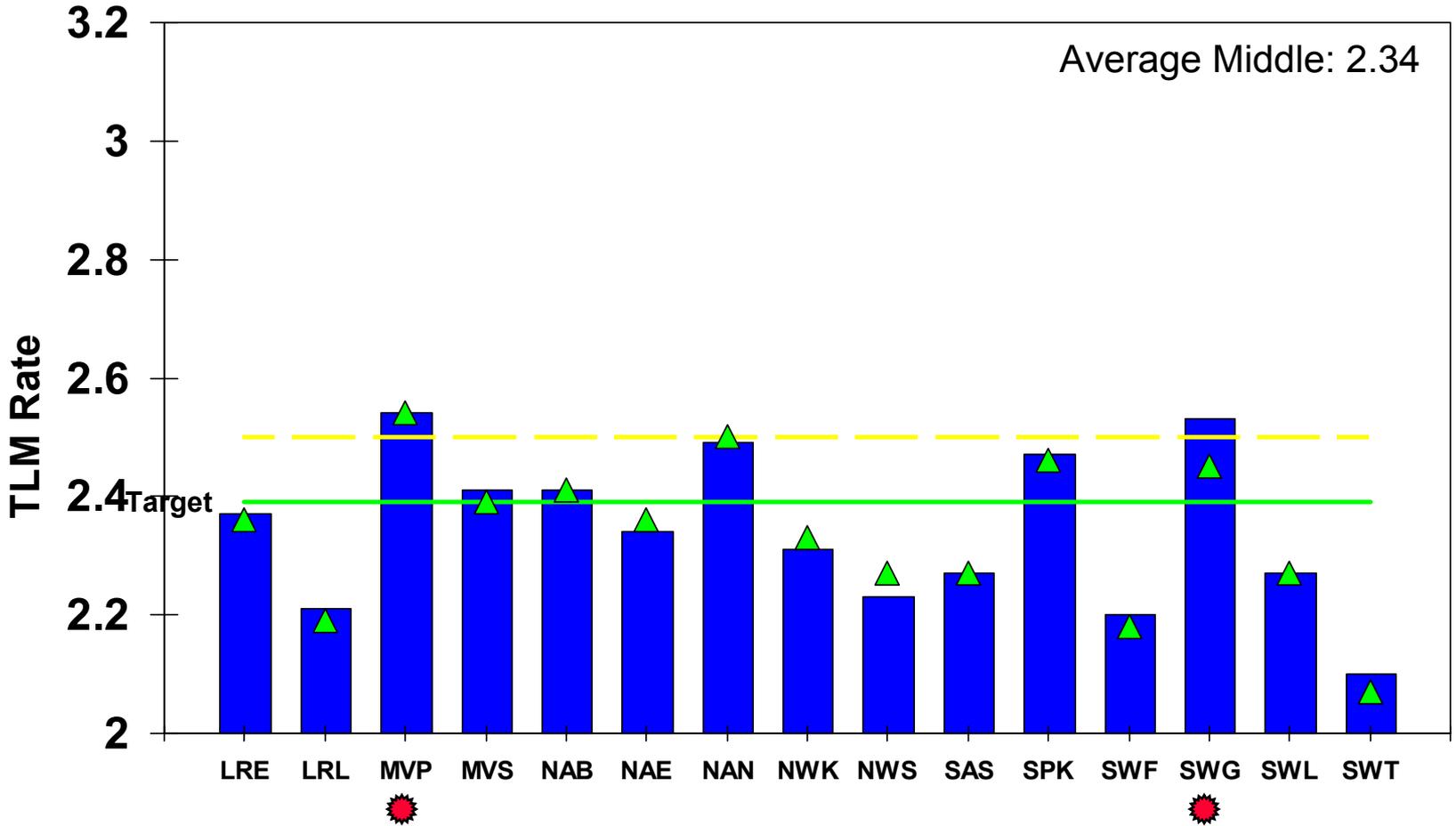
Smaller CONUS/OCONUS*

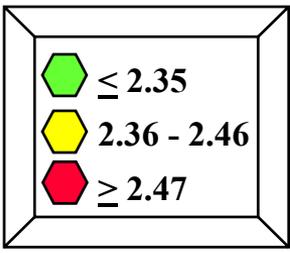




Civil O&M TLM - 3Q04

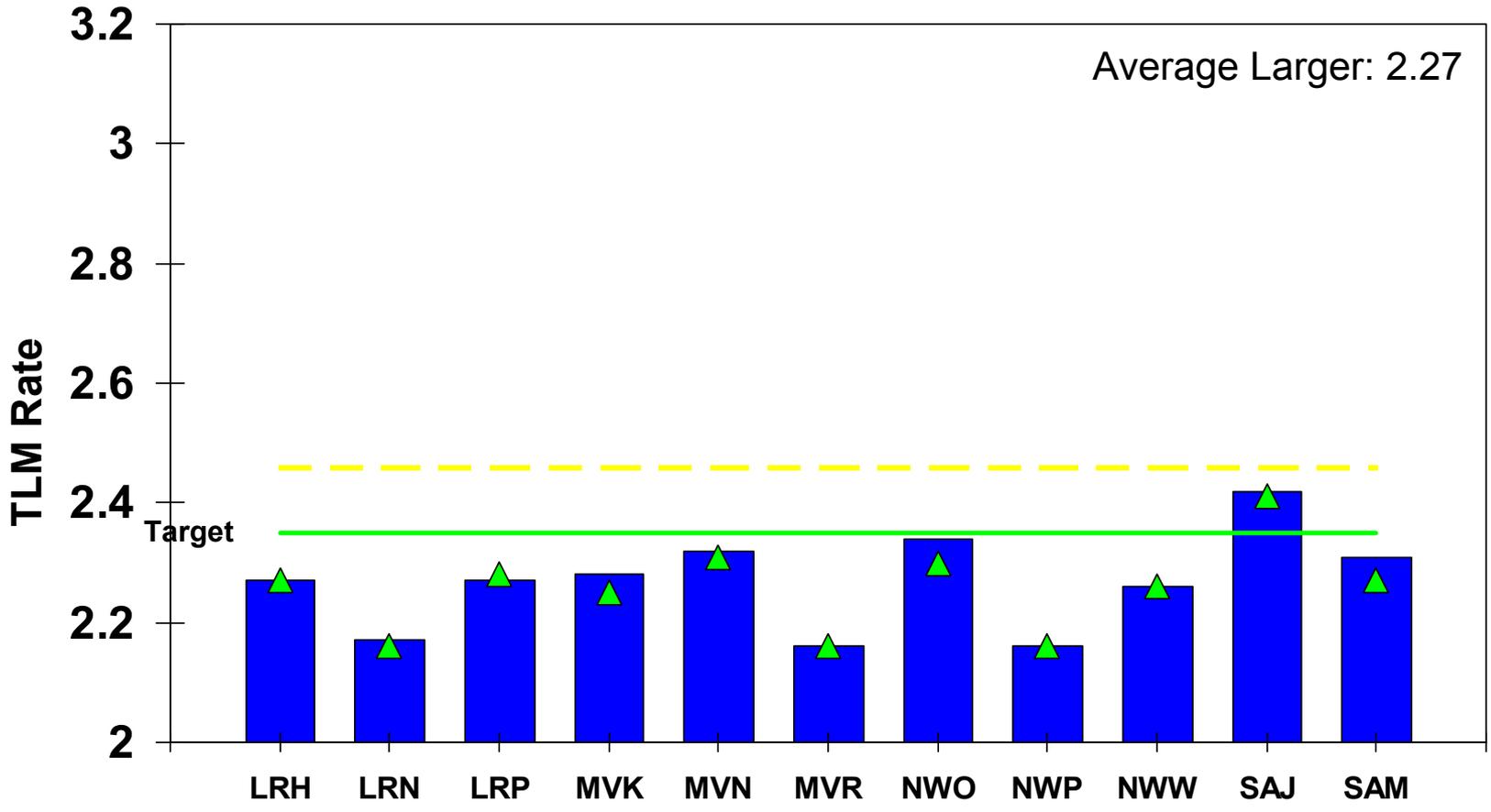
*Middle** CONUS/OCONUS*





Civil O&M TLM - 3Q04

*Larger*** CONUS/OCONUS*



Civil O&M TLM

PROGRAM GOAL: Achieve a ratio below the target of 2.52 for small, 2.39 for medium and 2.35 for large labor bases.

CURRENT YEAR OBJECTIVES: Meet the target by controlling departmental overhead.

END OF YEAR PREDICTION: 85% of the districts will meet the target.

CURRENT YEAR RESOURCES: Estimated total civil funded hired labor for group \$647M.

IMPACT ASSESSMENT: High O&M overhead costs increase the maintenance backlog.

ANALYSIS AND CORRECTIVE ACTION: 38 districts incurred an average TLM of 2.39 down from the FY03 average (2.40) with a range (2.10 to 2.84), that is slightly narrower than FY03 (2.11 to 2.70). 26 districts are rated green (76%), seven amber and five red.

AS OF: 30 JUN 04

POC: Bob Corace CERM-P
(202) 761-5855

ASSESSMENT: AMBER