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CERM-M

Circular
No. 11-2-173

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EXPIRES 31 March 1999
Army Programs
**USACE MANPOWER
CIVIL PROGRAM
CIVILIAN FORCE CONFIGURATION AND MANAGEMENT
(RCS: CERM-M-1)**

1. **Purpose.** To establish policy and guidance for developing the Corps' civil program civilian manpower requirements for fiscal year (FY) 1999 and the subsequent four years.
2. **Applicability.** This circular applies to HQUSACE/OCE, all major subordinate commands (MSC), districts, laboratories, and field operating activities (FOA) with Civil programs.
3. **References.**
 - a. Rivers and Harbors Act of 1899
Sections 9 and 10.
 - b. PL 83-566.
 - c. PL 84-99.
 - d. PL 91-646.
 - e. PL 92-500, Section 404.
 - f. PL 92-532, Section 103.
 - g. Title 36, Code of Federal Regulations.
 - h. OMB Circular A-11.
 - I. ER 37-2-10.
 - j. ER 570-2-2.
 - k. ER 1140-1-211.
 - l. EP 37-26-1.
 - m. EC 11-2-172.
(Expires 31 Mar 98)
 - n. PRISM Users Manual,
version 2.0.

4. **General Manpower Management Philosophy.**

a. The Corps of Engineers has two resources available to execute its mission, funds and manpower. As dollar resources become scarce it is necessary to manage our remaining resource, manpower, prudently in order to deliver the maximum output of products and services to our customers for every dollar received. Commanders must forecast their long term workload trends and adjust their manpower resources to that trend using only the minimum manpower necessary to accomplish the forecast work. Corps managers should constantly strive to improve the

efficiency of existing operations to deliver more, or higher quality, goods and services for every unit of manpower expended. Civil FTE will be used to execute all non-defense work, conversely, it will not be used to resource any defense funded work. The Federal Workforce Restructuring Act of 1994 requires the Corps of Engineers to reduce its workforce associated with the civil works mission by 3574 full time equivalent (FTE) between 1993 and 1999 as a part of the general downsizing of the Federal Government.

b. The ~~Civil Works~~ Directorate of Resource Management uses the Civil Program Civilian **Force Configuration** and Management (FORCON) software as a tool to develop its civil works manpower resource requirements and to determine FTE workyear allocations for USACE commands. Our first priority is to develop an accurate five-year statement of work to be performed in each USACE command and the commander's estimate of the manpower required to execute that work on schedule. The Civil Works Directorate uses ~~those~~ the estimates are used to present and defend our total Corps requirements to the Office of Management and Budget (OMB). Our second priority is to distribute our (OMB ceiling) manpower allocation equitably among all USACE commands.

c. The organizational breakout produced by the headquarters model are advisory in nature. Individual commands are encouraged to use the model to obtain an organizational breakout using local distribution rates which will more closely relate to local conditions and requirements (see Appendix B).

5. **Multi-year Planning Estimates.** All manpower assumptions will follow those used in the formulation of the FY 99 President's budget. Outyear funding (BY+1=00 thru BY+4=03) must be consistent with those budgetary assumptions.

6. **Responsibilities.**

a. HQUSACE.

- (1) Establish policy and publish guidance for development of Corps civil program manpower requirements.
- (2) Develop and distribute software for data collection and analysis.
- (3) Perform USACE command data review and integration, civil program verification and analysis, and workload based manpower allocation to MSCs, laboratories, and separate FOA.
- (4) Defend manpower requirements to Assistant Secretary of the Army for Civil Works (ASA(CW)), OMB, and Congress.

b. USACE Commands.

(1) MSC

(a) Review and analyze subordinate command manpower requirements

(b) Submit MSC manpower requirements to HQUSACE

(c) Suballocate manpower to subordinate commands.

(d) Input data for MSC office.

(2) Districts, laboratories, and separate FOA.

(a) Project detailed workload and manpower requirements for CY and BY, workload requirements for **BY+1** thru **BY+4**, and data input.

(b) Suballocate manpower to internal organizations

7. Submission Requirements and Dates.

a. Using the **FORCON** software, **USACE** commands will submit six years of funding data (**CY=98** thru **BY+4=03**) and two years of **organization/function** data (**CY=98** and **BY=99**). Submission requirements and dates are summarized in Appendix H. To the extent possible, due dates have been integrated with the FY 99 budget testimony activities and the initial submission for the FY 99 budget cycle. The final submission of data is **31 March**.

b. For expediency, this Engineering Circular is not being revised in the conventional format, but uses the method of strike out and underlining to highlight critical changes in text. In this manner the familiar user need only look for the changes to last year's procedure.

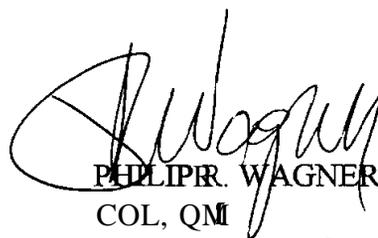
FOR THE COMMANDER:

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APPENDIX A

ORGANIZATION/FUNCTION CODES AND DEFINITIONS

The FORCON software uses a system of codes for organizations and functions within certain organizations in order to relate work with the individual. The following table displays the hierarchy of the codes.

TABLE A-1

ORG. CODE	FUNCT. CODE	ORGANIZATION (Function <u>1</u> /) NAME
A		ADMINISTRATION
K		PLANNING
L		ENGINEERING
N		REAL ESTATE
Q		CONSTRUCTION
R		OPERATION & MAINTENANCE
	(D)	(Dredging)
	(V)	(Navigation)
	(F)	(Flood Damage Reduction)
	(P)	(Hydropower)
	(T)	(Natural Resources Management)
	(G)	(Regulatory Program)
	(U)	(Emergency Management)
	(E)	(Revetment Operations)---Restricted to MVD
W		RESEARCH AND DEVELOPMENT
	(X)	Researchers
	(Y)	R & D Technical Support
Z		PROGRAMS AND PROJECT MANAGEMENT

1/ Only organizations having the codes "R" and "W" may be broken down by functions. The

following function codes are valid for organization code "R" (Operation and Maintenance): "D" "V," "F," "P," "T," "G," "U," and "E." The following function codes are valid for organization code "W" (Research and Development): "X" and "Y."

A-1. ADMINISTRATION (A) All organizations that normally charge to the Revolving Fund and whose costs are sold back to projects as Overhead as well as personnel assigned to those organizations that are charged otherwise. Included are the Executive Office, Logistics Management Office (LMO), Safety, Resource Management Office (RMO), Information Management Office (IMO), Counsel, Human Resources Office (HRO), Equal Employment Office (EEO), Audit Office (AO), Contracting and Procurement, and other functions providing general support.

A-2. PLANNING (K)

a. Formulation, evaluation, coordination, and report preparation for GI reconnaissance and feasibility studies and continuing authorities, S. 1135, S. 206, and S. 204 program studies.

b. Formulation and evaluation, components of preconstruction planning and engineering studies.

c. Coordination of "planning" activities with other agencies including but not limited to managing the Flood Plain Management Services (FPMS) and Flood Insurance Administration (FIA) programs, review of PL 83-566 reports, provision of flood damage prevention effects to the Bureau of Reclamation for their planning activities, etc.

d. Formulation and evaluation activities required to support research and development, construction, operation, major rehabilitation, maintenance, or other non-Corps work such as Planning Assistance to States, Federal Energy Regulatory Commission (FERC) permits, etc.

NOTE: Any or all of the above may include both preparation and review of all Flood Insurance Studies (FIS) drafts, finals, etc.

A-3. ENGINEERING (L)

a. Engineering and design activities required for:

(1) Planning phase studies, reports and other programs such as FPMS and FIA programs, continuing authorities and support for others. Also, participation in Reconnaissance Review Conferences (PRC), Feasibility Review Conferences (FRC), In Process Reviews (IPR), Technical Review Conferences (TRC), or other project meetings. Preparing engineering input to and review of Project Study Plans (PSP), Project Management Plans (PMP), Feasibility cost Sharing

Agreements (FCSA), and Project Cooperation Agreement (PCA)/Local Cooperation Agreement (LCA) documents.

(2) Preconstruction Engineering and Design (PED), including detailed studies, design memoranda, plans and specifications, etc.

(3) Continued engineering and design (E&D) activities during construction, including shop drawing review, witnessing shop (model) test and field test, preparation of O&M manuals, as-built drawing development, etc.

(4) Project operations, including development of ~~project operation rules, operation of reservoir control centers~~ water control plans and manuals, daily water control operations, implementation of project ~~conduct of hydrographic survey, review proposed operational changes, conduct of hydrographic survey,~~ etc.

(5) Major rehabilitation and major maintenance work, including design, preparation of rehabilitation design memoranda and major rehabilitation reports, plans and specifications, surveys and mapping, testing and evaluation of existing equipment, project instrumentation data analysis, modification of project O&M manuals, and other operating guidance, engineering and design for preparation of plans and specifications of operating activities, etc.

(6) Real estate activities, such as boundary surveys and maps for property acquisitions, disposals, etc.

(7) Technical management of AE contracts and equipment supply contracts.

(8) Providing assistance on litigation matters, including bid protests, Buy American Act issues, contractor's claims, etc.

(9) Support of the Emergency Operations Center.

(10) Provide Support for Others, including EPA, DLA, BIA, etc.

b. Engineering management and performance of policy and technical tasks associated with the major programs described above including supporting research and development activities, surveying and mapping, foundations explorations, materials testing and evaluation, geotechnical design, hydrology and hydraulics, relocations, highway and channel design, railroad design, structural analysis and design, concrete design, electrical design, corrosion control design, mechanical design, design of recreation facilities, etc.

c. Cost engineering activities (cost estimating) for all aspects of planning, engineering,

construction, operations and maintenance for civil works projects.

~~d. Management and operation of the division testing laboratories.~~

~~ed. Value engineering.~~

~~fe. Dam safety activities.~~

~~gf. Bridge safety activities.~~

A-4. REAL ESTATE (N)

a. Performing activities associated with preparing real estate planning documents [(Real Estate ~~Supplements Plans~~ Plans (RESP), Real Estate Design Memoranda (REDM), Real Estate Planning Reports (REPR), etc.)] and real estate sections to other planning and design documents. Performing gross appraisals during the planning and design phases. Also gathering tract ownership data and development of preliminary real estate maps.

b. Participation in Reconnaissance Review Conferences (RRC), Feasibility Review Conferences (FRC), Alternative Formulation Briefings (AFB), In Process Reviews (IPR), Technical Review Conferences (TRC) or other project meetings.

c. Preparing real estate input to and review of Initial Project Management Plans (IPMP), Project Management Plans (PMP), Project Study Plans (PSP), Operational Management Plans (OMP), Feasibility Cost Sharing Agreements (FCSA), Management Plans (MP), Project Cooperation Agreement (PCA)/Local Cooperation Agreement (LCA) or other cost-sharing documents.

d. Preparing real estate takings analyses. Performing attorneys opinions of compensability. Administering and drafting real estate aspects of relocation contracts (highways, cable TV, electric, gas) as determined by attorneys opinions of compensability.

e. Obtaining ~~real estate use rights~~ right-of-use by permit or right of entry for conducting surveys, exploration and other short term use.

f. Meetings with ~~local~~ non-federal sponsors to advise of PL 91-646, as amended, requirements, acquisition policies and procedures, non-federal cost estimates and milestones for land acquisition, and Lands, Easements, Rights-Of-Way, Relocations, Dredge Disposal Areas (LERRD) crediting procedures.

g. Preparing boundary surveys, real estate maps, and legal descriptions for planning,

property acquisitions, land management, out granting, disposal and encroachment resolution.

h. Performing, contracting and reviewing all real estate appraisals, including gross and tract appraisals, and opinions of value, for COE, ~~DOD~~ and other Federal agencies; and reviewing local sponsor appraisals. Includes consultation with local sponsors regarding screening and selecting appraisers

i. Performing activities associated with acquisition by direct purchase, donation, exchange, condemnation, lease, etc. of real estate for full-Federal authorized projects and acquisition of real estate on behalf of ~~local~~ non-Federal sponsors for cost-shared projects. Determining necessity for condemnation proceedings. Preparing required legal documents (Declaration of Taking and map exhibits) in condemnation cases for submission to the Secretary of the Army. Preparing condemnation cases for trial with the U.S. Attorney. Trial preparation includes preparation of exhibits and witnesses.

j. Monitoring compliance by ~~local~~ non-Federal sponsor of their real property acquisition requirements for cost-shared authorized projects.

k. Reviewing and approving appraisals, relocation assistance payments and incidental expenses for LERRD credits, counter-offers, and stipulations recommended by ~~local~~ non-Federal sponsors. Recommending credit approvals to project management.

l. Acquisition by direct purchase, condemnation, lease, etc. and, management and disposal of real estate for non-DOD, EPA, and other Federal agencies, and ~~work for others~~ non-Federal support for others.

m. Administering the Relocation Assistance Program under PL 91-646.

n. Executing the relocations program for eligible civilian employees under the ~~Department of Defense Relocation Services for Employees Program (DRSE)~~ Defense National Relocation program (DNRP) and the real estate aspects of the Permanent Change of Station (PCS) program for Corps ~~civil~~ civilian employees that support the Civil Works Program.

o. Providing real estate assistance on litigation matters and review of claims involving real property.

~~p. Performing activities associated with initiating, reviewing, amending, extending, or terminating outgrants - including associated environmental, cultural, and historic work, etc.~~

~~qp.~~ Managing existing out grants, including such activities as: communications/ correspondence; commercial concessions/rental programs; rental programs; approval of plans and

specs; environmental initiatives including Findings of No Significant Impact (FONSI's), Environmental Impact Statements (EIS's) and environmental assessments; safety programs; special initiatives; application of non-discrimination laws; compliance inspections; mineral exploration, extraction and inspection; National Pollution Discharge Elimination System (NPDES) permits; water rights; etc. Coordinating, researching and preparing Preliminary Assessment Screening (PAS) for all renewals, subleases, supplements and new out grants issued to document the hazardous and toxic waste condition of the property, and insuring compliance with applicable environmental laws, regulations and policies.

rq. Administering the utilization, special/Executive Order surveys, asset management, and related inspection programs.

sr. Executing the agricultural program and the forestry management program, to include timber harvesting.

ts. Performing activities associated with the disposal of real property, including environmental, cultural, and historical activities.

ut. Auditing real property transactions and inventory and maintenance of real property accountability records.

vu. Identifying, investigating and resolving real property encroachments, to include litigation.

wv. Administration of the Stewart B. McKinney Homeless Assistance Program; GAO/GSA data calls; and other related information initiatives.

xw. Identification of potential environmental considerations and providing assurances of environmental assessment screening for all applicable real estate activities.

yx. Developing budgets, schedules, and allocating resources for real estate programs. Monitoring and controlling real estate fund obligations and expenditures.

zy. Administration of Real Estate Management Information System (REMIS).

aaz. Performing ~~G~~general real estate and legal research.

ab. ~~Performing Real Estate activities for other agencies (DOE, EPA, etc.):~~

A-5. **CONSTRUCTION (Q)** The activities of personnel involvement in supervision and

administration of construction contracts, regardless of funding source. Supervision and administration of Operation and Maintenance (O&M), Construction General (CG) and Mississippi Rivers and Tributaries (MR&T), Maintenance contracts or PL 84-99 work will be regarded as a Construction function. Also included are the following:

- a. Functional oversight of the total construction program including programming of organizational alignment and staff resources for current and projected programs, selection of contracting and construction techniques, and administration of all assigned contracts.
- b. Financial management of District construction program within cost allocations and targets.
- c. Performs quality assurance (QA) surveillance of contractors' quality control program for construction work for various types of contracts.

A-6. OPERATION AND MAINTENANCE (R)

a. **(Dredging - D)** The administration, management, and operations related to maintenance dredging, or in direct support of maintenance dredging. Also included are the following:

(1) Operations of hired labor maintenance dredging plant or attendant plant to include tugs, crewboats, tenders, and assigned survey vessels, including the maintenance and repair of dredging or attendant plant or facilities, e.g., confined disposal areas, booster stations, etc.

(2) Contract development, administration, management or inspection of contract maintenance dredging operations; responsibilities shared with the construction organization.

(3) Division and district supervision, administration of maintenance dredging responsibilities and related activities associated with dredging operations or planning of such operations. (Responsibilities shared with organizations K and L).

(4) Participation in Reconnaissance Review Conferences (PRC), Feasibility Review Conferences (FRC), In Process Reviews (IPR), Technical Conferences (TRC) or other project meetings regarding dredging.

(5) Responsible for Dredged Material Management Plans and other reports for disposal of dredged material.

(6) Participation in conferences and meetings with state and federal resource agencies concerning dredging operations and endangered and threatened species.

b. (Navigation - V)

(1) **Operations Related Functions** - generally relate to the ~~601-619~~ features in the O&M accounts and include the following:

(a) Site operations for navigation locks and adjacent navigation dams or control structures, and bridges, including lock operation at multiple-purpose projects with power.

(b) District (district, area and project offices) and division supervision, and administration of navigation responsibilities.

(c) Performance Monitoring System data reporting.

(2) **Maintenance Related Functions** - generally relate to the ~~620-635~~ features in the O&M accounts and include the following:

(a) Drift and debris removal, and snagboat operations to help control potential hazards to navigation traffic;

(b) Removal of wrecks and other obstructions;

(c) Hired labor maintenance and repair of navigation structures (includes structures listed in paragraph a (1) and navigation-related bank stabilization);

(d) Development, administration, and inspection of maintenance contracts for navigation-related activities on completed projects;

(e) Prevention of obstructive and injurious deposits (i.e., related to Supervisor of Harbor responsibilities at New York, Baltimore, and Hampton Roads Harbors).

c. (Flood Damage Reduction - F) The activities performed by personnel in the administration and management of flood damage reduction aspects of completed projects which includes reservoirs, local protection projects, and other special activities including inspection of completed works (Federal and non-Federal local control works, and Federal hurricane and shore protection works). Tasks associated with flood damage reduction includes as a minimum, operation and maintenance of all permanent facilities, determination and scheduling of repairs thereto, observation and recording instrumentation data, dam safety training and developing emergency plans and procedures, as well as technical guidance, in the preparations of emergency plans.

d. (Hydropower - P)

(1) The hydroelectric production activity of all multiple-purpose projects producing saleable electric power, including the following:

(a) Personnel specifically required for the production of hydro-electric power;

(b) Personnel specifically required for contract management of major maintenance of power producing equipment;

(c) Personnel required for the operation and maintenance of dams, including all outlet works, at multiple-purpose projects including power. Personnel must be properly apportioned among functions associated with the project's purposes;

(2) Staffing should provide for operation, preventive maintenance, and minor emergency repair of the powerplant structure and associated equipment including the switchyard. Manpower provisions should include management, administration, technical, and craft type personnel including trainees that accomplish the above functions.

e. (Natural Resource Management - T) Those administrative and management actions performed by personnel to manage or protect the resources of Corps civil works projects. Recreation, ~~flood control~~ and project management are broad categories of the NRM function. Examples are:

(1) O&M budget actions required in support of natural resources management;

(2) Implementation and revision of master plans;

(3) Shoreline management, and general surveillance of project lands, waters, natural resources, project facilities and equipment;

(4) Enforcement of Title 36, Code of Federal Regulations (CFR) rules and regulations and any special safety or security regulations;

(5) Actions taken by project management personnel in ~~meeting the~~ complying with the requirements of National Environmental Protection Act (NEPA), management and protection of historic and cultural resources, and pest control activities applicable Federal, state and local environmental laws and regulations, including the National Environmental Protection Act (NEPA), the Insecticide, fungicide and Rodenticide Act (FIFRA), the National Historic Preservation Act (NHPA) and others;

(6) Compliance inspections identified jointly by Real Estate and Operations for accomplishment by Operations personnel;

(7) Administration of service contracts for implementing tasks of the Natural Resources Management function;

(8) Provision for visitor protection and for the health, safety and welfare of Corps employees;

~~(9) Collection and collation of data for the National Pollution Discharge Elimination System (NPDES);~~

(~~10~~ 9) Implementation, operation and maintenance of programs and facilities necessary to the management of specific natural resource, i.e., forest management, fish and wildlife management, range management, wetlands management, soils management and aquatic plant management;

(~~11~~ 10) Operation, maintenance and rehabilitation of all Corps managed recreation areas and recreation facilities (picnic areas, camping areas, buildings, roads, launching ramps, trails, game fields, overlooks, etc.). This includes personnel requirements for operation, maintenance and rehabilitation of recreational facilities adjacent to locks and dams or hydropower works;

(~~12~~ 11) User fee collection;

(~~13~~ 12) Visitor center programs and interpretive programs, including maintenance of visitor center buildings;

(~~14~~ 13) Research;

(~~15~~ 14) Collection and collation of data for the Natural Resources Management System (NRMS);

(~~16~~ 15) Monitoring of out granted recreation areas;

(~~17~~ 16) Development of Operational Management Plans which guide the management of project resources.

f. (Regulatory Program - G)

(1) Includes personnel directly involved in the administration of the Corps regulatory program in accordance with regulations promulgated pursuant to Section 404, PL 92-500;

Sections 9 and 10, River and Harbors Act; and Section 103, PL 92-532. Also included are:

- (a) Evaluation of applications for Corps permits to perform work in waters of the United States;
- (b) Preparation of public notices announces receipt of applications and soliciting input;
- (c) Preparation of environmental assessments and environmental impact statements (EIS) in order to make recommendations concerning issuance or denial of permits; (Portion may be included in planning);
- (d) Performance of surveillance and inspections to determine compliance with permit conditions and regulatory authorities;
- (e) Enforcement action and support to the United States Attorney;
- (f) Administration of navigation regulations, danger zones, and related miscellaneous regulatory functions;
- (g) Administration or conduct of wetland, and jurisdiction determinations; and other such special studies to support the program;
- (h) Administration of the regulatory program, to include public information programs, development of joint state-Corps cooperation programs, development of regional permits, and the administration of automated permit tracking systems;
- (I) Special Studies to support the program;
- (j) Support to Administrative Appeals Process (at MSC's only; at districts only after authorization from HQUSACE).

(2) As is the case with most organizations, some personnel assigned to or supporting the regulatory program may be located outside the regulatory organization. Personnel who provide environmental, engineering, geotechnical, legal, or other support should be listed under their appropriate organization, but their workyears of effort supporting regulatory should also be reflected under the regulatory category/class/subclass codes to reflect this support.

g. (Emergency Management - U) Supervision, administration, policy development, implementation guidance, training, operational coordination and publications required for the planning, execution or exercise of response, evaluation and corrective action for the readiness management programs of USACE. Programs include preparedness, response, recovery and

mitigation related to floods and other natural disasters and technological hazards, and all USACE responsibilities under the Federal Response Plan. Included are programs covering the planning and preparedness activities for integration of Corps assets to support national catastrophic disaster response requirements, continuity of operations, continuity of civil government programs, support of contingency operations, emergency water planning and port readiness. Also, included is management of the Emergency Operations Center and Crisis Management System.

- h. **(Revetment Operations - E)** Restricted to ~~EMVDMVD~~.

A-7. RESEARCH AND DEVELOPMENT (W)

- a. **(Researchers - X)** Management and execution of research and development activities by engineers and scientists. Direct application of technical expertise in the planning, implementation, consultation, and assessment of the approach and results of any research and development effort.

- b. **(R&D Technical Support - Y)**

Technical support for research and development activities conducted by technicians under the auspices of engineers and scientists. Any supervised effort for the implementation of prescribed technical procedures, including materials testing, printing, and instrumentation. Management and operation of testing laboratories.

A-8. PROGRAMS AND PROJECT MANAGEMENT (Z)

- a. Developing the ~~Civil Works~~ districts annual and multi-year programs.
- b. Supporting the Civil Works programming process; providing input to the annual ~~project budget and schedule information~~ process to accommodate Congressional budgeting and reporting; providing reprogramming documents for assigned ~~projects~~ programs.
- c. Preparing program presentations and defense at higher levels.
- d. Receiving, interpreting, disseminating and directing the implementation of program and project guidance, directives and correspondence from higher levels.
- e. Implementing the execution of project management to improve project continuity, accountability for project schedule, cost, budget, quality and partner interface.
- f. Managing the overall project: delivering the project on time and within budget, resolving ~~study and~~ project budget, cost, schedule and scope problems, implementing affordability

and corporate commitments, ensuring that ~~studies and~~ projects are developed in compliance with applicable law and policy.

g. Developing the Project Management Plan through an integration of all organizational elements, managing change and progress through the application of the Project Management Plan.

h. ~~Meeting the project management requirements of~~ Provide project and program status to the Project Review Board; preparing reports, making presentations, providing project specific analysis, coordinating and obtaining required approvals and endorsements.

I. ~~Meeting the project management requirements of the partner~~ Provide the primary interface with customers; development and coordination of Local Cooperation Agreements or memoranda of understanding; making submissions; coordinating and obtaining required approvals and endorsements; monitoring financial commitments; keeping the partner fully informed of project related items.

~~j. Meeting the project management requirements of higher levels; preparation of reports and presentations, submitting recommendations for approvals of cost or schedule changes, submitting agreements required for approval, implementing project guidance and direction.~~

Ⓚ j. Providing staff supervision of project management; interface with technical and support elements, integrating project schedules into a comprehensive organization schedule, analyzing organization workload, developing and coordinating manpower requirements with all elements, providing evaluations and recommendations of personnel and projects within the Project Management purview.

APPENDIX B

THE MANPOWER PROCESS

B-1. General.

a. The ~~Civil Works Directorate~~ Directorate of Resource Management (D/RM) uses the FORCON software as a tool to develop its Civil Works personnel resource requirements and to determine full time equivalent (FTE) workyear allocations.

b. Timeline. In terms of a sequence of events, the process is relatively simple. It can be summarized in five steps (see Figures B-1 & 2 6):

(1) Field Input. Between February and March, USACE commands input both funding and manpower data.

(2) USACE Analysis. In April, CECW-BA and RM-M reviews the data submitted, integrates MSC data into one data base, and verifies the program amounts. Manpower and workload trends by MSC, are provided to the HQ Manpower Advisory Council.

(3) Manpower Distribution. In late May, ~~CECW-BA~~ RM-M runs the model, incorporating manpower initiatives directed by the HQ Manpower Advisory Council. ~~CECW-BA~~ RM-M recommends manpower allocation distribution for USACE commands to the Directors of Civil Works (D/CW) and Resource Management.

(4) Allocation. In mid-June, the ~~(D/CW)~~ D/RM provides draft manpower allocations to USACE commands which meets the conditions set in the manpower initiatives and is workload based. In July, USACE commands then review and command comment on the draft allocation. In August, CERM-M provides final allocations which take into account field concerns and changed circumstances since the June allocation. A portion is withheld for later allocation when Congressional adds are known after the House and Senate Conference. The Congressional adds manpower is normally allocated in October.

(5) Defend Manpower. In September, CECW-BA defends the future manpower requirements to ASA (CW) and OMB. The data source for this activity is the foregoing data input and analysis.

B-2. Field Input.

a. The ~~Civil Works Directorate~~ Directorate of Resource Management uses the FORCON software as a tool to develop its Civil Works personnel resource requirements and to determine

full-time equivalent (FTE) workyear allocations. FORCON is a Windows 95 micro computer based system. The FORCON model provides the means by which USACE commands project their workyear requirements to execute their Civil Works mission. The data base gives a six (6) year view of manpower utilization and requirements from current year (CY) through budget year (BY) plus four (i.e., $CY=97\ 98$ & $BY=99+4=02\ 3$). For the current year (CY), FORCON represents how a USACE command plans to execute its program given the existing manpower voucher and the total expected allocations for the Civil program passed by Congress. In the BY, FORCON represents how a USACE command allocates its dollars and workyears in accordance with the President's budget. These are displayed by: Project, Appropriation, Organization/Function, and Method of Work (In House, Contract, By Others).

b. Data Organization.

(1) Funding data.

(a) The funding record is a six year display of available project funds, actual or anticipated. It is comprised of five parts; Congressional budget/work allowance, Carry-in funds, funds From other Corps or other governmental agencies, Cash Contributions, and Carry-out.

(b) To the maximum extent possible, funding amounts will be read into FORCON by HQUSACE from available data sources, prior to the start of each manpower cycle.

(2) Manpower and Fund Distribution data. Data is grouped using the A/CCS system, i.e. GI, CG, O&M, along with an appropriate sub-code. See Appendix C and D.

(a) On a single year basis, the funds available to do work for a specific project are spread by organization and function. This record is comprised of five parts; Full Time Equivalent (FTE), Hired Labor, Other in-house costs, Contract payments (AE **and other** services, and construction placement), and To Other Corps and Other Governmental agencies.

(b) FTE and hired labor are interrelated; therefore, FORCON will calculate one given the other, based on average organization /function costs developed annually in each USACE command. Total workyears for the USACE command are **constrained** to the existing manpower voucher for the CY.

(c) The CY input will represent the USACE command's plan of how resources will be allocated to accomplish the mission. It will indicate to HQUSACE where the workers are by organization/ function. **The CY input will match the current manpower voucher at the lowest USACE command level.**

(d) The BY input is not technically constrained to a fixed manpower ceiling, but will be

"reasonably constrained" by the local commander. The Corps of Engineers, along with all other Federal agencies, is required to reduce its workforce between FY 93 and 99. In this era of reduced resources, extreme caution is advised if any increase in FTE is contemplated. The USACE command should enter its preferred plan of operation. However, this must be tempered with common sense. If the outyear trend is downward, do not ask for an increase in manpower for a short term requirement. Similarly, a decreasing percent of contracting out for AE services indicates a reduced need for manpower and an increase in manpower should not be justified on the basis that it is less expensive to do in-house. Reasons for changes to current year manpower levels may include: unsafe conditions due to; large carry out for reasons other than a delayed contract award or late receipt of funds; much higher percent contracting out than base year; backlog of repairs; periodic maintenance projects; permits; inspections, etc. The difference in workyears between the current and preferred plans will be the statement of changed requirements (up or down) and **should be critically reviewed by the MSC prior to submittal**.

(e) OMB has established declining outyear ceilings on Corps manpower levels through FY 99 and expects the Corps to attain regular productivity improvements. It is unreasonable to expect large increases in any one MSC or subordinate command unless there is an unusually large program increase to justify it. Commanders should present additional requirements for **only the highest priority** needs, so that manpower deliberations by headquarters are not confused by unrealistic requirements.

(3) Organization/function data. The structure and definition of manpower by organization and function is given in Appendix A.

B-3. USACE Analysis.

a. CECW-BA and CERM-M reviews the data submitted, integrates MSC data into one data base, and verifies the program amounts. Some of the original data is modified. These modifications fall into several general categories.

(1) Last minute data changes requested by a USACE command.

(2) Corps program manager dictated. The Programs Division area engineers and ~~stove~~ pipe program proponents are provided with summary reports in March and May. As a result of their review, changes are made to ensure that Corps program amounts are not exceeded. Last year, changes were made in all appropriations. All funding changes are noted in the remarks field with the annotation "Modified by CECW-BA, CERM-M, or CEMP" for future reference.

(3) Data entry errors. There are a number of typo's in the data base, typical of these are: wrong A/CCS codes; or funds being entered as a Corps budgeted amount when clearly they came from a non-federal source as "cash", or from EPA as "from other agency", or the carry-out/carry-

in numbers differed; or manpower was attributed to negative dollar amounts, etc. These are corrected.

(4) Sub-codes. The sub-codes for A/CCS were not used, or we had not foreseen enough of them to accurately describe the work being done (see Appendix D). For instance, there were a number of cases where a project activity was clearly only engineering work during the first year of construction funding. The model took this project specific mask and applied it to subsequent construction funding and doubled or tripled the manpower. In this example, a "J" sub-code was used to separate the two and the model functioned as intended, using an engineering only allocator for the first year and a construction allocator for the subsequent years.

b. The headquarters Manpower Advisory Council (Council), chaired by the Director, Civil Works, has representatives from Engineering, Planning, Construction and Operations, and Programs Management divisions of the directorate as well as Real Estate, Research and Development, Military Programs (Environmental Restoration Support program (ERS)), and Resource Management Directorates.

(1) The functions of the Council are: a) to review the long term program and workload trends, b) to direct management policy and initiatives, and c) to recommend manpower allocations to the ~~director~~ Chief of Engineers.

(2) The Council is supported in this effort by ~~Programs Management Division~~ Manpower and Management Division, Directorate of Resource Management, which is responsible for: a) collecting and analyzing the FORCON manpower data, b) developing and recommending options and initiatives, c) implementing Council policy decisions, and d) providing the manpower allocation to ~~Resource Management~~ for formal voucher action.

c. Once all of the data is compiled and initially analyzed, ~~CECW-BA~~ RM-M provides MSC manpower and workload trends to the Council. Based on the trends, the council is asked if there should be any redistribution of FTE among three major groups; MSC's, labs and separate FOA, and HQUSACE. It also indicates areas in which it would like to focus management attention in its further deliberations. This may take many forms and in any year some or all may be applied in order to rationally constrain the adjusted requirement to fit the OMB Passback allocation. Brokered work may be adjusted so that acknowledgment of workload is given to the giving district, not the receiving one. Administration percentages (mission to support ratios) may be compared among MSC's and performance bands established. Rates of AE services and rates of contracting out for some organizations in some fund categories could be adjusted.

B-4. Manpower Distribution. Up to this time in the process, all data is "request side oriented". No manpower requirements trends have been run or analyzed. The FORCON data base contains CY data based on known workload and BY data based on the President's budget program. These

two developed programs are used to generate distribution rates. Those rates are used with funding estimates for the years (BY thru BY+4) to generate manpower requirement trends by organization/function and to develop requirements to be presented to OMB for outyear allocations.

a. FORCON Model.

(1) Distribution Rates. Once all data has been entered into the data base, distribution rates are computed for every fund category from CY and BY data input by each USACE command. The reason that more than one year is used in establishing the distribution rates is two-fold: First, by using the BY data we ensure that we are not locked into always doing things the way we do them currently. By using CY data, we dampen unrealistic, inflationary tendencies - nobody ever asks for less manpower. Secondly, we increase the statistical population of a given fund category which improves the validity of the model. While there are three different levels of distribution rates that may be generated (headquarters, Division, and District), only the headquarters level is used for the allocation of manpower. For each fund category two rates will be developed. These are: Organization/ Function Allocation and Method of Work (see Table B-1).

(a) The Organization/Function Allocation rate is developed by dividing the total funds available for each organization and/or function within the fund category for CY and BY, by the total funds available for the fund category.

(b) The Method of Work rate is obtained by dividing the total funds available for each of the methods of work (hired labor, other in-house, AE and services contract, construction placement, to other Corps, and to other agency) within a fund category, by total funds available for each organization and/or function within the fund category.

(2) Computations Performed by the Model. The distribution rates are used with the funding amount (funds available to do work) for each fund category to derive manpower requirements for each organization/function. For example, the funds available are multiplied by the organization/function allocation rate to yield the amount allocated to the Engineering organization. That amount is multiplied by the method of work rate (hired labor portion IN THIS EXAMPLE) to give the hired labor dollars for Engineering. That is divided by the average cost per organization (\$/FTE) to produce the FTE workyears required for that organization/function. Thus manpower requirements in any year for which funding data exists may be computed for each project based on the workload spread for CY and BY. These are totaled for each USACE command. The same computational method is used to track other in-house costs, contracts (AE services and construction placement), and to others (Corps and agency).

FORCON Model Example

FUND CATEGORY (A/CCS) B 511
FUNDS AVAIL (\$000)= \$5,000 (1)

RATE TABLE

	ORGAN/ FUNCTION RATE *	METHOD OF WORK **	FORCON AVE COST \$/FTE ***	FTE (1*2*3)/4
	(2)	(3)	(4)	
ADMIN	.0610	.5542	46.6	3.6
PLNG	.0177	.3651	60.9	.5
ENG	.0932	.3554	58.1	2.9
CONST	.7886	.0384	56.4	2.7
R/E	.0044	.6698	53.7	.3
PPM	.0351	.4427	68.0	<u>1.1</u>
TOTAL				11.1

Note: * From Table B-1
** Hired Labor rate from Table B-1
*** Ft. Worth District average cost FY 97 8 data base

b. Incorporating manpower initiatives directed by the HQ Manpower Advisory Council is the next step in the manpower distribution process. This year, there ~~were two~~ was one initiatives:

~~(1) Percentage of Administrative staff as compared to total staff measured at MSC in FTE.~~

~~(2-1) Percent of organization funds for AE service contracts for the planning and engineering organizations as measured at the MSC in funds for each of the organizations.~~

~~(3) Both of these~~ This initiatives ~~were~~ is multi-year in scope. ~~Both used~~ Corps-wide averages for each type of work are used. The results may have been an increase of a decrease in manpower for a particular field office.

c. Congressional Adds. Each year, Congress adds studies and construction projects that

were not in the President's budget, or it increases or decreases the budget amounts. Generally the Adds are paid for by reducing all studies and construction projects by ~~the~~ an assumed savings and slippage. In anticipation of this action, manpower is withdrawn from that available for distribution. This year, the congressional action came early enough that all adds were accounted for in the final distribution.

d. New Construction Starts. The President's budget does not have new construction starts named for the out years, yet it has assumed ceilings. Without integrating new starts into the allocation process, the Corps future program would taper off in the out years. The Programs Management Division data base is the source of information as to which projects and funding amounts should be assumed for the integration of new starts.

f. Recommended manpower allocation is coordinated with CECW and provided to the Director, ~~Civil Works~~ of Resource Management for distribution to USACE commands. The total of USACE command manpower requirements for BY have exceeded the manpower allocated to the Corps by OMB, therefore, the calculated manpower is reduced to fit the ceiling. The constrained manpower allocation, is the basis for this final step. ~~Long term workload trends are used to mitigate modeled requirements of increases or decreases for the budget year manpower allocation. If the long term workload trend for a MSC is downward, it would be unreasonable to expect a short term increase in allocation. Several potential allocations were modified (+ or -) when compared to these trends. This year, in order to speed the process up in reallocating manpower to where the workload was shifting, the Director of Civil Works continued his policy to allow a maximum shift of 11 percent (+/-) from last year's allocation. Long term trend analysis conducted this year showed that no additional cycle dampening of the original modeling was required. Therefore, the allocation and out-year projections published were exactly as modeled. Individual district FTE derivations from year to year were within acceptable norms. The allocation was made down one level (to MSC's).~~ See appendix L for FORCON graphic data displays and the allocation tables.

B-5. Allocation.

a. In June, ~~CECW-BA~~ RM-M provides USACE commands with an initial draft workload based manpower allocation which meets the conditions set in the manpower initiatives and Congressional adds. The allocation is provided to the MSC commanders, R&D director and separate FOA to suballocate. ~~The MSC commanders are given the allocation at the district level.~~ This number is broken out for 'core' work and fenced environmental restoration support work, and support for other agencies. The data bases that formed the basis for this allocation are also provided to USACE commands for their review.

b. During the month of July, the field reviews the draft allocation and provides comments through Divisions to MSC's to headquarters. This review serves several purposes. USACE

commands comment on the adequacy of the allocation to execute the President's budget program. They also provide comments on the application of the model, identifying projects where the software provided an inappropriate allocation. This could be either + or - when compared to the expected results.

c. In August, ~~CECW-BA~~ RM-M provides the final allocation to MSC commanders via the Consolidated Command Guidance for the respective FY. This allocation has taken into account MSC comments on the initial allocation, changed circumstances, and policy matters which may have arisen between June and August. Every effort is made to ~~seen~~ ensure that MSC's receive their allocation in advance of the budget year. The data bases that formed the basis for this allocation are provided to the MSC's for their information to assist them in sub-allocating FTE.

B-6. Defend Manpower.

a. In September, CECW-BA, defends future manpower requirements to ASA(CW) and OMB. The data source for this activity is the FORCON data base. Because we can now define the civil program in its constituent subparts it is now easier to demonstrate Corps needs.

b. Both ASA(CW) and OMB are presented with summary level data and with individual program requirements. All of the data used for these presentations comes from the current and historical FORCON data bases. No additional data is required from USACE commands.

c. OMB Passback. The OMB budget Passback, provided annually to the Corps usually in the November/December timeframe for the following year's budget, largely uses the manpower data which we (you) provided thru FORCON.

d. Other Uses. FORCON data is also used to respond to miscellaneous requests for manpower information generated throughout the year by Congress, OMB, ASA(CW), other agencies, and various offices within HQUSACE and Corps field offices. As the Corps is restructured to meet the needs of future missions and requirements, the FORCON database is used by the various task force teams to describe workload. As we have come to rely on its accuracy we have eliminated a number of data calls for manpower and workload information.

B-7. Modeling.

a. The FORCON model output generally supports more manpower than is available to allocate. For this reason, the software enables the user to "constrain" the model output down to a desired FTE number. In general, this is accomplished by constraining or reducing the funds, by appropriation, until the desired number of FTE are produced. The model has three variables: funds, hired labor cost, and the distribution rate. When you use the model, it is strongly recommended that you only change one variable at a time otherwise you will not be able to

pinpoint the cause of the differences generated.

b. The methodology chosen will vary for each user. Headquarters was guided by the reductions in the total workforce provided by the Federal Workforce Restructuring Act of 1994, OMB implementing guidance on the Act, and OMB direction that all programs (GI, CG, O&M, etc) will be reduced equally for FTE. The FORCON data bench mark was set by how much the field portrayed itself for FY 94 during the budget year FY 95 cycle. For instance, divisions and districts used 1973 FTE in GI in FY 94. This was reduced by 2.2 percent for FY 95, and additional 0.97 percent for FY 96, etc. out through FY 99. This process is true for all programs except GE and Regulatory. In each of these cases, specific statements were made to Congress on their FTE allocations, the former decreasing and the latter increasing, for external reasons.

c. Workload driven allocations. The Corps budget varies from district to district over time. Some offices have increasing (or decreasing) GI programs which feed new construction. Periodic maintenance cycles vary also. Therefore, it has been observed that a given field office may in fact decrease faster than the total overall FTE decrease specified in the Act, while other districts or offices may increase during this general period of declining resources.

d. The following instructions are provided for local running of the FORCON model. These instructions are generic in nature. If you have specific questions contact Mr. Peter Glyer at (202) 761-0703.

B-8. How to run the FORCON model.

a. Before providing the individual steps on running the FORCON model, several critical assumptions are made:

* Appropriate average cost and inflation rates have been loaded into the data base (see Table J-1).

* All projects in the data base are in balance.

* All projects have been reviewed for consistency and are appropriately sub-coded.

b. Modeling consists of three basic steps:

(1) STEP 1. Creation of Distribution Rates.

(2) STEP 2. Generation of a Baseline.

(3) STEP 3. Constrained data base to fit a specific ceiling.

B-9. Creation of Distribution Rates.

CAUTION: Always start in the Production area of the data base.

- a. Select PRODUCTION.
- b. Select PERFORM CALCULATIONS.
- c. Select GENERATE OUTYEAR TRENDS DATA.
- d. Generating rates:

(1) Enter an appropriate EROC: Most users will desire to enter their own EROC, however, it is possible to use the EROC of your division i.e. B?. Understand that you must have access to all records for which you wish to generate the distribution rates. It does you no good to enter your division if you only possess your district's data on your data base.

(2) Enter the year of the distribution rate for which data you are desiring to create ~~the~~ rates ~~for~~. Normally this will be the budget year for this particular cycle, i.e., 1998.

(3) Enter **N** for Run Constrained Trends. We are not interested in constraining at this time, you need to establish or recalculate the rates first.

(4) Enter **Y** for Recalculate Distribution Rates. This will cause the computer to establish ~~for~~ the distribution rates for your district (or division) for the first time, or recalculate your rates if you have made changes to your data.

(5) Enter **CNTL/END** to begin the process. You will notice a number of messages across the bottom of the screen which are intended to notify you of the status of the model. When this process is complete, you will be directed to "press any key to continue". (Do so at this time).

(6) The program will have searched for exceptions during the above modeling process. If you wish to review these, answer **Y**, directing the output to screen, printer or file (S/P/F). My recommendation is to a file. You may wish to review this output before continuing, correcting any problems in the original data base. If you choose to do this, then repeat all of STEP 1 until you are satisfied that you have generated a good set of distribution rates. See Annex I, paragraph 3.6.10 for discussion on where to find and how to read your distribution rates.

(7) Results: The results of the process you just completed include a) the generation of a set of distribution rates for your district (or division), and b) population of your BY+1 through BY+4 Organization and Function records. You may wish to print some reports of the results for this

information. If so, look in the production data base.

B-10. Generation of a Baseline.

CAUTION: Always start in the Production area of the data base.

- a. Select PRODUCTION.
- b. Select PERFORM CALCULATIONS.
- c. Select GENERATE OUTYEAR TRENDS DATA.
- d. Creating a Baseline:

(1) Enter an appropriate EROC: Most users will desire to enter their own EROC, however it is possible to use the EROC of your division i.e. B?. Depending upon which distribution rates you wish to use and/or have access to, enter your district EROC, your division's EROC or Corps-wide using HQ as the EROC.

(2) Enter the year of the distribution rate data you are desiring to create the rates for. Normally this will be the budget year for this particular cycle, i.e., 1998 9. Caution, if you have selected HQ (see above) and it is early in the cycle you will have to select last year's date, or you will not be able to generate FTE. Once HQUSACE has provided you with the draft FTE for the new Budget year, you may use that distribution rate table.

(3) Enter **Y** for Run Constrained Trends.

(4) Enter **CNTL/END**. Enter zero for the amount to be constrained at this time. This will establish a baseline number of FTE to be generated based on the funds available and the particular distribution rate table you selected.

(5) Enter **CNTL/END** to begin the process. Answer **N** to the question about New Starts (New starts are only relevant in the out years). You will notice a number of messages across the bottom of the screen which are intended to notify you of the status of the model. When this process is complete, you will be directed to "press any key to continue". (Do so at this time).

(6) The program will have searched for exceptions during the above modeling process. If you wish to review these, answer **Y**, directing the output to screen, printer or file (S/P/F). My recommendation is to a file. You may wish to review this output before continuing, correcting any problems in the original data base. If you choose to do this, then repeat all of STEP 2 until you are satisfied that you have generated a good baseline.

(7) Results: The model has taken your Budget Year funding information and copied it into the first of the outyears in order to preserve your original data. After it is finished, your data is copied into the Constrained data base. Go to the Constrained data base to read your results. You may choose to review individual projects on screen by using the normal Edit procedures or you may wish to generate reports. My recommendation is an ORGSUM and a CATSUM (using a Yes, No response to the questions which will provide a Category Summary called CATTOT displaying appropriation totals only). See figure B-3 for a baseline CATTOT report. I strongly recommend that you type the word BASELINE when asked for additional information prior to running the reports. This will save you from confusion later on.

B-11. Constrained data base to fit a specific ceiling.

a. You are now ready to use the model to generate FTE to fit a specific ceiling. These ceilings may be provided by HQUSACE or your division. You will need both 'Core' and 'Support for Others' ceilings. After you have chosen the specific percents that you will be reducing selected appropriation, you will be ready to begin.

b. Repeat the process used for STEP 2 until you come to the Constraining Percent screen. Enter the appropriations and selected percentages at this time, deleting any unwanted appropriations or zeroing them out. You may add others by pressing F3. When you have checked to see that you typed both the appropriation and the percents correctly, enter **CNTL/END** to start the model. Enter **N** to the question about new starts. Same as before, you will notice a number of messages across the bottom of the screen which are intended to notify you of the status of the model. When this process is complete, you will be directed to "press any key to continue". (Do so at this time).

(1) The program will have searched for exceptions during the above modeling process. If you wish to review these, answer **Y**, directing the output to screen, printer or file (S/P/F). My recommendation is to a file. I recommend that you select **N** to the question of the exception report.

(2) Results: The model has taken your Budget Year funding information and copied it into the first of the outyears in order to preserve your original data. After it is finished, your data is copied into the Constrained data base. Go to the Constrained data base to read your results. You may choose to review individual projects on screen by using the normal Edit procedures or you may wish to generate reports. My recommendation is an ORGSUM and a CATSUM (using a Yes, No response to the questions which will provide a Category Summary called CATTOT displaying appropriation totals only). See figure B-5 for a final CATTOT report. I recommend that you type the specific appropriations and the percentage used when generating your output to avoid confusion later on. Check the output of the two CATTOT reports (Baseline and this one) to see if you achieved the desired results.

B-12. FORCON Model Worksheet: This worksheet is provided as a tool in determining the percents to be reduced. You will have to arrive at a rational, defensible methodology for determining which appropriations should be reduced in order to reach your ceiling. The example provided below is one possibility. See figure B-2 for a copy of a blank worksheet and figure B-4 for an example of a filled out worksheet.

**TABLE B-1
FORCON DISTRIBUTION RATE TABLE**

Fund Category: Construction, General, Flood Control Projects,
Local Protection, Specifically Authorized
Code = B 511

*Organization/
Function Rate*

Method of Work Rate

Org Name	Org Rate	Hired Labor	Other In-House	AE & Svc Contract	Const. Contract	To Other Corps	To Other Agency	
ADMIN	.0610	.5542	.3932	.0085	.0000	.0344	.0097	= 1.000
PLANNG	.0177	.3651	.1702	.3655	.0000	.0229	.0763	= 1.000
ENGR	.0932	.3554	.1357	.4459	.0000	.0560	.0070	= 1.000
CONST	.7885	.0384	.0242	.0005	.9348	.0019	.0002	= 1.000
OPNS	.0001	.0000	1.000	.0000	.0000	.0000	.0000	= 1.000
RE	.0044	.6698	.3024	.0053	.0000	.0241	.0037	= 1.000
PPM	.0351	.4427	.3241	.1586	.0000	.0265	.0481	= 1.000

= 1.000

Data Source: FORCON FORCTRND.DBF from the FY 1997 & data base.

Civil Program Manpower Cycle

file:mpcycle.wk4

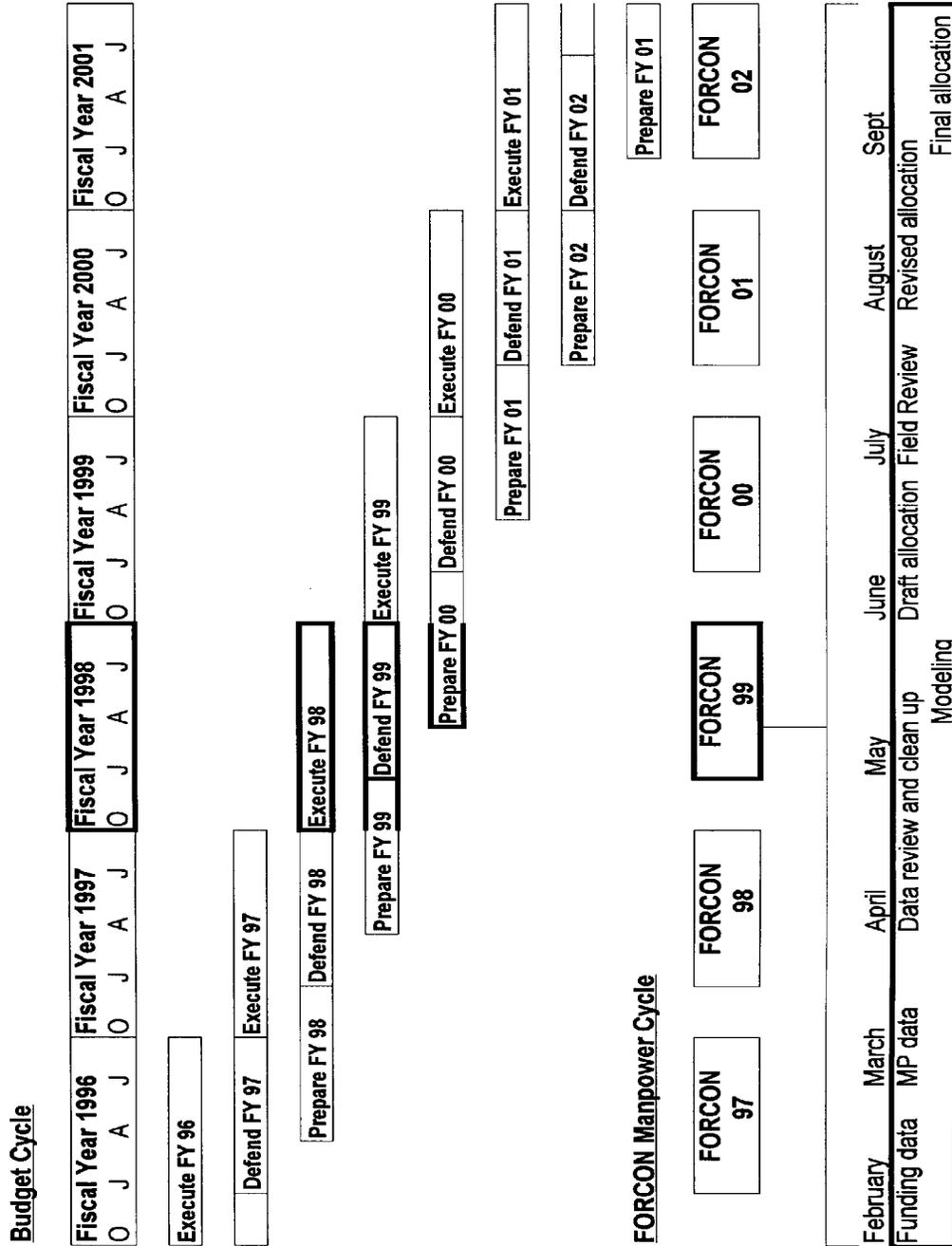


Figure B-1 FORCON Manpower Cycle

file: forcwork.wk4

Figure B-3 FORCON worksheet - Example
FORCON MODEL WORKSHEET

FY __

APPN	FTE	APPN TARGET	REQ APPN REDUCT	% REDUCT
A		-	=	
B		-	=	
C		-	=	
		-	=	
		-	=	
		-	=	
		-	=	
		-	=	
		-	=	
WC		-	=	
				Req Core Reduct

APPN	FTE	APPN TARGET	REQ APPN REDUCT	% REDUCT
BZ		-	=	
WD		-	=	
WF		-	=	
				Req SFO Reduct

Baseline FTE	Baseline FTE
-	-
Target FTE	Total SFO FTE
=	
Reduction	Core FTE
	-
	Core Target
=	
	Req Core Reduct

Total SFO FTE	
-	
SFO Target	
=	
Req SFO Reduct	

USE CATSUM (CATTOT) REPORT

01/11/94
CECW-BA

12/02/1997 15:09 Page: 67 CATEGORY SUMMARY (\$000)
baseline w/ FUSRAP

HQ Corps Reporting Year: 1998

App Code	FTE Wrkyears	Hired Labor	Other In_House	Contract-Payments AE & Svc	To Other Cnst Plc Corps	ToOther Agency	Fund Category Totals
Grand Total by Appropriation Code for HQ CORPS							
General Investigations							
	1881.4	111818.2	46944.2	45909	240	16878	5713 227502.4
Construction, General							
	4288.3	248754.1	112853.2	123477	1364747	33789	28159 1911779.3
Environmental Restoration Support							
	597.5	35637.6	16252.5	33018	308414	7774	8748 409844.1
Operation and Maintenance, General							
	12542.3	631799.0	327918.1	135917	483791	73432	38788 1691645.1
Flood Control & Coastal Emergencies							
	159.3	9432.5	7026.9	2242	75594	518	82 94895.4
General Expenses							
	617.4	46387.0	19529.3	670	0	3703	296 70585.3
Flood Control MR&T, Studies							
	75.2	4328.4	1614.9	2193	0	204	205 8545.3
Flood Control MR&T, Construction							
	725.7	38060.1	17416.5	16431	92564	18807	2707 185985.6
Flood Control MR&T, Maintenance							
	869.1	38214.3	36688.6	13591	43299	16965	1303 150060.9
Maintenance and Operation of Dams							
	0.5	23.1	560.3	50	52	0	0 685.4
Hydraulic Mining in Calif. Debris Fund							
	0.0	0.0	0.0	140	0	0	0 140.0
Regulatory Program							
	1312.7	71145.4	29443.6	2306	0	2279	1415 106589.0
Coastal Wetlands Restoration Trust Fund							
	36.9	2161.1	903.8	493	5249	0	33522 42328.9
Special Cases							
	4.3	240.7	450.4	16	991	41	1 1740.1
Revolving Fund							
	4.5	252.5	2086.6	0	488	27	18 2872.1
Work for Other Corps Offices							
	804.0	44136.3	24082.6	8385	0	3052	765 80420.9
Domestic Agencies							
	521.0	30183.4	17100.5	99523	140020	47771	1938 336535.9
Foreign Governments							
	1.1	66.8	68.2	73	0	2	0 210.0
Formerly Used Sites Remedial Action Program							
	178.7	10965.7	7544.4	6596	58388	0	0 83494.1
CORPS							
TOTAL	24619.9	1323606.2	668484.6	491030	2573837	225242	123660 5405859.8

Figure B-3 FORCON CATTOT Report - Baseline

REG. WORKSHEET

FORCON MODEL WORKSHEET

FY 98

24,620	24,620
Baseline FTE	Baseline FTE
- 23,340	- 1,131
Target FTE	Total SFO FTE
= 1,280	23,489
Reduction	Core FTE
	- 22,222
	Core Target
	= 1,267
	Req Core Reduct

Ok

APPN	FTE	APPN TARGET	REQ APPN REDUCT	% REDUCT
A	1881	1495	386	20.5
B	4288	3407	881	20.5
C	17542	OK		
EW	75			
ER	726			
ES	869/1670	OK		
WC	804	OK		

1,267
Req Core Reduct

APPN	FTE	APPN TARGET	REQ APPN REDUCT	% REDUCT
BZ	598	598	0	
WD	521	501	20	3.8
WF	1	1	0	
	1,131		20	
	Total SFO FTE		Req SFO Reduct	
	- 1,111			
	SFO Target			
	= 20			
	Req SFO Reduct			

USE CATSUM (CATTOT) REPORT

01/11/94
CECW-BA

Figure B-4 FORCON Worksheet - Example

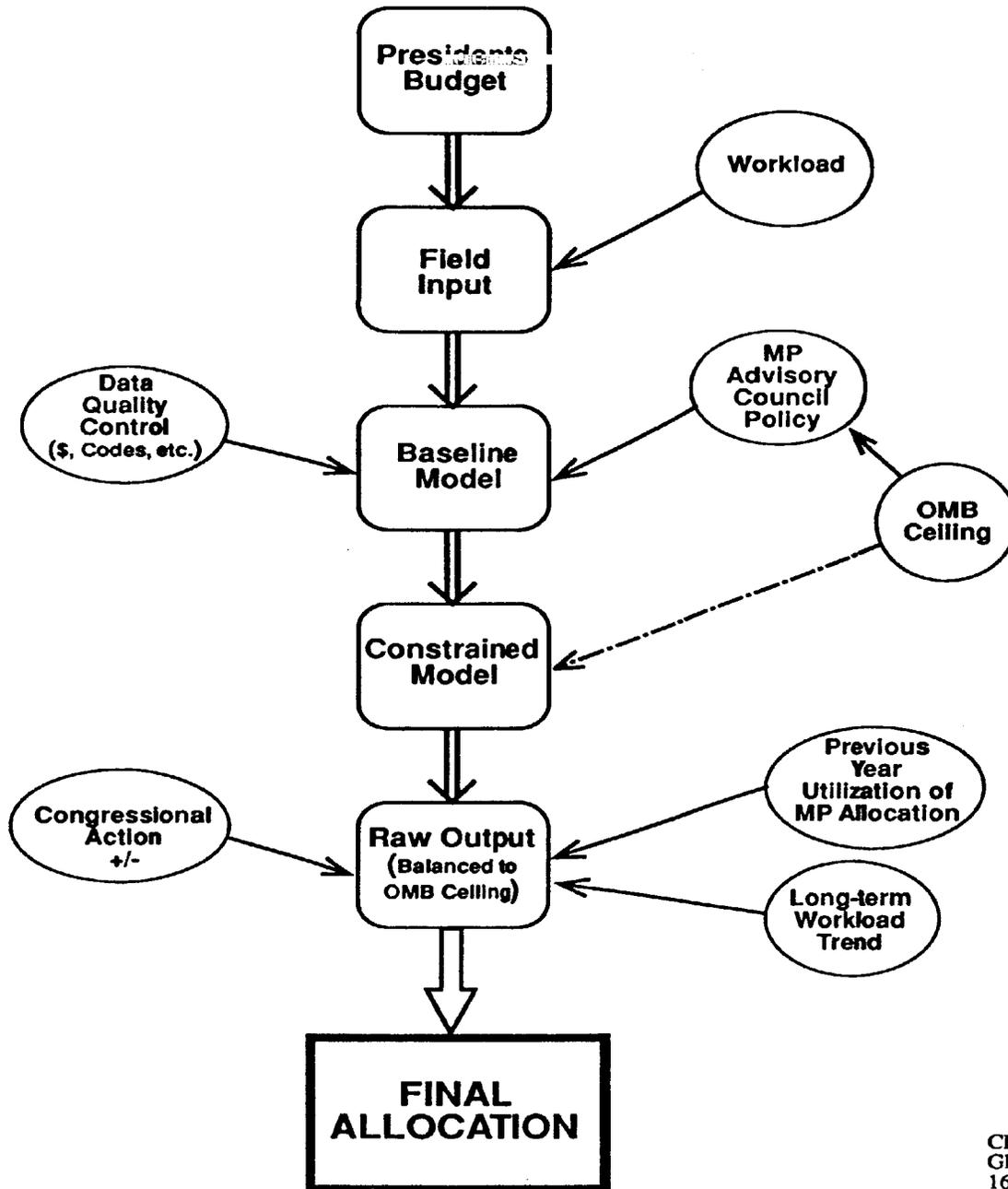
12/04/1997 14:38 Page: 67 CATEGORY SUMMARY (\$000)
incl FUSRAP constrained a=20.5%, b=20.5% wd=3.8%
HQ Corps Reporting Year: 1998

App Code	FTE Wrkyears	Hired Labor	Other In_House	Contract- Payments AE & Svc	To Other Cnst Plc Corps	To Other Agency	Fund Category Totals
Grand Total by Appropriation Code for HQ CORPS							
General Investigations	1492.8	88974.9	37431.7	36502	191	13387	4527 181013.6
Construction, General	3410.2	197795.1	89792.6	98172	1085020	26845	22343 1519967.7
Environmental Restoration Support	597.5	35637.6	16252.5	33018	308414	7774	8748 409844.1
Operation and Maintenance, General	12542.3	631799.0	327918.1	135917	483791	73432	38788 1691645.1
Flood Control & Coastal Emergencies	159.3	9432.5	7026.9	2242	75594	518	82 94895.4
General Expenses	617.4	46387.0	19529.3	670	0	3703	296 70585.3
Flood Control MR&T, Studies	75.2	4328.4	1614.9	2193	0	204	205 8545.3
Flood Control MR&T, Construction	725.7	38060.1	17416.5	16431	92564	18807	2707 185985.6
Flood Control MR&T, Maintenance	869.1	38214.3	36688.6	13591	43299	16965	1303 150060.9
Maintenance and Operation of Dams	0.5	23.1	560.3	50	52	0	0 685.4
Hydraulic Mining in Calif. Debris Fund	0.0	0.0	0.0	140	0	0	0 140.0
Regulatory Program	1312.7	71145.4	29443.6	2306	0	2279	1415 106589.0
Coastal Wetlands Restoration Trust Fund	36.9	2161.1	903.8	493	5249	0	33522 42328.9
Special Cases	4.3	240.7	450.4	16	991	41	1 1740.1
Revolving Fund	4.5	252.5	2086.6	0	488	27	18 2872.1
Work for Other Corps Offices	804.0	44136.3	24082.6	8385	0	3052	765 80420.9
Domestic Agencies	501.1	29031.9	16466.6	95738	134704	45943	1861 323744.5
Foreign Governments	1.1	66.8	68.2	73	0	2	0 210.0
Formerly Used Sites Remedial Action Program	178.7	10965.7	7544.4	6596	58388	0	0 83494.1
CORPS TOTAL	23333.3	1248652.4	635277.6	452533	2288745	212979	116581 4954768.0

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Figure B-5 FORCON COTTOT Report - Final

CIVIL WORKS MANPOWER ALLOCATION PROCESS



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16 Oct 92

Figure B-6 Civil Works Allocation Process